Final Report on the Survey Results from 'Benchmarking in the East of England' 2012-13

March 2014

Dr. Harriet Foster

Contents

List of Tables

1. Introduction

1.1 About Benchmarking

Benchmarking in the East of England is an annual survey aimed at museums in the region that are accredited or working towards accreditation (of which there are usually 165-170). It has been delivered every year since 2001-02 and is currently the only regular regional museum survey of its kind. From 2009-10 onwards, the survey has been revised and reduced in size as well as delivered largely online. Although the opportunity to review the content of the survey is taken each year to ensure it remains fit for purpose, many questions on the survey have remained largely unchanged for several years (with the exception of some new questions introduced in the last two years) and fall into the following four sections:

1. Museum information
2. Audiences
3. Resources (Financial, Staff and Volunteers0
4. Your Collections

For the last three years, an additional fifth section has been included which has changed annually depending on priorities of the moment. For example, it has asked questions covering museums' volunteer policy, use of Benchmarking data and digital strategy. This year the additional section has captured feedback on where best museums would like support or training relating to income generation.

For the second year running, museums have also been asked for permission to publish their data online. Previously, this information was not made publically available. Museums can opt out of this or chose to publish all information apart from their financial data.

1.2 Numbers responding to the survey

The response rate this year is unfortunately significantly down on previous years (60% at county level, see **Table 1**, compared with 76% in 2011-12 and 68% in 2010/11). This is despite several reminders about the survey being sent to participating museums.

To some extent the response rate in Essex (35%) is lowering the mean for the region. This can be explained in part by restructuring changes in museum development work in that county when the survey was running, which meant that it did not have as high a profile as usual. Other factors across the region include a larger number of volunteer-run museums than normal reporting being unable to respond due to other pressures on resources. Some museums have prioritised other work, for example those in Colchester & Ipswich Museum Service (CIMS) have provided very limited information because of the demands of a large project to redevelop Colchester Castle. Where information is lacking from certain museums, this is highlighted in the dataset provided separately. A full list of museums that did not respond fully or at all is given in **Appendix 1**.

County	Number of responses	Number expected[1]	Response rate
Bedfordshire	6	10	60%
Cambridgeshire	21	28	75%
Essex	13	37	35%
Hertfordshire	16	22	73%
Norfolk	19	33	58%
Suffolk	24	35	69%
All	99	165	60%

Table 1: Response rate to survey by county

2. Audience Figures

This section reports on the audience figures provided by museums for 2011-12 and 2012-13, 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.

Historically, two years worth of audience data have been requested by the survey. This aids in compiling a constant sample comprising a large number of museums, as some museums do not consistently respond to the survey every year. 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. This ensures that figures for the same measure may be compared year-on-year[2].

Furthermore, this means that 2011-12 audience figures given in tables in this report may not correspond with those given in the Benchmarking report last year, as the sample of museums on which each set of figures is based is not the same.

Where 'visits' to a museum are reported, overall total figures are based for the most part on actual counts (respectively 91%, 95% and 95% for all visits, child visits and school age child visits). Outreach figures are based on a greater proportion that is estimated rather than actual (between 40% and 42% of the total for each measure is based on an actual count).

Comments 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.

[1] N.B. Three museums, one in each of the counties of Cambridgeshire, Norfolk and Suffolk, were closed for redevelopment during 2011-12, and in Hertfordshire another museum has lost its accredited status. These four museums have not been included in the 'Number expected' figures.

[2] The following must be stressed. The variation in mean audience figures between different counties or between different years tends to reflect two issues: (1) the presence or absence of 'larger' museums in a given county (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 in a given year.

		Total Visits		Visits, children		Visits, school age children, organised groups		Children, outreach		Adults, outreach	
		2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13
Bedfordshire	**TOTAL**	294,964	260,446	113,030	98,776	4,217	10,960	1,005	210	830	262
	AVERAGE	49,161	43,408	28,258	24,694	703	2,192	201	53	166	66
	n =	6	6	4	4	6	5	5	4	5	4
Cambridgeshire	**TOTAL**	1,207,182	1,264,255	195,250	209,926	86,867	104,895	9,171	7,199	5,421	7,183
	AVERAGE	75,449	74,368	15,019	16,148	6,205	6,556	611	480	361	479
	n =	16	17	13	13	14	16	15	15	15	15
Essex	**TOTAL**	299,672	279,050	71,951	62,274	33,954	28,402	13,080	16,932	5,481	8,060
	AVERAGE	27,243	25,368	7,995	6,919	3,395	2,840	1,869	2,419	685	1,008
	n =	11	11	9	9	10	10	7	7	8	8
Hertfordshire	**TOTAL**	333,725	374,987	99,880	109,496	46,171	42,801	34,027	39,117	6,605	9,284
	AVERAGE	23,838	26,785	7,683	7,821	3,848	3,057	3,403	3,556	734	928
	n =	14	14	13	14	12	14	10	11	9	10
Norfolk	**TOTAL**	365,356	389,943	76,139	81,673	34,386	34,048	2,759	1,023	3,560	1,287
	AVERAGE	21,492	22,938	5,857	6,283	2,149	2,128	184	68	274	99
	n =	17	17	13	13	16	16	15	15	13	13
Suffolk	**TOTAL**	315,877	334,795	75,836	62,442	22,520	23,216	2,885	4,581	3,547	3,400
	AVERAGE	14,358	14,556	3,611	2,973	1,072	1,055	192	269	222	179
	n =	22	23	21	21	21	22	15	17	16	19
East of England	**TOTAL**	**2,816,776**	**2,903,476**	**632,086**	**624,587**	**228,115**	**244,322**	**62,927**	**69,062**	**25,444**	**29,476**
	AVERAGE	**32,753**	**32,994**	**8,659**	**8,440**	**2,888**	**2,944**	**939**	**1,001**	**386**	**427**
	n =	**86**	**88**	**73**	**74**	**79**	**83**	**67**	**69**	**66**	**69**

Table 2: Total and average (mean) figures for all audience data by county and region for 2011/12 and 2012/13. 'n=' gives the number of museums in the sample for that particular measure.

