SHARE Museums East
a network of know how

Report on the Survey Results from 'Benchmarking in the East of England' 2011-12

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1. Introduction

1.1 About Benchmarking

Benchmarking, also known by its full name of 'Benchmarking Museums in the East of England', is now in its 11th consecutive year, with data going back as far as 2001/02. The annual survey is aimed at accredited museums or those working towards accreditation. This is the third year that the survey has been delivered largely online, with just a handful of museums providing their response by e-mail. The benefits of this approach are detailed in earlier Benchmarking reports.

Until now, the full dataset has never been published. In addition to county Museum Development Officers (MDOs) and the Regional Museum Development Manager, only museums taking part have had access to the dataset. Often, a museum would only be given the dataset related to the 'basket' or group of museums in which the museum itself was placed. This year for the first time, participating museums have been asked for permission to publish their data (with the exception of any personal data) with a view to uploading the full dataset on the SHARE website. In addition, all participating museums will be sent the full dataset. This is with the intention of making it much easier for museums to benchmark themselves against other participants on their own terms.

This is the fourth year running that the broad format of the survey has covered the following sections:

1. Museum Information
2. Audiences
3. Resources (Finance, Staff and Volunteers)
4. Your Collections

In keeping with the aim of maintaining the scheme as current and fit for purpose, the survey content is reviewed annually. Therefore this year, a fifth section was also included on 'Digital Strategy' to take a 'snapshot' of key issues within this area. Questions included: When was the museum website last updated?, Does the museum make active use of social networking sites?, If so, which ones?, Does the museum have a written digital strategy?, and What percentage of the museum's collections are available online?

In addition, several of the other sections featured new questions which are listed below:

- Does your museum have any outdoor space?
- What is the approx. size of the park /estate?

Coupled with other existing questions, it was intended that responses to these would allow museums to identify other museums in the region most like themselves for the purposes of benchmarking.

- If your museum was closed or partially closed during 2010/11 or 2011/12 please indicate below.

This question was included to provide greater clarity over audience data that should be omitted from a 'constant sample'.

- Total annual income from events / hospitality
- Total annual income from schools

These additional income questions were to provide a more detailed breakdown of financial information.

- Number of disposals made in last 12 months
- Number of acquisitions made in last 12 months
- With regard to your storage areas, which one of the following applies? (They are currently overfull / They are now full / They will be full in the next 5 years / They will be full in the next 5-10 years)
- Do you have in place plans to deal with this? Please answer yes or no

Extra questions on collections storage were included to gauge where support may be needed in this area in the future.

- If the museum would like to draw attention to any positive work/news it has been involved with in the last 12 months, please use this space to explain what this is

Over the past few years, some museums have been using the comments box relating to audience trends to provide detail on their particular successes. It was felt that a question specifically dedicated to this would yield useful information to highlight the positive work achieved by East of England museums. It was also hoped that it could provide participating museums with an insight into peer museums' successes thereby promoting fruitful discussions between organisations in the spirit of 'benchmarking'.

1.2 Numbers responding to the survey

County	Number of responses	Number expected	Response rate
Bedfordshire	7	9	78%
Cambridgeshire	21	29	72%
Essex	21	36	58%
Hertfordshire	19	23	83%
Norfolk	29	34	85%
Suffolk	32	37	86%
All	128	168	76%

Table 1: Response rate to survey by county

The response rate this year has been very encouraging (**Table 1**); just over three quarters of museums invited to take part did provide a response; this is the highest level of participation since the survey began. In most cases, this participation represented a complete response (i.e. to all questions). In some instances, certain questions or sections of the form were missed out and these museums (approx. 25) were approached subsequently and given the opportunity to provide this information. Around 7 museums did provide additional information. All figures therefore reported in summary tables give an indication of the total number of answers on which an individual figure (e.g. total / average) is based.
A full list of museums that did not respond to the survey this year is given in **Appendix 1**.

Most museums gave permission for their data to be published; 41% stated that all information provided could be published, a further 37% were happy for information excluding financial data to be published. Just 16% said that they did not give permission for museum data to be made publically available, with 5% of participating museums not answering the question.

2. Audience Figures

This section reports on the audience figures provided by museums for 2010/11 and 2011/12, which include total visits, visits by children, visits by school age children in organised groups, instances of outreach participation with children and with adults. **Appendix 2** provides a summary of the proportion that is actual vs. estimated figures and **Tables 2 and 3** provide summaries of all audience data by county and for the region as a whole.

Where 'visits' to a museum are reported, overall total figures are based for the most part on actual counts (respectively 89%, 88% and 96% for all visits, child visits and school age child visits). Outreach figures are based on a greater proportion that is estimated rather than actual.

This year, narrative provided by museums to explain any changes to their audience figures over time have been used to explain wider trends at county or regional level within the discussion for each measure.

The following cannot be stressed enough. The variation in mean visits by county tends to reflect two issues: (1) the presence or absence of 'larger' museums (i.e. as a broad indicator those museums with over 75,000 visits per annum), (2) whether or not these larger museums have provided figures this year. In addition, there is the influence of sample size. For example, for 2011-12, the highest mean number of visits has been recorded in Bedfordshire (53,792) compared with a much lower figure for Suffolk (12,063). However, Bedfordshire can be characterised as having a smaller number of museums overall (indeed this year there are 7 in the sample for that county) but which tend to vary greatly in audience size. The total visit figures for Bedfordshire range from 4,125 to 211,838. What is also affecting this figure is that Luton Cultural Services Trust, a larger museum service, has provided audience data this year which it did not do last year, this results in a general increase to the mean figures for the county. Suffolk Museums tend to comprise a greater number of museums overall but which tend to be smaller and medium sized organisations with a broadly similar number of visits, therefore the range of figures for total visits is much smaller, from 94 to 50,000[1]. It should also be noted that the Fitzwilliam Museum, which usually reports in excess of 300,000 visits per annum, has not responded to the survey this year which will affect the mean audience figures for Cambridge and the region as a whole. Therefore the averages that are reported in **Tables 2 and 3** are given as a guide to examining differences year-on-year. They are not intended to make comparisons between counties.

Two key terms used in this Section are defined below for the purposes of clarity.

A **constant sample** excludes museums from the sample for that particular question where there is missing data, for one or both years. 'Missing data' can include that which is not supplied, as well as instances where a museum has been closed for part or all of a year and so has incomplete audience figures.

[1] Figures for one museum were not included in this range as the museum was not properly open during 2011-12.

Market penetration can be considered as a measure of the degree to which a product or service (e.g. museum visit) is taken up compared to the total potential market for the product or service. The 'potential market' can be somewhat subjective and will depend on a number of factors. For example, a smaller, locally-focussed museum may receive most of its visits from the immediate community, whereas a larger, more urban museum may have a much wider-reaching audience in geographical terms.