		Total Visits		% difference	Visits, children		% difference	Visits, school age children, organised groups		% difference	Children, outreach		% difference	Adults, outreach		% difference
		2011-12	2012-13		2011-12	2012-13		2011-12	2012-13		2011-12	2012-13		2011-12	2012-13	
Beds	**TOTAL**	294,964	260,446	*-11.7%*	113,030	98,776	*-12.6%*	4,200	10,910	*159.8%*	150	210	*40.0%*	480	262	*-45.4%*
	AVERAGE	49,161	43,408		28,258	24,694		1,050	2,728		150	210		240	131	
	n =	6	6		4	4		4	4		1	1		2	2	
Cambs	**TOTAL**	1,087,182	1,063,500	*-2.2%*	195,250	209,926	*7.5%*	86,867	97,285	*12.0%*	8,824	7,199	*-18.4%*	5,421	7,183	*32.5%*
	AVERAGE	72,479	70,900		15,019	16,148		6,205	6,949		802	654		452	599	
	n =	15	15		13	13		14	14		11	11		12	12	
Essex	**TOTAL**	264,895	245,170	*-7.4%*	58,354	49,656	*-14.9%*	31,429	26,261	*-16.4%*	13,080	16,932	*29.4%*	5,481	8,060	*47.1%*
	AVERAGE	26,490	24,517		7,294	6,207		3,492	2,918		3,270	4,233		914	1,343	
	n =	10	10		8	8		9	9		4	4		6	6	
Herts	**TOTAL**	299,681	336,833	*12.4%*	87,808	98,298	*11.9%*	44,159	40,208	*-8.9%*	6,269	6,494	*3.6%*	5,657	7,575	*33.9%*
	AVERAGE	27,244	30,621		9,756	10,922		4,907	4,468		1,045	1,082		1,131	1,515	
	n =	11	11		9	9		9	9		6	6		5	5	
Norfolk	**TOTAL**	350,687	355,768	*1.4%*	72,485	73,616	*1.6%*	32,433	31,601	*-2.6%*	2,439	913	*-62.6%*	3,410	879	*-74.2%*
	AVERAGE	26,976	27,367		8,054	8,180		2,948	2,873		610	228		682	176	
	n =	13	13		9	9		11	11		4	4		5	5	
Suffolk	**TOTAL**	314,077	326,996	*4.1%*	75,517	61,912	*-18.0%*	22,449	22,729	*1.2%*	2,645	3,834	*45.0%*	3,446	3,057	*-11.3%*
	AVERAGE	14,956	15,571		3,975	3,259		1,182	1,196		529	767		345	306	
	n =	21	21		19	19		19	19		5	5		10	10	
East of England	**TOTAL**	**2,611,486**	**2,588,713**	***-0.9%***	**602,444**	**592,184**	***-1.7%***	**221,537**	**228,994**	***3.4%***	**33,407**	**35,582**	***6.5%***	**23,895**	**27,016**	***13.1%***
	AVERAGE	**34,362**	**34,062**		**9,717**	**9,551**		**3,357**	**3,470**		**1,078**	**1,148**		**597**	**675**	
	n =	**76**	**76**		**62**	**62**		**66**	**66**		**31**	**31**		**40**	**40**	

Table 3: Total and average (mean) figures for all audience data by county and region for 2011/12 and 2012/13 based on a constant sample of museums for each measure, including the percentage difference between each year's total figures.

2.1 Total Visits

There were a total of 2.9 million visits in 2012-13, based on a sample of 88 museums (**Table 2**). This equates to a mean of 32,994 visits per museum which is higher than reported in previous years (at approx. 25,000 - 26,000 visits per museum over the last three years).

Comparing the mean number of visits per museum at county level over the last two years using **Table 2** shows very little difference in overall visits at regional level. When figures are compared with those published in the Benchmarking report last year (covering 2011-12), the most noticeable points of difference for the <u>mean</u> number of visits at county level are as follows:

Bedfordshire – down by approx. 10,000 visits
Cambs – up by approx. 35,000 visits
Essex – up by approx. 5,000 visits

The figures for larger museums or museum services in these counties are having a significant bearing on the county mean over subsequent years. So, in Bedfordshire, total visits for Luton Cultural Services (Wardown Park and Stockwood Discovery Centre collectively receiving the largest number of visits in the county) are down by around 40,000 visits (approx 14%). In Cambridgeshire, audience figures were not provided for the Fitzwilliam Museum in the 2011-12 survey and when included this year have boosted the county mean. In Essex, several of the smaller museums with much lower numbers of visits have not responded this year, meaning that the county total (whilst fairly stable over the last two years) is being divided by a much smaller number of museums, thereby increasing the mean.

This highlights how important it is to use a constant sample when comparing audience figures over different years. Therefore, looking more closely at the figures (**Table 3**), using a constant sample of museums for 2011-12 and 2012-13, shows that visits overall have decreased by just under 1%, from 2,611,486 to 2,588,713 (based on a sample of 76 museums). Counties to have seen a decrease include Bedfordshire (-11.7%), Cambridgeshire (-2.2%) and Essex (-7.4%) whilst the others have seen an increase in visits: Hertfordshire by 12.4%, Norfolk by 1.4% and Suffolk by 4.1%.

The reasons for changes in visitor numbers year-on-year can be complex and relate to specific local factors. Poor weather, for example, is often a reason cited by museums to explain reduced visitor numbers. Yet for museums in coastal resort locations, such as Sheringham or Mersea Island, it is good weather that keeps potential visitors on the beach and a rainy day that means they are more likely to visit the museum. Similarly, many museums have given the 2012 Olympic and Paralympic Games as a reason for reduced visitor numbers, when it is postulated that people were visiting the games or watching them on television rather than visiting museums. Conversely one museum in Essex, Epping Forest District Museum, sited next to one of the Olympic venues, believes that the games (as well as improved marketing) may have encouraged greater numbers of visitors into the museum.

Once again, the economic recession and an average lower disposable income were given as reasons by several museums for a downturn in audience figures. Anecdotally, it was noticed that many more museums than usual are not providing an explanation for changes in their audience figures. Where an insight is given, this often illustrates that a reduction in resources equates directly with a reduction in audiences, whereas investment in areas such as exhibitions, publicity and marketing, museum or outreach events has the opposite effect. A selection of examples is included below to demonstrate this.

At the Fitzwilliam Museum, high numbers of visits by all children and school-age children in organised groups was explained by the Vermeer exhibition in 2011/12 and the Tomb Treasures of Han China Exhibition in 2012/13.

Ware Museum in Hertfordshire hosted the loan of the 'Great Bed of Ware' from the Victorian & Albert Museum between April 2012 and April 2013 which contributed to an increase in audience figures.

At Whittlesey Museum, the curator commented that the museum "has had to address issues with the running of the museum in the year. With one trained member of staff who is only contracted for one day a week, this has meant that there has been less time to advertise the museum and to take steps to engage schools and organise outreach work".

At more than one museum in the region, opening hours have been reduced. Stevenage Museum in Hertfordshire for example witnessed a 33.3% reduction in opening hours and 50% reduction in staff in June 2011. Strangers Hall in Norfolk is now only open two days per week, when previously it had been open four days per week.

2.2 Visits by school age children, organised groups

In 2012-13, 83 museums reported that there were 244,322 visits by children in organised groups (e.g. schools and after-school clubs), or a mean of 2,944 visits per museum which is slightly higher than that reported for the previous year (2,888 visits per museum).

Using a constant sample of museums, this measure does in fact show a 3.4% increase between 2011-12 and 2012-13 from 221,537 to 228,994 (based on figures provided by 66 museums).

Closer inspection of the figures reveals that most counties have in fact seen a noticeable drop in visits by school age children (e.g. Essex at -16.4%, Hertfordshire at -8.9% and Norfolk at -2.6%) or very little increase (i.e. Suffolk at 1.2%) but this is largely being compensated for by significant increases in Cambridgeshire (up 12.0%) and particularly Bedfordshire (up 159.8%). In the latter county, the rise is wholly due to Luton Cultural Services Trust (Stockwood Discovery Centre and Wardown Park) where figures have risen from 3,514 visits in 2011-12 to 10,542 visits in 2012-13, although no explanation is given for such a significant increase.

In Cambridgeshire, most museums have seen a healthy or significant rise in the number of visits by school age children. The comments below highlight some of the reasons for this.

The museum has employed a volunteer co-ordinator who has recruited, trained and deployed more volunteers who are able to run child-friendly activities which have proved popular.
Cambridge Museum of Technology (visits by school age children up 73.3%, from 116 to 201)

The increase in young people's visits and participation in 2012/13 is partly due to increase in schools and outreach programme, as a result of MPM and Widening Participation funding.
The Fitzwilliam Museum (visits by school age children up 32.8%, from 24,294 to 32,251)

In other counties which saw a decrease, any available comments do not offer an explanation as to the reasons for this, apart from one which cites increased transport costs and another which mentions:

Without a Learning Officer, development and delivery of learning was limited. Volunteers and freelance staff helped to deliver the schools, community and other aspects of Gainsborough's House programme. The reduction in numbers taking part reflects the lack of development work with schools and groups.
Gainsborough's House Society (visits by school age children down by 51.6% from 764 to 370).

2.3 Total visits children

The overall number of visits by children for 2012-13 stands at 624,587, or a mean of 8,440 visits per museum (based on a sample of 74 museums) (**Table 2**). Using a constant sample of museums shows that there has been a 1.7% decrease between 2012-13 and 2011-12 (from 602,444 visits to 592,184 visits).

Counties showing a decrease over these two years, based on a constant sample, include Suffolk (-18.0%), Essex (-14.9%) and Bedfordshire (-12.6%).

Counties seeing an increase between 2011-12 and 2012-13 include Hertfordshire (up 11.9%), Cambridgeshire (up 7.5%) and Norfolk (up 1.6%).
Museums showing the greatest increases (as actual counts) include:

Hertfordshire - The Natural History Museum (from 56,098 to 69,056 visits)

Cambridgeshire - The Fitzwilliam Museum (from 55,805 to 67,279 visits), Imperial War Museum (from 123,582 to 125,785 visits), Ely Museum (from 3,036 to 3,856 visits) and Museum of Classical Archaeology (from 1,804 to 2,480 visits), as well as increases of approx. 200-300 visits in several smaller museums.

Norfolk – Sheringham Museum (from 1,230 to 1,833 visits), Peter Coke Shell Gallery (from 975 to 1,240 visits) and Norwich Castle Museum & Art Gallery (from 54,405 to 55,898 visits), as well as increases of approx. 200-300 visits in several smaller museums.

2.4 Outreach with children

Instances of outreach with children in 2012-13 totalled 69,062, or a mean of 1,001 instances per museum. The highest means were recorded in Hertfordshire (3,556 per museum) and Essex (2,419 per museum) and the lowest was in Bedfordshire (53 per museum).

Using a constant sample of 31 museums, there was a 6.5% increase between 2011-12 and 2012-13, from 33,407 to 35,582 instances of participation by children. Counties witnessing an increase based on a constant sample, were Essex (up 29.4%), Suffolk (up 45.0%) and Hertfordshire (up 3.6%) whereas Norfolk and Cambridgeshire saw a decrease, respectively by 62.6% and 42.4%. Only one museum in Bedfordshire (Woburn Heritage Centre) could be included in the constant sample and this museum saw at 40.0% increase.