		Total Visits		Visits, all children		Visits, school age children, organised groups		All Children, outreach		Adults, outreach	
		2010-11	**2011-12**	**2010-11**	**2011-12**	**2010-11**	**2011-12**	**2010-11**	**2011-12**	**2010-11**	**2011-12**
Bedfordshire	**TOTAL**	369,285	376,546	110,803	117,630	11,295	4,592	2,155	1,025	3,512	4,10
	AVERAGE	52,755	53,792	22,161	23,526	2,259	918	718	342	n/a	n/a
	n =	7	7	5	5	5	5	3	3	1	1
Cambridgeshire	**TOTAL**	860,405	865,135	178,714	178,066	75,001	25,998	6,904	6,791	3,325	5,738
	AVERAGE	40,972	41,197	11,170	11,129	4,167	1,444	575	485	238	383
	n =	21	21	16	16	18	18	12	14	14	15
Essex	**TOTAL**	285,846	291,762	80,595	77,473	36,898	36,957	16,762	16,686	8,278	11,215
	AVERAGE	20,418	19,451	7,327	7,043	3,075	2,843	3,352	2,384	1,656	1,602
	n =	14	15	11	11	12	13	5	7	5	7
Hertfordshire	**TOTAL**	370,019	344,662	73,463	65,107	46,193	42,072	23,397	31,767	4,355	2,918
	AVERAGE	21,766	20,274	5,651	5,008	2,887	2,630	2,340	3,177	544	417
	n =	17	17	13	13	16	16	10	10	8	7
Norfolk	**TOTAL**	515,093	497,961	81,497	88,433	48,338	48,263	7,274	7,607	6,623	5,415
	AVERAGE	21,462	19,918	5,094	4,913	2,417	2,098	661	543	662	451
	n =	24	25	16	18	20	23	11	14	10	12
Suffolk	**TOTAL**	444,833	433,853	92,351	91,107	29,517	30,470	4,713	5,055	10,688	28,948
	AVERAGE	15,339	15,495	3,694	3,796	1,342	1,270	393	421	891	2,227
	n =	29	28	25	24	22	24	12	12	12	13
East of England	**TOTAL**	**2,845,481**	**2,809,919**	**617,423**	**617,816**	**247,242**	**188,352**	**61,205**	**68,931**	**36,781**	**54,644**
	AVERAGE	**25,406**	**24,867**	**7,179**	**7,101**	**2,659**	**1,903**	**1,155**	**1,149**	**736**	**994**
	n =	**112**	**113**	**86**	**87**	**93**	**99**	**53**	**60**	**50**	**55**

Table 2: Total and average (mean) figures for all audience data by county and region for 2010/11 and 2011/12. 'n=' gives the number of museums in the sample for that particular measure. (*) Averages for adult outreach are not reported on for Bedfordshire as the sample contains only one museum.

		Total Visits		*% difference*	Visits, children		*% difference*	Visits, school age children, organised groups		*% difference*	Children, outreach		*% difference*	Adults, outreach		*% difference*
		2010-11	**2011-12**		**2010-11**	**2011-12**		**2010-11**	**2011-12**		**2010-11**	**2011-12**		**2010-11**	**2011-12**	
Bedfordshire	**TOTAL**	369,285	376,546	*2.0%*	110,803	117,630	*6.2%*	11,295	4,592	*-59.3%*	2,155	1,025	*-52.4%*	3,512	410	*-88.3%*
	AVERAGE	52,755	53,792		22,161	23,526		2,259	918		718	342		n/a	n/a	
	n =	7	7		5	5		5	5		3	3		1	1	
Cambridgeshire	**TOTAL**	813,225	801,942	*-1.4%*	176,238	175,465	*-0.4%*	22,448	22,671	*1.0%*	6,452	4,955	*-23.2%*	2,738	4,292	*56.8%*
	AVERAGE	42,801	42,207		11,749	11,698		1,497	1,417		587	450		228	358	
	n =	19	19		15	15		15	16		11	11		12	12	
Essex	**TOTAL**	283,173	288,073	*1.7%*	80,155	76,955	*-4.0%*	36,798	36,792	*0.0%*	16,762	16,293	*-2.8%*	8,218	10,190	*24.0%*
	AVERAGE	21,783	22,159		8,016	7,696		3,345	3,345		2,794	2,328		1,644	2,548	
	n =	13	13		10	10		11	11		6	6		4	4	
Hertfordshire	**TOTAL**	299,655	297,035	*-0.9%*	58,870	54,123	*-8.1%*	36,167	34,661	*-4.2%*	23,362	31,731	*35.8%*	4,188	2,843	*-32.1%*
	AVERAGE	24,971	24,753		5,887	5,412		3,288	3,151		2,596	3,526		698	406	
	n =	12	12		10	10		11	11		9	9		6	6	
Norfolk	**TOTAL**	515,093	497,961	*-3.3%*	79,426	74,997	*-5.6%*	45,112	45,536	*0.9%*	6,230	6,787	*8.9%*	6,463	5,156	*-20.2%*
	AVERAGE	25,755	24,898		5,673	5,357		3,007	2,846		890	848		808	645	
	n =	20	20		14	14		15	16		7	7		8	8	
Suffolk	**TOTAL**	438,210	433,848	*-1.0%*	91,236	90,256	*-1.1%*	29,487	30,377	*3.0%*	4,713	5,055	*7.3%*	10,562	9,530	*-9.8%*
	AVERAGE	16,230	16,068		4,147	4,103		1,404	1,447		393	421		880	794	
	n =	27	27		22	22		21	21		12	12		12	12	
East of England	**TOTAL**	**2,749,141**	**2,711,482**	***-1.4%***	**596,728**	**589,426**	***-1.2%***	**185,357**	**175,934**	***-5.1%***	**59,674**	**65,846**	***10.3%***	**35,681**	**32,421**	***-9.1%***
	AVERAGE	**27,769**	**27,389**		**7,852**	**7,756**		**2,376**	**2,256**		**1,243**	**1,317**		**830**	**754**	
	n =	**99**	**99**		**76**	**76**		**78**	**78**		**48**	**48**		**43**	**43**	

Table 3: Total and average (mean) figures for all audience data by county and region for 2010/11 and 2011/12 based on a constant sample of museums for each measure, including the percentage difference between each year's total figures. Averages for adult outreach are not reported on for Bedfordshire as the sample contains only one museum.

2.1 Total Visits

There were 113 museums that provided data for this question, and they reported a total of 2.8 million visits in 2011-12, or a mean of 24,867 visits per museum (Table 2). In 2011, the total population for the region was 5.8 million[2], which means that there was a museum visit for every other person in the region. This measure has remained the same for the past three years now, suggesting that museum visits are fairly stable in the region.

Although the total number of museums answering this question is broadly similar to last year (115 museums), the total number of visits is lower by approx. 200,000 partly because the Fitzwilliam Museum's figures have not been included this year. For this reason it is always advisable to look at changes in figures over time based on a constant sample.

There were 99 museums that were able to provide total visit figures for 2010-11 and 2011-12 and were fully open during both years. These show an overall reduction from **2,749,141** in 2010/11 to **2,711,482** in 2011/12, or a 1.4% decrease, although this is a very small reduction (Table 3). Many counties have seen a minor dip in total visits between the two years, such as Hertfordshire (-0.9%), Norfolk (-3.3%), Cambridgeshire (-1.4%) and Suffolk (-1.0%). Some of the reasons given for a drop in overall visitor numbers include the recession, reduced opening hours and budget cuts, fewer special events and poor weather, particularly a problem on event days at which larger numbers of visitors are expected. A sample of comments to support this includes:

> *"Lower figures in 2011-12 due to economic down-turn and fewer large-scale museum events"* (Saffron Walden Museum: 19.7% drop in total visits from 17,978 in 2010-11 to 14,428 in 2011-12)
>
> "*In 2011 we had a festival which brought more visitors than in 2012 when there were just displays*" (Diss Museum: 33.2% drop in total visits from 6,094 in 2010-11 to 4,069 in 2011-12).
>
> *"The weather seems to have the largest influence on visitor numbers to this Museum"* (The Natural History Museum at Tring: 4.2% drop in total visits from 128,792 in 2010-11 to 123,434 in 2011-12).
>
> *"In June 2011 due to council cutbacks, the museum's opening hours were reduced from 6 days a week unto 4. The staff were also severely cut from 16 to 5"* (Stevenage Museum[3]: a 47.3% decrease from 30,500 visits in 2010-11 to 16,077 visits in 2011-12).
>
> *"Due to budget cuts we had to close the museum an extra 1.5 days a week, now only open Tues - Thur and Sunday pm"* (Mill Green Mill and Museum[4], Welwyn Hatfield

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[2] Results released by the Office for National Statistics (www.ons.gov.uk) based on the 2011 census give the East of England population as being 5.8 million. It is recognised that not all of the reported visits to museums will have been made by people living within the region, and indeed some people may have made repeat visits. Nevertheless this comment is offered as an assessment of visits per head of population.

[3] Stevenage Museum and [3] Mill Green Museum & Mill were not included in the constant sample calculations however. Their comments are included here to illustrate the effect reduced opening hours has on overall visits for the county/region.

Museum Service: a 35.8% decrease from 20,574 visits in 2010-11 to 13,210 visits in 2011-12).

The only counties to buck this trend were Essex (up 1.7%) and Bedfordshire (up 2.0%) (**Table 3**). In these counties, some museums reported the opposite good fortune, with special events, good weather and effective publicity boosting visitor numbers:

"The church and museum featured on TV 3 times - Songs of Praise, Country Tracks and Countryfile. New colourful external signage for the museum [was available] to put out when open. New professional curator in post - produced new family trails, Easter holiday trail, children's summer activities, and family focused exhibition" (John Bunyan Museum & Library: 26.0% increase in total visits from 4,247 in 2010-11 to 5,353 total visits in 2011-12).

"The figures shown [for total visits and total child visits] include two special weekend events when we have major fund raising attractions. Without these the total figures shown would only be around 5-10% of these totals. More frequent opening in 2012. Good weather on major event open days" (Stotfold Watermill and Nature Reserve: 17.6% increase in total visits from 17,000 in 2010-11 to 20,000 in 2011-12).

"Improved quality of the exhibitions. Increased opening hours and better marketing." The Fry Art Gallery: 72.6% increase in total visits from 6,255 in 2010-11 to 10,795 in 2011-12).

Additionally, the Polar Museum in Cambridge also reported a similar situation:

"The centenary of Captain Scott reaching the South Pole was celebrated in 2012 and the associated temporary exhibition and publicity boosted visitor numbers. Outreach activities for children began with a change of staff in 2011." Figures were up 35.9% from 38,158 visits in 2010-11 to 51,856 visits in 2011-12, although part of this increase will be due to the museum being partially closed in 2010-11.

2.2 Total visits by school age children in organised groups

The number of visits by school age children in organised groups (e.g. schools, after-school clubs) reported by 99 museums stands at 188,352, or a mean of 1,903 visits per museum (**Table 2**). This mean shows a drop when compared to that for 2010/11 (2,659), a trend which was first observed last year when comparing figures for 2009/10 and 2010/11. The largest drop, when based on a constant sample (**Table 3**), has been in Bedfordshire (-59.3%) and Hertfordshire (-9.9%) with other counties largely reporting very little difference over the two years, with the exception of Suffolk which saw a 2.6% increase. In Bedfordshire, the drop is wholly attributable to Luton Cultural Services Trust (Stockwood Discovery Centre & Wardown Park) whose figures for 2010-11 were unusually high and dropped by 66.4% in 2011-12 (from 10,454 to 3,514 visits) “due to a promotional offer we were able to provide to encourage schools visits”- this has therefore caused a one year peak. In Hertfordshire, all but four museums have seen a reduction although not all have provided comments to accompany these figures. North Hertfordshire Museum Service (which has seen an overall drop over the two years of 19.7% from 2,214 to 1,777 visits) has said that “we have noticed less uptake by schools of the museum workshops offered, which may be a result of financial constraints or other demands on resources” and Stevenage Museum has reported cutbacks in Council spending that has resulted in the Education Officer’s hours being reduced from 5 days a week to just 2, “this has had a drastic result on the visitor figures”. Their figures dropped by 60.1% from 4,116 visits in 2010-11 to 1,644 visits in 2011-12 (although their figures are not included in the constant sample).

In Suffolk (as in Norfolk, Essex and Cambridgeshire), there is a mixed picture with regard to change, with variation very much occurring at museum level. Nevertheless, one museum which reported an increase was Gainsborough's House with 318 to 764 visits over the two years (a 140.3% increase), attributed to “volunteers and freelance staff [who] helped to deliver a successful schools programme of visits.”

Some museums in the region have reported the negative effects of increasing fuel costs on the number of visits by school parties:

> *“General cost of living rise and increasing petrol costs, especially for school coaches. More difficulties for secondary schools generally being able to take children on trips”* (Imperial War Museum Duxford).
>
> *“Notable diminution in the number of schools taking children on outside visits”* (East Anglia Transport Museum: 33.9% decrease in visits by school age children in organised groups, from 978 in 2010-11 to 646 visits in 2011-12).

Looking at the proportion of overall visits by school age children in groups made to museums with no separate room or space to offer such visitors, shows that they account for over 20% (40,621 visits) of the total number. Last year the comparable figure was almost 14%.