In Essex, Chelmsford Museum and the Essex Regiment Museum ascribed their increase (up 45.0% from 7,796 to 11,303) to the "improving take up of loans boxes [and] talks in schools" and Epping Forest District Museum also saw a significant increase, up 9.2% from 4,788 to 5,229, although no explanation for this was offered.

In Suffolk, the National Horseracing Museum increased its outreach with children by 44.2% (from 950 to 1,370 instances of participation) and commented that this was down to offering more outreach sessions. The Norfolk & Suffolk Aviation Museum also saw a 36.4% increase for this measure, from 550 to 750 instances of participation, citing "devoting more time" as the reason for an increase overall in audience figures. Lastly, Orford Museum saw instances of children participating in outreach rise from 120 to 671 (up 459.2%) which may be related to the museum's focus changing over the winter period when the museum (sited in Orford Castle) has been closed during weekdays for the first time.

In Hertfordshire, just two museums bucked the general trend for a decrease in outreach figures. These were Mill Green Mill and Welwyn Roman Bath House (forming Welwyn Hatfield Museum Service) and this was due to offering a greater number of activities in the community. Collectively the two museums enjoyed a 33.9% increase from 2,800 to 3,750 instances of participation in outreach by children.

2.5 Outreach with adults

The total number of instances of adults participating in outreach in 2012-13 came to 29,476 or a mean of 427 per museum. A constant sample of 40 museums saw a 13.1% increase, from 23,895 to 27,016. Counties responsible for this increase include Cambridgeshire (up 32.5%), Essex (up 47.1%) and Hertfordshire (up 33.9%), whereas Norfolk, Suffolk and Bedfordshire saw a decrease, respectively by 74.2%, 11.3% and 45.4% (although the figure for Bedfordshire is based on only two museums)

Offering more outreach sessions was the most common reason given for a rise in figures, for example by the National Horseracing Museum, Suffolk (31.5% increase from 700 to 920 instances), Bishop's Stortford Museum, Essex (78.2% increase from 1,611 to 2,871 instances) and the Museum of Zoology, Cambridgeshire (16.7% increase from 300 to 350 instances).

In Cambridgeshire, the Cromwell Museum saw a significant increase of 97.3% from 257 to 507 instances of participation (although it was not aware of the reason for this), and so too did the Fitzwilliam Museum, where figures went from 2,098 to 3,729 instances (a 77.7% increase). The museum ascribed this to an greater support for the outreach programme from 'Major Partner Museum' (Renaissance) and 'Widening Participation' funding.

Furthermore, in Cambridgeshire, the Whipple Museum commented that the appointment of a Learning Coordinator in December 2012 may "have had a positive effect on the figures of children and adults that attended outreach activities."

In Essex, as with child outreach, increases in adult outreach are largely due to Chelmsford Museum and the Essex Regiment Museum (up 51.6% from 4,438 to 6,729 instances) and Epping Forest District Museum (up 123.5% from 213 to 476 instances).

In Hertfordshire, the British Schools Museum and Welwyn Hatfield Museum Service (comprising Mill Green Mill and Welwyn Roman Bath House) account for the county wide increase, respectively their figures rose by 14.3% (from 700 to 800 instances) and 19.3% (from 3,220 to 3,840 instances).

		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**	£1,940,913	£1,155,375	£342,011	£500,475	£356,518	£26,719	£8,763	£169,613	29	4	146	8098
	AVERAGE	£388,183	£231,075	£68,402	£100,095	£71,304	£5,344	£1,753	£42,403	6	1	29	1620
	n =	5	5	5	5	5	5	5	4	5	4	5	5
Cambs	**TOTAL**	£19,974,845	£9,392,778	£19,254,448	£6,820,260	£1,575,291	£1,312,544	£2,154,083	£105,572	258	45	1082	96617
	AVERAGE	£1,248,428	£587,049	£1,203,403	£487,161	£98,456	£87,503	£153,863	£8,121	15	3	68	6039
	n =	16	16	16	14	16	15	14	13	17	16	16	16
Essex	**TOTAL**	£1,988,033	£792,996	£477,184	£68,121	£57,592	£38,842	£34,466	£20,358	27	4	221	16330
	AVERAGE	£284,005	£113,285	£68,169	£11,354	£8,227	£5,549	£4,924	£4,072	4	1	32	3266
	n =	7	7	7	6	7	7	7	5	7	7	7	5
Herts	**TOTAL**	£3,095,845	£1,408,766	£463,414	£350,078	£148,937	£29,443	£22,714	£35,492	75	4	557	35499
	AVERAGE	£238,142	£117,397	£35,647	£26,929	£12,411	£2,944	£3,245	£7,098	5	0	40	2731
	n =	13	12	13	13	12	10	7	5	14	13	14	13
Norfolk	**TOTAL**	£8,274,066	£4,223,999	£2,958,878	£2,337,235	£694,776	£123,647	£60,364	£92,499	112	39	610	54604
	AVERAGE	£486,710	£264,000	£174,052	£155,816	£40,869	£7,728	£4,024	£6,167	7	3	47	4200
	n =	17	16	17	15	17	16	15	15	17	15	13	13
Suffolk	**TOTAL**	£2,461,025	£808,711	£1,818,154	£707,661	£470,894	£336,720	£63,696	£4,966	37	13	1115	159002
	AVERAGE	£123,051	£44,928	£86,579	£39,315	£22,424	£16,836	£4,550	£355	2	1	53	7572
	n =	20	18	21	18	21	20	14	14	19	17	21	21
East of England	**TOTAL**	**£37,734,727**	**£17,782,625**	**£25,314,089**	**£10,783,830**	**£3,304,008**	**£1,867,915**	**£2,344,086**	**£428,500**	**537**	**108**	**3731**	**370150**
	AVERAGE	**£483,779**	**£240,306**	**£320,432**	**£151,885**	**£42,359**	**£25,588**	**£37,808**	**£7,652**	**7**	**2**	**49**	**5071**
	n =	**78**	**74**	**79**	**71**	**78**	**73**	**62**	**56**	**79**	**72**	**76**	**73**

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

3. Museum Resources (Financial, Staff and Volunteers)

Financial information is provided by museums at 'individual' level (i.e. in the case of individual museums), or at 'museum service' level (where two or more museums comprise a museum trust or service, usually run by a local authority). Not all museums prepare their financial data so that it covers the same period of time; some work to a financial year, some to a calendar year, University museums operate broadly to an academic year and there are some museums which have other arrangements. This is important in any interpretation of the data, which works on the assumption that the same museums use the same financial period each year and so relies on yearly comparisons using mean county or regional financial figures. Despite careful definitions for each measure, the financial data obtained through Benchmarking should be used with care and used more as a guide of general trends, than taken as actual figures.