2.3 Total visits by children

The total number of visits by children in 2011/12 came to 617,816, with the mean measuring 7,620 visits per museum (79 museums). The highest means were recorded in Bedfordshire (23,526 visits per museum) and Cambridgeshire (11,129 visits per museum) and the lowest was in Suffolk (3,796 visits per museum) (**Table 2**). In Bedfordshire, the mean is being skewed by Luton Cultural Services Trust, its figures accounting for 95% of the total figure, and in Cambridgeshire the higher mean is due to large audiences at the Imperial War Museum in Duxford (a national museum) and the Sedgwick Museum of Earth Sciences.

Based on a constant sample, total visits by children have seen little change between 2010-11 and 2011-12 (**Table 3**), going from 596,728 to 589,426 visits (1.2% drop). The only county to have seen an increase in this time is Bedfordshire (up 6.2%). In this county, sites that are largely responsible for this are the John Bunyan Museum & Library, Stotfold Watermill & Nature Reserve and Stockwood

Discovery Centre. Conversely, this measure shows a decrease over the two years in Hertfordshire (-6.8%), Norfolk (-5.6%), Essex (-4.0%), Suffolk (-1.2%) and Cambridgeshire (0.4%).

Many of the reasons cited in **Section 2.1** for an increase or decrease in overall visits also apply to any changes year-on-year with this measure at museum level.

2.4 Outreach with children

There were 68,931 instances of outreach with children in 2011-12, which equates to 1,149 per museum (based on a sample of 60 museums). By far, the highest means were in Hertfordshire (3,177 per museum) and Essex (2,384 per museum), and the lowest was in Bedfordshire (342 per museum) **Table 2**).

Using a constant sample, the total went from 59,674 instances of outreach with children in 2010-11 to 65,846 instances in 2011-12 (**Table 3**), this is a significant increase of 10.3%. Counties that witnessed an increase were Hertfordshire (35.8%), Norfolk (8.9%) and Suffolk (7.3%). The remaining three counties all saw a decrease, Bedfordshire by 52.4%, Cambridgeshire by 23.2% and Essex by 2.8%.

In Bedfordshire, Luton Cultural Services Trust commented that, “outreach figures were down in 2011/12 as we had a restructure of the team and could no longer support some of the activities we had before” (figures dropped by 56% from 1,945 in 2010-11 to 855 in 2011-12). In Cambridgeshire, the Cambridge and County Folk Museum stated that their “loans box usage by schools [had] dropped [therefore] affecting outreach numbers” (figures went from 1,800 to 1,321, a 26.6% reduction) and Ely Museum pointed out that a ”special outreach project” in 2010-11 (when figures recorded were 1,657 and dropped to 1,070 the next year) had caused a one-off peak in that year. In Essex, Saffron Walden Museum pointed out that “lower [child outreach] figures in 2011-12 [were] due to [the] economic down-turn and fewer large-scale museum events [being put on]” (figures decreased by 92.5% from 4,000 to 300 over the two years).

Museums in Hertfordshire that increased their child outreach figures include North Hertfordshire Museum Service, St. Albans Museums, Dacorum Heritage Trust and Watford Museum. The only organisation of these to provide comments on their figures was North Hertfordshire Museum Service: “outreach service for schools is relatively new & has been growing year on year”. Comparable museums in Norfolk were Diss Museum, Cromer Museum, Norwich Castle Museum & Art Gallery and Time & Tide Museum. Norwich Castle commented that education activities were doing well due to “ACE investment” but other museums did not provide any narrative for their figures. Suffolk Museums enjoying growing child outreach numbers were Halesworth and District Museum, National Horseracing Museum, Norfolk & Suffolk Aviation Museum, Orford Museum and Laxfield & District Museum. Orford Museum commented of its figures that “in 2011/12 [we] had more involvement because of ‘The Museum in a drawer’ project which was a funded project”. Laxfield and District also provided an insight into why their child outreach figures had risen, but this is commented on in **Section 2.5**.

2.5 Outreach with adults

Instances of outreach with adults totalled 54,644 in 2011-12 and the mean figure was 994 per museum (based on 55 museums) (**Table 2**). The highest means were in Essex (2,548 instances per museum) and the lowest in Cambridgeshire (358 instances per museum) and Hertfordshire (406 instances per museum). Bedfordshire cannot be counted in any average calculations as only one museum provided any data for this measure.

Based on a constant sample, this measure actually saw a significant drop of 9.1% over the two years between 2010-11 and 2011-12 (**Table 3**) from 35,681 instances to 32,421 instances. All but two counties reported quite noticeable reductions in their adults outreach figures, for instance: Bedfordshire (down 88.3%), Hertfordshire (down 32.1%), Norfolk (down 20.2%) and Suffolk (down 9.8%). In Bedfordshire, Luton Cultural Services Trust stated that this was due to staff resources being re-directed (see comment in Section 2.4) when figures dropped by 88.3% from 3,512 to 410. In Hertfordshire, North Hertfordshire Museums Service whose adult outreach decreased by 53.9% (from 2,058 to 948 instances) also stated that resources were re-directed towards "processing their collections in preparation for a new district museum ... ... [which meant that] less time and resources could be spent on outreach activities." In Suffolk, Haverhill & District Local History Centre pointed out that adult outreach figures had been particularly high in the previous year (measuring 1,805 instances) "due to a remembrance festival event organised jointly between us and Suffolk Family History Group". Instances of adult outreach then measured 260 in 2011-12. Any Norfolk museums that witnessed a decrease in this measure did not provide commentary to explain this trend.

Conversely, adult outreach was up 56.8% in Cambridgeshire and up 24.0% in Essex. In Cambridgeshire, Wisbech & Fenland Museum attributed this rise (of 382.7% from 127 to 613 instances over the two years) to a "number of reminiscence sessions" and Chatteris Museum stated that "increased usage of loans boxes gave rise in adult outreach from 2010/11 to 2011/12". Their figures rose over the two years by 345.9% from 85 to 379 instances of outreach contact with adults. In Essex, Colchester Castle (part of Colchester & Ipswich Museum Service) stated that they had hosted "more outreach events for adults in 2011/12", this resulted in figures increasing 17.9% from 3,425 instances in 2010-11 to 4,039 instances in 2011-12. Mersea Island Museum Trust boosted its figures by 200.0% from 60 to 180 instances and commented that "the increased adult outreach numbers have followed a deliberate policy of going out to give talks to community groups." One museum in Suffolk which bucked its county trend for decreasing adult outreach was Laxfield and District Museum which saw its figures rise by 36.0% from 250 in 2010-11 to 340 in 2011-12 because of concerted efforts: "the museum is increasingly planning outreach activities including exhibitions in the village hall, special days and coach outings."

2.6 Understanding patterns in audience figures

For the most part, many factors which affect changes in audience figures over time have already been discussed earlier in this section with regard to specific measures. However, there are some more general observations made by museums which are worth briefly reporting here.