This year the definition for 'total annual expenditure' was refined to make it explicit that it is to include staff costs. It had become apparent in previous years that some museums were not including this even though it was intended that they should.

Table 4 gives a financial breakdown by county. It should be noted that CIMS did not provide any financial figures this year and this may be affecting the mean figures in the two counties concerned: Suffolk and Essex. Furthermore, the museum service could not be included in calculated figures such as cost per visit or retail spend per visit, and neither could NMAS, as Great Yarmouth Museums (forming part of the service) did not respond in time to be included in the survey results.

3.1 Total expenditure and staff costs

Total expenditure for the region in 2012-13 amounted to £37.7 million (or a mean of £483,779 based on 78 museums). This is significantly higher than in previous years. Closer inspection of the figures shows that the region's mean expenditure has also increased compared with that for the previous two years. This observation is true of all counties apart from Essex (**Table 5**).

To some extent, the increase may be caused by the definition for this measure being clarified in 2012-13. It was made explicit that total expenditure should include all staff costs. In previous years, it was implied that this should be the case, but it was clear that there were inconsistencies between participating museums, some were including staff costs and some were not. With all museums hopefully incorporating staff costs into the total expenditure figure, this may account for some increases to the regional and county totals.

In other instances, different factors explain the rise. For example, Cambridgeshire has seen the most significant increase in its total and mean expenditure figure, respectively £19.9 million (just over half that for the region as a whole) and £1.2million per museum. Around £11.9 million of the total figure is contributed by the Fitzwilliam. In the past staff costs (approx. £4 million annually) have not been incorporated in the total expenditure figure (also approx. £4 million annually) reported by the museum. Adding these together gives an annual expenditure figure of approx. £8 million. The further uplift this year can be explained by the £3.9 million spent on acquiring Nicolas Poussin's masterpiece 'Extreme Unction' which was made possible through fundraising and a substantial grant of £3 million from the Heritage Lottery Fund.

There are examples of significant increases to the annual expenditure of other museums as well. Norfolk Museum & Archaeology Service (NMAS) has reported a £1 million increase (£6.7 million in 2011-12, £7.7 million in 2012-13).

In Hertfordshire, financial data for St Alban's Museums was missing in 2011-12, and with an annual expenditure of £1.2 million reported this year for the museum service, this explains the rise to the total figure (comparing 2011-12 with 2012-13) for the region of approx. £1.1 million.

In Essex and Suffolk, the absence of financial data for Colchester & Ipswich Museum Service (CIMS) this year may account for lower than usual total and mean figures. For example, in Essex over the previous two years, the service contributed £2.6 million and £3.8 million to the county total, and in Suffolk, comparable figures were £873,000 and £1 million.

	2012-13	**2011-12**	**2010-11**
Bedfordshire	£1,940,913 (£388,183) n = 5	£2,096,544 £349,424 n = 6	£1,141,561 £228,312 n = 5
Cambridgeshire	£19,974,845 £1,248,428 n = 16	£4,144,023 £218,106 n = 19	£3,480,253 £158,193 n = 22
Essex	£1,988,033 £284,005 n = 7	£4,538,374 £324,170 n = 14	£5,952,782 £313,304 n = 19
Hertfordshire	£3,095,845 £238,142 n = 13	£2,018,875 £144,205 n = 14	£1,780,215 £136,940 n = 13
Norfolk	£8,274,066 £486,710 n = 17	£7,156,272 £298,178 n = 24	£7,360,118 £320,005 n = 23
Suffolk	£2,461,025 £123,051 n = 20	£2,475,940 £95,228 n = 26	£2,896,840 £120,702 n = 24
East of England	**£37,001,418** **£474,377** n = 78	**£22,430,028** **£217,767** n = 103	**£22,611,769** **£213,319** n = 106

Table 5: Total expenditure at county level for 2012-13, 2011-12 and 2010-11.

Total staff costs this year amount to £17.8 million or a mean of £240,306 per museum (for 74 museums). This is compared with £14.8 million or mean of £153,311 for 97 museums in 2011-12 and £20,237,397 in total or mean of £281,074.96 for 72 museums in 2010-11. The Fitzwilliam has one of the highest staff costs in the region and did not take part in the survey in 2011-12 which may explain the downward trend observed in the figures for last year.

Indeed, staff costs are highest on average as usual in Cambridgeshire (£587,049 per museum) but lowest in Suffolk (£42,564 per museum) and Essex (£88,111 per museum).

3.2 Annual income and project income

Annual income came to £25.3 million this year which works out as a mean of £308,708 per museum, for the sample of 79 museums that responded to this question. In 2011-12 comparable figures were £13.1 million (total) and £128,889 (mean, based on 102 museums) and in 2010-11, they were £19.1 million (total) and £177,408 (mean, based on 108 museums). Annual income for The Fitzwilliam Museum this year has increased more than twofold compared with the last available annual figures (2010-11), from £4.4 million to £11.7 million. This accounts for a substantial portion of the increase noted for the region.

Project income for 2012-13 totalled £10.8 million or an average of £145,727 per museum (from a sample of 71 museums). This shows an increase based on last year but in fact this measure does tend to fluctuate year-on-year:

2011-12 = £6.4 million (£74,925 per museum based on 86 museums)
2010-11 = £14.4 million (£161,380 per museum 89 museums)
2009-10 = Almost £11 million (£151,739 per museum for 72 museums)

The number and extent of funders seem to have contracted further this year, possibly because museums are not listing specifically all sources of project income. Nevertheless, the following list provides an insight into the types and range of funding being awarded to museums in the region:

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
- Forest Heath District Council
- Hertfordshire County Council
- Norfolk County Council
- North Norfolk Big Society Fund Grant
- Peterborough City Council
- South Norfolk Neighbourhood Fund
- St Edmundsbury Borough Council
- Swaffham Town Council
- Woburn Parish Council

Central Government

- Department for Culture Media and Sport (DCMS)
- Department for Environment Food and Rural Affairs (DEFRA)

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 or conservation sector.

- Association of Independent Museums
- Association for Roman Archaeology
- Arts Council (see also 'Renaissance' and 'SHARE' below)
- CyMAL - Museums, Archives and Libraries Wales
- DCMS - Portable Antiquities Scheme and Wolfson Museums & Galleries Improvement Fund
- English Heritage
- Heritage Lottery Fund
- Hertfordshire Heritage Fund
- Institute for the Study of Latin American Art
- Managing a Masterpiece Funding (primarily HLF with local councils, English Heritage and Natural England)
- Museum at Night Funding
- National Manuscripts Conservation Trust
- National Museums (Victoria & Albert Museum)
- PINTA museum acquisition funding (Modern and Contemporary Latin American Art)
- Renaissance
- SHARE (including MDO grants)
- Fitzwilliam Museum Development Trust

County level museum funding / partnerships:

- Hertfordshire Association of Museums
- Association for Suffolk Museums (AfSM)

European Funding:

- TCHC (European Social Fund Community Grant)
- Interreg IV A France (Channel) – England (European Regional Development Fund)

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'. Although the overall list is much shorter than in previous years, specifically noted were the following sources of charitable trusts or funds:

- Comic Relief
- Esmée Fairbairn
- Home of Horseracing Trust
- Isaac Newton Trust
- Paul Hamlyn Foundation

- WREN

Businesses:
A small number of museums reported that they had received 'commerical sponsorship'. Organisations specifically mentioned were:

- Linklaters LLP
- Santander

Other Funding:

- Fens Adventurers Rural Development Programme (had funding from EEDA 2009-13)
- British Geological Survey – JISC

3.3 Income from retail spend, schools, events/hospitality

Retail spend brought in a total income for the region of 3.3 million (£42,359 on average for a sample of 78 museums). Counties recording the highest means were Cambridgeshire (£98,456 per museum) and Bedfordshire (£71,304 per museum) and the lowest was recorded in Essex (£8,227 per museum). In Cambridge, the high average comes from the significant contribution made by the Imperial War Museum Duxford and Fitzwilliam Museum. In Bedfordshire, the small sample of museums contains Luton Cultural Services Trust, one of the larger museum services in the region, and its figures are inflating the county mean. In Essex the lower average is probably due to the absence of financial information for CIMS this year.

Total and average retail spend this year is roughly double that for each of the previous two years:
2011-12 = £1.6 million (£16,775 per museum, 97 museums)
2010-11 = £1.9 million (£19,348 per museum, 101 museums)

The increase in the county totals for retail spend between 2011-12 and 2012-13 is most noticeable in Cambridgeshire (£318,756 ⇨ £1,575,291), Hertfordshire (£51,411 ⇨ £148,937) and Norfolk (£292,850 ⇨ £694,776).
Further examination of these figures shows that the following museums account for most of the increase in each of the respective counties:

- Imperial War Museum (£172,247 ⇨ £1,042,113)
- St Albans Museums (financial figures were not provided in 2011-12, in 2012-13 they amounted to £100,650)
- NMAS (£184,857 ⇨ £556, 549)

The definition for retail spend has not been altered this year, so this cannot account for the increase. It appears to be a genuine rise with the museums given above, although they have not provided additional narrative to explain why the increase is so substantial.

Total income from schools for the East of England came to £428,500 (or a mean of £7,652 for 56 museums). The highest average was in Bedfordshire (£42,403 per museum) and the lowest was in Suffolk (£355 per museum). Last year, the comparable figures were £789,106 (total) and £9,989 (mean, based on 79 museums).

For the 62 museums that responded to the question, events and hospitality in 2012-13 brought in a total of £2.3 million or a mean of £36,063. Last year (2011-12) the total for 78 museums amounted to £2.5 million or a mean of £31,653. Comparisons cannot be drawn with previous years as this information was only collected for the first time for 2011-12.

The mean figure in 2012-13 was highest in Cambridgeshire (£153,863) and lowest in Bedfordshire (£1,753). The Cambridgeshire mean (and indeed the region's mean) is being significantly inflated by the Imperial War Museum (IWM) which reported just over £2 million income from events and hospitality. This accounts for almost 90% of the total for the region. A similar occurrence can be noted for this measure in 2011-12.

If IWM is removed from the sample for both years to give a more representative financial summary in the region, the total for 2012-13 comes to £312,177 (and a mean of £5,536 per museum) and in 2011-12 it was £253,563 (and a mean of £3,293 per museum). This suggests that income generation from events and hospitality has increased compared with last year.

3.4 Income from donations/charitable giving

Donations or charitable giving brought in £1.9 million in 2012-13 as reported by 73 museums. This equated to £24,578 per museum.
In 2012-13, the county means are highest in Cambridgeshire (£87,503) and Suffolk (£16,034) and lowest in Hertfordshire (£2,944). In Cambridgeshire, the high mean can be accounted for by the Fitzwilliam Museum which is contributing £1.1 million to the county total of £1.3 million. Most of the £1.1 million can be accounted for by donations made in response to fundraising to acquire the masterpiece by Poussin.