Some increase in audience figures, particularly with regard to outreach, may be due to improved counting. For example, museums performing 'actual' rather than 'estimated' counts, or counting audiences in a more precise way:

"[We now have] improved counting - figures now exclude 'free entry' by children, Friends, Enquirers" (Ashwell Village Museum, Hertfordshire)

As has been mentioned in previous reports, an injection of resources, whether financial or staff time, also has a positive effect on audience numbers. Conversely, where this is withdrawn, numbers then suffer (as reported above for some museums).

Some museums reported negative effects on their visitor figures from competing with wider 2012 events, such as The Queen's Jubilee or the London Olympic and Paralympic Games:

> *"Visitors in 2011 to the Olympic Park while being built and the economic [downturn] reduced our coach parties but [we have] slightly improved our visitor numbers now that the Olympic Park is now built and closed for visitors"* (HMS Ganges Association Museum).
>
> *"[There has been an] adverse effect [on visitor numbers because] of [the] Jubilee celebrations and both Olympics versions"* (Leighton Buzzard Railway Museum).
>
> *"[Visitor numbers are down because of the] Diamond Jubilee Celebrations [and] Olympic Games"*
> (Maldon District Museum).

3. Museum Resources (Financial, Staff and Volunteers)

As has been noted in the Benchmarking reports for the previous two years, financial information is provided at museum level where such museums operate as 'single' organisations, but where part of a larger museum service or trust comprising two or more museums, financial information is given for the pair/group of museums as a whole. Museums do not all operate to the same financial year, and this should be borne in mind when interpreting any results. Due to the complexities of creating a constant sample, any financial comparisons made year-on-year are based on averages (means) instead.

Extra guidance has been provided this year to define those figures which can and cannot be included, mainly for 'total expenditure costs' but there still may be an element of subjectivity introduced to answers in this area. Whilst care has been taken to ensure that the breakdown of financial information is as simple as possible, it is clear that accounting arrangements vary enormously between museums because of the varied nature of their governance. In some cases, museums find it very difficult to separate out their own expenditure or income when they are part of a larger organisation. Care should therefore be taken when using or reporting on these figures.

All figures reported in this section for 2011/12 can be found in **Table 4**. It should also be noted that some Bedfordshire figures may be artificially high this year because of how Luton Cultural Services Trust reports its finances: "Total expenditure includes expenditure for the Schools library service which transferred to Museums [in] 2011/12. Schools income includes Museums schools service and schools library service income."

3.1 Total Expenditure and Staff Costs

Expenditure in the region for the year 2011-12 totalled £24.9 million as reported by 103 museums. The mean expenditure figure therefore equates to £241,107. In 2010-11, the mean figure was £213,319 (106 museums) and in 2009-10 was £258,846 (93 museums). This demonstrates a fairly stable picture over the past three years.

On average, expenditure was highest in Norfolk (£399,633 per museum), Bedfordshire (£349,424 per museum) and Essex (£324,170 per museum) and lowest in Suffolk (£95,228 per museum), this is explained by the points made on p.2 relating to the relative 'size' of museums in each county (both in terms of audience numbers and operating budget).

Total staff costs in the region amounted to just over £16.5 million (97 museums), which on average equates to £171,005 per museum. In 2010/11 and 2009/10 the comparable means were respectively £281,075 per museum (72 museums) and approximately £230,000 per museum (63 museums). This may suggest that fewer staff are now employed by the region's museums. However, this does not seem to be the case (see Section 3.5). The difference in the mean figure for staff costs between 2010-11 and 2011-12 may be due instead to the gap in data for the Fitzwilliam this year which usually reports the highest staff costs in the region.

		Total annual EXPENDITURE	Total STAFF costs	Total annual INCOME	Total additional PROJECT INCOME	Total annual income, RETAIL SALES	Total annual income, DONATIONS/ CHARITABLE GIVING	Total annual income, EVENTS / HOSPITALITY	Total annual income, SCHOOLS	No. FTE paid staff (not project funded)	No. FTE paid staff (project funded)	No. of volunteers	No. volunteer hrs / annum
Beds	**TOTAL**	£2,096,544	£1,340,028	£456,472	£772,602	£318,776	£26,102	£67,321	£205,939	26.9	22.6	447.0	44,757.0
	AVERAGE	£349,424	£223,338	£76,079	£128,767	£53,129	£4,350	£13,464	£51,485	9.0	11.3	63.9	6,393.9
	n =	6	6	6	6	6	6	5	4	3	2	7	7
Cambs	**TOTAL**	£4,144,023	£4,328,637	£6,107,835	£651,226	£318,756	£644,492	£2,237,992	£99,415	177.9	17.1	1,009.0	105,961.0
	AVERAGE	£218,106	£240,480	£339,324	£40,702	£18,750	£33,921	£149,199	£7,101	11.9	2.1	53.1	5,886.7
	n =	19	18	18	16	17	19	15	14	15	8	19	18
Essex	**TOTAL**	£4,538,374	£2,706,973	£2,056,680	£583,588	£190,507	£106,518	£60,986	£95,692	53.4	11.5	595.5	21,689.9
	AVERAGE	£324,170	£225,581	£158,206	£58,359	£14,654	£8,194	£6,099	£8,699	5.3	1.6	45.8	1,668.5
	n =	14	12	13	10	13	13	10	11	10	7	13	13
Herts	**TOTAL**	£2,018,875	£869,375	£432,581	£69,724	£51,411	£58,266	£20,741	£44,874	24.7	2.7	471.0	44,862.3
	AVERAGE	£144,205	£62,098	£30,899	£5,810	£4,284	£4,482	£2,305	£4,079	2.5	0.7	36.2	3,204.5
	n =	14	14	14	12	12	13	9	11	10	4	13	14
Norfolk	**TOTAL**	£7,156,272	£4,133,874	£2,501,248	£2,853,630	£292,850	£82,451	£22,528	£84,245	133.1	34.4	881.0	52,651.0
	AVERAGE	£298,178	£179,734	£104,219	£129,710	£12,202	£3,435	£1,126	£4,434	7.8	2.9	36.7	2,289.2
	n =	24	23	24	22	24	24	20	19	17	12	24	23
Suffolk	**TOTAL**	£2,475,940	£1,492,236	£1,591,865	£792,121	£454,840	£494,219	£59,384	£50,202	70.2	12.1	1,475.5	143,027.3
	AVERAGE	£95,228	£62,177	£58,958	£36,006	£18,194	£20,592	£3,125	£2,391	6.4	2.4	52.7	5,297.3
	n =	26	24	27	22	25	24	19	21	11	5	28	27
East of England	**TOTAL**	**£22,430,028**	**£14,871,123**	**£13,146,681**	**£5,722,891**	**£1,627,140**	**£1,412,048**	**£2,468,952**	**£580,367**	**486.1**	**100.4**	**4,879.0**	**412,948.5**
	AVERAGE	**£217,767**	**£153,311**	**£128,889**	**£65,033**	**£16,775**	**£14,263**	**£31,653**	**£7,255**	**7.4**	**2.6**	**46.9**	**4,048.5**
	n =	**103**	**97**	**102**	**88**	**97**	**99**	**78**	**80**	**66**	**38**	**104**	**102**

Table 4: Summary of total and mean figures for 'Resources' (financial, staff and volunteers) by county and region.