The same measure in 2011-12 for 99 museums came to £1.4 million or a mean of £14,263 per museum. It was reported last year that historic figures for charitable giving from 2008-09 and 2007-08 suggest an increase in recent years and indeed this trend appears to be continuing. This also can be attributed in part to the contribution played by the Fitzwilliam Museum which did not respond to the survey last year and so the total and mean for the region in 2011-12 is likely to have been lower as a result.

3.5 Paid staff

Interestingly, although the number of participating museums this year is lower than in previous years, the total number of FTE staff, both project and non-project funded, is higher. In total, across 54 museums there were 645 FTE staff working in the region (537 FTE non-project funded staff and 108 FTE project funded staff). This works out as a mean of 11.9 FTE staff per museum, compared with 8.5 FTE staff per museum in 2011-12 and 8.8 FTE staff per museum in 2010-11.

3.6 Volunteers

In total 79 museums reported having 3,731 volunteers for them, meaning that the mean was 47 volunteers per museum across the region. At county level, the highest mean number of volunteers by museum was in Cambridgeshire (68 per museum) and Suffolk (51 per museum) and the lowest was in Essex (25 per museum).

In 2011-12, there were 4,879 volunteers (for a sample of 104 museums) with a mean of 47 volunteers per museum. For previous years, namely 2010-11, 2009-10 and 2008-09 the same measure was respectively 43, 43 and 51 volunteers per museum. Average volunteer numbers have therefore remained stable for several years, as does the mean number of hours given by volunteers. In 2012-13 volunteers across 76 museums worked a total of 369,350 hours, this works out on average as 5,071 hours per museum. Comparable means for 2011-12, 2010-11, 2009-10 and 2008-09 were respectively 4,049, 4,171, 5,305 and 3,472 hours per museum.

The mean number of hours given by volunteers in 2012-13 is highest in Suffolk (7,572 hours) and Cambridgeshire (6,039 hours).

The total number of hours given by volunteers can be expressed as a financial value. There is more than one way to calculate this but for the sake of consistency, the same method, as advocated by Volunteer England and used in previous years, will be employed.

Therefore, the 370,150 volunteer hours reported by museums this year equates to an investment of £3.5 million[3]. This figure is likely to be lower than the actual figure for the East of England as not all museums in the region have provided their volunteer hours. For example, Colchester and Ipswich Museum Service, one of the larger museum services in the region, which last year reported nearly 1,400 volunteer hours, has not provided the relevant figures for 2012-13.

3.7 Visits per hour

The number of visits per hour calculated for the 83 museums in the sample varies hugely, from 2 visits per hour up to 195 visits per hour. It is not a fair way to compare museums because the museums themselves are very different. 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 in fact shows an increase; the mean number of visits per hour in the region was 27.9, and in previous years was 20.0 (2011-12, for 111 museums), 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).

---

[3] The exact figure is £3,509,022. Based on advice from Volunteer England, when working out an hourly rate it is best to take a value between the national minimum wage (£6.19 for workers over 21 from October 2012) and the median hourly wage (£12.76 in April 2012, Office for National Statistics). In this instance, the hourly rate was therefore taken to be £9.48.

3.8 Cost per visit

Cost per visit is worked out using total annual expenditure. As noted last year, cost per visit does vary 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).

This year, the average cost per visit for the region was calculated as £12.71, based on a sample of 77 museums. In 2011-12, 2010-11 and 2009-10 comparable figures respectively were £7.98 (113 museums), £11.04 (91 museums) and £8.06 (95 museums), showing that this measure does fluctuate over time. It will be higher this year given clarification to the definition for total annual expenditure which means that all museums should now be incorporating staff costs in this figure. Cost per visit should be used with care as it is not a wholly reliable way to compare museums with one another. It is a more useful figure to look at change over time, either for an individual museum, or at county or regional level.

3.9 Retail spend per visit

This year, 72 museums were able to provide both figures (total visits and income from retail sales) required to calculate the retail spend per visit. For the third year running, the National Horseracing Museum has recorded the highest spend per visit at £15.79. The overall spend per visit for the East of England worked out as £1.48 which is double that calculated for 2011-12 (£0.76 per museum, based on a sample of 92 museums).

4. Museum Collections

4.1 Number of objects in museum collections

The breakdown of collection size by region shown in **Table 6** tends to show very little variation year-on-year. As noted in previous reports, most museums or museum services in the region (collectively 83%) indicate they have smaller collections, i.e. objects number 50,000 or less, with only 17% having 50,001 – over 250,000 objects.

No. of objects in museum collections	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	**Total**
Under 1,000	3	2	2		3	2	**12 (15%)**
1,001 - 5,000	1	3	2	1	5	9	**21 (27%)**
5,001 - 50,000		8	3	7	4	10	**32 (41%)**
50,001 - 250,000		2	1	2			**5 (6%)**
Over 250,000	1	5		2	1		**9 (11%)**
Total	**5**	**20**	**8**	**12**	**13**	**21**	**79**

Table 6: Number of museums or museum services that fall into each category for the number of objects in their collections.

4.2 Visits by different specialists

Museums were most likely to have received a visit from a Museum Development Officer (MDO) or Curatorial Adviser in the last 12 months (**Table 7**). The percentage of museums that had been visited by a professional conservator in the last 12 months (34%) is noticeably down compared to 2011-12 (50%), as is advice from other specialists but to a lesser extent (down from 38% to 32%). Otherwise, the take-up of support from different specialists, e.g. MDOs, Curatorial Adviser, National Security Adviser, appears to have been maintained.