3.2 Annual Income and Project Income

Total annual income (not including time-specific project grants) for the region's museums came to £13.6 million, or £133,464 per museum (based on a sample of 102 museums). In 2010/11 and 2009/10 this same measure recorded respectively £19.1 million in total or a mean of £177,408 (for 108 museums) and £16.8 million in total or a mean of £176,848 (for 95 museums). Even taking into account missing figures for the Fitzwilliam (usually around £4 million), it does still suggest that income has fallen this year. Highest average income was recorded in Cambridgeshire (£339,324 per museum) and Essex (£158,206) and lowest average income was recorded in Hertfordshire (£30,899) and Suffolk (£58,958).

Income provided by time-specific grants ('additional project income') totalled £6.4 million (or £74,925 per museum on average, based on a sample of 86 museums). This figure shows a noticeable reduction of at least 50% compared with previous years where the totals amounted to £14.4 million or £161,380 per museum (based on a sample of 89 museums in 2010-11) and almost £11 million or £151,739 per museum (based on a sample of 72 museums in 2009/10).
The highest averages in 2011-12 were recorded in Norfolk (£129,710) and Bedfordshire (£128,767) and the lowest in Hertfordshire (£5,810). Overall then, the picture is that museums are in receipt of smaller amounts of project funding, and this is most likely the result of the economic downturn as potential sources of investment become less available.

Although the list of different funding sources is not quite as long this year as it has been in the previous two years, museums from across the region have still benefitted through support from a wide range of funding bodies.

Local government grants and sponsorship

Very many museums mentioned 'council funding' or support from their 'local authority' but those that were specifically cited included:

- Bedfordshire County Council
- Cambridgeshire County Council
- City of Ely Council
- Forest Heath District Council
- Hertfordshire County Council
- Norfolk County Council (including 'Norfolk Museums Service' and 'North American Connection Grant')

Central Government

- Department for Culture Media and Sport (DCMS)
- Foreign and Commonwealth Office (FCO)
- Ministry of Defence (MoD)

Arts/Heritage Funding

Some of those included below can also be considered under the heading of 'charitable giving' but have been included here as they specifically relate to the heritage sector.

- The Arts Council (see also 'Renaissance' and 'SHARE' below)

- The Art Fund
- English Heritage
- Heritage Lottery Fund
- National Museums (e.g. British Museum, the Victoria & Albert Museum)
- PINTA museum acquisition funding (Modern and Contemporary Latin American Art)
- PRISM
- Renaissance
- SHARE Museums East (Effective Museums Programme mentioned by a couple of museums)

County level museum funding / partnerships:
- Greater Fens Museum Project
- Museums in Essex Committee (MIEC)

University grants:
- University of Cambridge: School of the Humanities and Social Science

European Funding:
- TCHC (a European Social Fund Community Grant)

Charitable Giving

A very large proportion of museums mentioned funding from their Museum Friends or Society as well as local charities, 'private sponsorship', 'donations' and 'legacies'. Specifically noted were the following sources of charitable trusts or funds:

- Cadogan Charity
- Esmée Fairbairn
- Headley Trust (Sainsbury Family Charitable Trust)
- Home of Horseracing Trust
- Landfill Communities Fund
- Letchworth Garden City Heritage Foundation
- Letchworth Garden City Society
- Payne-Gallwey Charitable Trust
- Royal Society
- Sheringham Shoal Community Fund
- Thomas Parsons Charity
- William Delafield Trust
- Wolfson Trust
- WREN

Businesses:

A small number of museums reported that they had received 'commerical sponsorship'. Organisations specifically mentioned were:
- Linklaters LLP
- National Grid

3.3 Income from retail spend, schools and events /hospitality

Income from retail spend reached £1.6 million (in 2011/12 the exact figure was £1,627,140 and in 2010/11 it was £1,954,141). The mean figure for this year is £16,775 per museum (97 museums) and for last year was £19,348 per museum (101 museums) suggesting that income from retail sales has dropped in the last year. This measure was not collected prior to last year.

On average, retail spend per visit was highest in Bedfordshire (£53,129 per museum) and Suffolk (£18,194 per museum), owing to large figures supplied by Luton Cultural Services Trust and the National Horseracing Museum.

Income from other sources, namely schools and events / hospitality were not collected prior to this year, therefore no comparison can be drawn with earlier figures. Income from schools totalled £789,106, which equates to a mean of £9,989 per museum (based on there being 79 museums in the sample). On average, this income was highest in Bedfordshire at £51,485 per museum, Essex at £8,699 per museum and Cambridgeshire at £7,101 per museum.

It was lowest in Suffolk at £2,391 per museum.
In Bedfordshire, the mean figure is artificially high because it is being skewed by Luton Cultural Services Trust which has recently incorporated the 'Schools Library Service' and whose finances cannot be separated from the two museums reported on here.

Income from events / hospitality came to a total of nearly £2.5 million, the mean being £32,236 per museum (for a sample of 77 museums). On average, this income was highest in Cambridgeshire, at £149,199 per museum, and Bedfordshire at £13,464 per museum. The Cambridgeshire figure is being skewed by data for the Imperial War Museum, Duxford, whose income from this source is particularly high. On average, income from events is lowest in Norfolk, at £1,882 per museum.

3.4 Income from donations / charitable giving

Donations brought in £1.4 million in total, this worked out to a mean figure of £14,263 for museums in the region (based on 99 museums). On average, this figure was highest in Cambridgeshire (£33,921 per museum) and Bedfordshire (£26,102 per museum) and lowest in Norfolk (£3,435 per museum). Looking back at historic data suggests that income from charitable giving has in fact increased over time. In 2008-09, the last time this measure was collected, total income from donations came to £880,257 for 96 museums, which makes a mean of £9,169 per museum. In 2007-08 comparable figures were £733,674 (total) and £8,839 (mean, based on a sample of 83 museums).

3.5 Paid staff

In 2011-12 there were a total of 567 FTE staff (counting both project and non-project funded staff) for 67 museums. This works out as a mean of 8.5 FTE staff per museum. In 2010-11 the comparable mean was 8.8 FTE staff per museum (where there were 654 FTE staff reported for 74 museums), which is not a significant difference.

3.6 Volunteers

There were a total of 4,879 volunteers working in 104 museums in 2011-12. This makes a mean of 47 volunteers per museum. In 2010-11, 2009-10 and 2008-09 the comparable mean figures per museum were respectively 43.1 volunteers, 42.5 volunteers and 51 volunteers. This therefore shows a very stable picture with regard to volunteer numbers in the region over the last four years at least.

Furthermore, 102 museums indicated that their volunteers had devoted a total of 412,949 hours, or 4,049 hours per museum. In 2010-11, 2009-10 and 2008-09 the comparable means were 4,171, 5,305 and 3,472 hours per museum. The mean number of hours given by volunteers in 2011-12 is highest in Bedfordshire (6,394 hours), Cambridgeshire (5,887 hours) and Suffolk (5,297 hours).

Based on the same guidance from Volunteer England that has been used in previous Benchmarking reports, it is possible to assign a financial value to the work carried out by volunteers. In this instance, 412,949 hours equates to a substantial **£3.8 million invested in museums** in the East of England in 2011/12[5]. This figure is likely to be an underestimate of the actual total, since there are more regional museums being supported by volunteers than were counted by this survey. Additionally, Norfolk Museums & Archaeology Service, one of the largest museum services in the region which took part in the survey, was not able to provide the total number of hours given by volunteers; their figures would add substantially to the financial investment cited above.

3.6 Visits per hour

Figures ranged amongst the 111 museums which provided data from less than 1 visit per hour up to 156 visits per hour, this can be explained by a wide variety of reasons and is not necessarily a fair way to compare museums. Instead, the calculation is included to assess whether or not there has been any change year-on-year with regard to the volume of visiting over an hourly period. This year, the mean number of visits per hour in the region was 20, and in previous years was 20.6 (2010-11, for 106 museums), 15.5 (2009-10, for 103 museums) and 15.3 visits per hour (2008-09, for 101 museums). It is likely to have measured around 21 visits per hour for the last 2 years given that there has been a good response rate to the survey both years by museum services which tend to record a figure for this measure.

3.7 Cost per visit

Cost per visit varies significantly from museum to museum because of the different nature of these organisations (e.g. it would not be fair to compare a large local authority museum or museum service with a small volunteer-run museum). Overall, the average cost per visit for the region came to £7.98, based on a sample of 113 museums). In 2010-11 and 2009-10 comparable figures respectively were £11.04 (91 museums) and £8.06 (95 museums), showing some fluctuation over time.

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[5] The exact figure is £3,861,068. Based on advice from Volunteer England, when working out an hourly rate it is best to take a value between the national minimum wage (£6.08 for workers over 21 from October 2011) and the median hourly wage (£12.62 in April 2011, Office for National Statistics). In this instance, the hourly rate was therefore taken to be £9.35.

Cost per visit is worked out using total annual expenditure. Despite extra guidance this year to cover what could and could not be included under this heading, there still may be discrepancies between museums. 'Cost per visit' should therefore be used with care as it is not a wholly reliable way to compare museums. It is a more useful figure to look at change over time, either for an individual museum, or at county or regional level.

3.8 Retail spend per visit

There were 92 museums able to provide figures for both retail spend and total visits, of these museums, the National Horseracing Museum has for the second year running recorded the highest spend per visit at £17.64 (in 2010-11 the same figure was £22.15). In 2011-12 the overall spend per visit for the region was £0.76 (based on 92 museums).

4. Museum Collections

4.1 Number of objects in museum collections

The majority of museums surveyed fall into one of the first three categories; ‘Under 1,000’, ‘1,001-5,000’ or ‘5,001-50,000’ objects in collection. Only 6 museums/museum services report having collections that contain ‘50,001-250,000’ objects, and 9 report having ‘Over 250,000’ objects in their collections.

No. of objects in museum's collections	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	**Total**
Under 1,000	2	5	4	1	3	2	**17**
1,001 - 5,000	2	3	2	1	6	11	**25**
5,001 - 50,000	1	9	4	8	6	12	**40**
50,001 - 250,000		1	2	3			**6**
Over 250,000	1	3	2	2	1		**9**
Total	**6**	**21**	**14**	**15**	**16**	**25**	**97**

Table 5: Number of museums or museum services that fall into each category for the number of objects in their collections. Museum services have each been counted as one entity. Ipswich Museum and Christchurch Mansion are included under the total for CIMS in Essex.

4.2 Visits by different specialists

Museums in the region were most likely to have had a visit from a professional conservator and/or Museum Development Officer in the last 12 months (**Table 6**), respectively 50% and 49% of museums. Around one in four museums (42%) have had a visit from a Curatorial Adviser in the last 12 months and one in three (27%) have had a visit from a National Security Advisor in the last 5 years. Just over one third (38%) have had other professional advice in the last 12 months. Almost three quarters of museums (73%) report having in place an intruder detection system.

	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	**Total**
(a) An intruder detection system is in place	6	17	17	16	20	18	**94 (73%)**
(b) We have had a visit from a Museum Development Officer in the last 12 months	1	16	3	16	14	13	**63 (49%)**
(c) We have had a visit from a Curatorial Adviser in the last 12 months	3	10	7	5	7	22	**54 (42%)**
(d) We have had a visit from a professional conservator in the last 12 months	5	14	7	9	15	14	**64 (50%)**
(e) We have had a visit from the National Security Advisor in the last 5 years	3	5	7	10	6	4	**35 (27%)**
(f) We have received other professional advice in the last 12 months which is not listed above	5	5	9	5	12	12	**48 (38%)**

Table 6: County summary detailing the number of visits by different specialists and the presence of an intruder detection system.

4.3 Number of disposals from and acquisitions to collections

The total number of disposals made by surveyed museums came to 630 objects, with the total number of acquisitions adding up to 14,034 objects (**Table 7**). The mean number of disposals per museum was highest in Bedfordshire and lowest in Essex (respectively 50 and less than 1). The mean number of acquisitions was highest in Hertfordshire and lowest in Bedfordshire (respectively 485 and 60).

	Total no. of disposals	Mean no. of disposals/museum	Total no. of acquisitions	Mean no. of acquisitions/museum
Bedfordshire	151	50	358	60
Cambridgeshire	25	8	1,010	72
Essex	2	0	2,620	218
Hertfordshire	182	23	5,814	485
Norfolk	205	15	2,241	107
Suffolk	65	4	1,991	105
TOTAL	**630**	**11**	**14,034**	**167**

Table 7: Total and mean number of disposals from and acquisitions to museum collections by county.

4.4 Capacity of storage areas

A total of 88 museums / museum services provided information about the capacity of their storage areas (**Table 8**). One in five organisations (20%) indicated that they are currently overfull with a further 41% indicating that they are now full. This means that a lack of storage is cause for concern in almost two thirds of museums. Just over one quarter (28%) reported that their storage facilities will be full in the next 5 years with a further 10% stating that they had another 5-10 years before their storage areas would be full. There was an additional museum which commented that it anticipated its storage requirements to be adequate for more than 10 years in to the future.

	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	Total
They are currently overfull	1	5	3	2	3	4	**18 (20%)**
They are now full	1	8	6	6	6	9	**36 (41%)**
They will be full in the next 5 years	1	5	3	5	4	7	**25 (28%)**
They will be full in the next 5-10 years	2	2	2			3	**9 (10%)**
Total	**5**	**20**	**14**	**13**	**13**	**23**	**88**

Table 8: Number of museums / museum services that fall into each category with regard to statements about the capacity of their storage areas. Museum services have each been counted as one entity.

There were 50 museums that reported 'yes' they plan to address any storage issues (some museums briefly said what these plans are). There were 20 museums that indicated 'no' they did not have in place plans to deal with any current or potential shortfall in storage capacity, although one of these museums stated that they are 'in development'. These museums are summarised in **Table 9**.

They are currently overfull	Ashwell Village Museum	Hertfordshire
They are now full	Sedgwick Museum of Earth Sciences	Cambridgeshire
	Norris Museum	Cambridgeshire
	The Dacorum Heritage Trust Ltd	Hertfordshire
	Diss Museum	Norfolk
	The Muckleburgh Military Collection	Norfolk
	Peter Coke Shell Gallery	Norfolk
	Lowestoft Maritime Museum	Suffolk
	Lowestoft Museum	Suffolk
	The Stained Glass Museum	Cambridgeshire
	Maldon District Museum	Essex
They will be full in the next 5 years	John Bunyan Museum & Library	Bedfordshire
	The Fry Art Gallery	Essex
	Lowewood Museum	Hertfordshire
	Potters Bar	Hertfordshire
	Haverhill & District Local History Centre	Suffolk
	Orford Museum	Suffolk
They will be full in the next 5-10 years	Stotfold Watermill and Nature Reserve	Bedfordshire
	The Polar Museum, Scott Polar Research Institute	Cambridgeshire
	Beccles & District Museum	Suffolk

Table 9: Museums that currently do not have in place plans to deal with a shortage of storage space, by category relating to how imminent this shortage is.

5. Digital strategy

5.1 Last update to museum website

Almost 80% of museums that responded to this question stated that they had updated their website more than one week ago but in the last month (40%) or had updated it in the last week (39%). Just over one in five museums (22%) reported that they had updated their website more than one month ago (**Table 10**).

If the museum has its own website, when was it last updated?	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	Total
In the last week	3	8	7	4	4	6	32 (39%)
More than one week ago but in the last month	2	7	4	4	6	10	33 (40%)
More than one month ago	2	5	1	2	4	4	18 (22%)
Total	7	20	12	10	14	20	83

Table 10: How often museum websites are updated by county.

5.2 Active use of social networking sites

There were 103 organisations (museums and museum services/trusts) that provided information about their use of social networking sites (**Table 11**), with these museums being split slightly more in favour towards those that do make use of them (54%) rather than those that do not (46%).

Does the museum make active use of social networking sites to engage with audiences?	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	Total
No	3	8	3	7	8	18	47 (46%)
Yes	3	13	13	8	11	8	56 (54%)
Total	6	21	16	15	19	26	103

Table 11: Museum numbers that make use of social networking sites by county.

By far the most common networking site used was Facebook, with 49 mentions. second was Twitter (mentioned 28 times). Other sites also used by museums, (including their frequency of citation), are You Tube (2), Pinterest (2), Flickr (1), Blogger (1) and e2bn.gov.uk (1).
There are five museums without their own website but three of these still make use of social networking sites.

5.3 Written digital strategy

Almost three quarters of organisations surveyed do not have a written digital strategy (72%), with only just over a quarter (28%) having one of these in place (**Table 12**). This is therefore potentially an area for development in the future.

Does the museum have a written digital strategy?	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	Total
No	6	15	13	10	12	17	73 (72%)
Yes		6	2	5	7	9	29 (28%)
Total	6	21	15	15	19	26	102

Table 12: Number of museums with a written digital strategy by county.

5.4 Availability of museum collections online

Three quarters of organisations surveyed (76%) indicated that 5% or less of their collections is available online. A further 12% stated that more than 5% but less than 25% of their collections are online; 5% indicated that between 25% and 75% of their collections are online. Lastly, just 7% said that more than 75% of their collections are available online (**Table 13**). The museums in this latter category are: the Norris Museum (Cambridgeshire), The Stained Glass Museum (Cambridgeshire), The Fry Art Gallery (Essex), The Essex Collection of Art from Latin America, Ashwell Village Museum (Hertfordshire), Mill Green Mill and Museum (Hertfordshire) and Cromer Museum (Norfolk).

What percentage of the museum's collections is available online?	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	Total
5% or less	5	14	12	9	13	19	72 (76%)
More than 5% but less than 25%	1	1	2	2	3	2	11 (12%)
More than 25% but less than 50%		1			1		2 (2%)
More than 50% but less than 75%		2				1	3 (3%)
More than 75%		2	2	2	1		7 (7%)
Total	6	20	16	13	18	22	95

Table 13: Percentage of museum collections available online by county.

Appendices

Appendix 1
Museums that did not respond to the survey this year are listed below by county.

Bedfordshire Bedford Museum & Cecil Higgins Art Gallery Military Intelligence Museum, Chicksands
Cambridgeshire Cambridge University Museum of Archaeology & Anthroplogy Fitzwilliam Museum Kettle's Yard Museum Nene Valley Railway Peterborough Museum & Art Gallery Prickwillow Drainage Engine Museum Ramsey Rural Museum St Neots Museum
Essex Brentwood Museum Brightlingsea Museum Castle Point Transport Museum Clacton and District Museum Essex Police Museum Museum of Harlow Museum of Power Northweald Airfield Museum Southend Pier Museum Thurrock Museum Cater Museum Southend Museums - Prittlewell Priory Museum Southend Museums - South Church Hall Museum Southend Central Museum and Planetarium Southend Museums - Beecroft Art Gallery
Hertfordshire Bushey Museum and Art Gallery Much Hadham Forge Museum Redbourn Village Museum Shaw's Corner (National Trust)
Norfolk Bressingham Steam Museum Charles Burrell Museum City of Norwich Aviation Museum Mundesley Maritime Museum True's Yard
Suffolk Bungay and District Museum Clare Ancient House Museum Museum of East Anglian Life Parham Airfield Museum-previously 390th Bomb Group Saxmundham Museum

Appendix 2: Proportion of audience data that is based on actual or estimated counts

	% of total that are actual	% of total that are estimated
All visits	89%	10%
Child visits	88%	12%
School age visits	96%	3%
Child outreach	38%	58%
Adult outreach	28%	71%