	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	**Total (2012-13)**	*Total (2011-12)*
(a) An intruder detection system is in place	5	15	7	15	13	16	**71 (72%)**	*94 (73%)*
(b) We have had a visit from a Museum Development Officer in the last 12 months	6	12	0	10	9	11	**48 (48%)**	*63 (49%)*
(c) We have had a visit from a Curatorial Adviser in the last 12 months	3	9	3	4	5	15	**39 (39%)**	*54 (42%)*
(d) We have had a visit from a professional conservator in the last 12 months	3	12	2	3	7	7	**34 (34%)**	*64 (50%)*
(e) We have had a visit from the National Security Advisor in the last 5 years	2	10	2	6	5	5	**30 (30%)**	*35 (27%)*
(f) We have received other professional advice in the last 12 months which is not listed above	1	7	1	6	7	10	**32 (32%)**	*48 (38%)*

Table 7: County summary detailing the number of visits by different specialists and the presence of an intruder detection system.

4.3 Number of disposals/acquisitions

A total of 528 objects were disposed of during 2012-13 (**Table 8**), with 5,435 objects being acquired. The mean number of disposals was highest in Norfolk (26 per museum), with museums in Bedfordshire and Suffolk reporting no disposals at all. The mean number of acquisitions was highest in Norfolk (136 per museum) and lowest in Suffolk (24 per museum).

	Total no. of disposals	Mean no. of disposals per museum	Total no. of acquisitions	Mean no. of acquisitions per museum
Bedfordshire	0	0	221	37
Cambridgeshire	51	3	1,326	83
Essex	0	0	782	98
Hertfordshire	59	5	286	22
Norfolk	418	26	2,315	136
Suffolk	0	0	505	24
TOTAL	**528**	**7**	**5,435**	**67**

Table 8: Total and mean number of disposals from and acquisitions to museum collections by county.

4.4 Capacity of storage areas

Compared with last year, a lower percentage of museums this year are reporting storage areas that are full or will be so in the next 5-10 years (**Table 9**) (respectively 35% cf. 41% and 7& cf. 10%), but higher percentages state that their storage areas are currently overfull (24% cf. 20%), or will be full in the next 5 years (35% cf. 28%). This suggests an increasingly pressing need to address issues around the lack of capacity in museum storage within the region.

	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	**Total (2012-13)**		*Total (2011 – 12)*
They are currently overfull	1	6	2	4		5	**18 (24%)**		*18 (20%)*
They are now full		6	3	3	6	8	**26 (35%)**		*36 (41%)*
They will be full in the next 5 years	2	6	2	4	5	7	**26 (35%)**		*25 (28%)*
They will be full in the next 5-10 years	1	1			1	2	**5 (7%)**		*9 (10%)*
Total	**4**	**19**	**7**	**11**	**12**	**22**	**75**		*88*

Table 9: 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 35 museums that indicated they plan to address a lack of collections storage, and some museums indicated what these plans entailed (e.g. 'beginning a rationalization programme of collections', 'new storage accommodation under construction', 'working on a capital project which will address storage'). Twenty three museums with current or potential problems in this area do not currently have plans to address this. They are listed in **Table 10**.

They are currently overfull	Burwell Museum March & District Whipple Museum of the History of Science Ashwell Village Museum Clare Ancient House Museum The Aldeburgh Museum	Cambs Cambs Cambs Herts Suffolk Suffolk
They are now full	Wisbech & Fenland Museum Thurock Museum Bishop's Stortford Potters Bar Fishermen's Heritage Centre, Sheringham Peter Coke Shell Gallery Long Shop Museum	Cambs Essex Herts Herts Norfolk Norfolk Suffolk
They will be full in the next 5 years	Manningtree Museum & Local History Group Diss Museum Beccles and District Haverhill & District Local History Centre Lowestoft Museum Orford Museum Suffolk Regiment Museum Laxfield and District Museum	Essex Norfolk Suffolk Suffolk Suffolk Suffolk Suffolk Suffolk
They will be full in the next 5-10 years	Cromwell Museum Bentwaters Cold War Museum	Cambs Suffolk

Table 10: 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. Interest in support/training on income generation

Museums were asked this year as a one-off question if they would welcome having training or other targeted support on aspects of income generation. Many indicated that this would be of interest, particularly in the areas of applying for grant funding (particularly in Cambridgeshire and Suffolk) and developing commercial interests (particularly in Cambridgeshire), with donations and gift aid being less popular but still of relevance to some museums (**Table 11**).

	Applying for grant funding	Developing commercial interests	Donations & Gift Aid
Bedfordshire	2	2	1
Cambridgeshire	13	14	8
Essex	3	4	3
Hertfordshire	4	8	7
Norfolk	7	5	3
Suffolk	12	6	4
TOTAL	**41**	**39**	**26**

Table 11: The number of museums indicating interest in having support/training in different areas of income generation.

Museums were asked if they would like training or support in other areas and they made the following requests:

- Front of House
- Marketing (x3)
- Legacy and sponsorship, supporters' schemes or regular/revenue giving (x3)
- Image rights – dealing with publishers
- Guidance on Arts Council Accreditation
- Procedures for disposing of items that do not conform to our acquisition policy

Appendix 1: List of non-participatory museums

Bedfordshire	
Bedford Museum & Cecil Higgins Art Gallery	
Bedfordshire and Hertfordshire Regiment Museum	
Military Intelligence Museum, Chicksands	
Panacea Charitable Trust Museum	Incomplete return
Stotfold Watermill	

Cambridgeshire	
Cambridge University Museum of Archaeology & Anthroplogy	Closed for redevelopment
Kettle's Yard Museum	
Museum of Cambridge	
Nene Valley Railway	Incomplete return
Norris Museum	
Prickwillow Drainage Engine Museum	Incomplete return
Railworld	
Ramsey Rural Museum	Incomplete return
Scott Polar Research Institute	
St Neots Museum	
Thorney Heritage Museum	

Essex	
Barleylands Farm Museum	
Brentwood Museum	
Brightlingsea Museum	
Burnham-on-Crouch and District Museum	
Castle Point Transport Museum	
Cater Museum	
Clacton and District Museum	
Combined Military Services Museum	
Essex Fire Museum	
Essex Police Museum	
Fry Art Gallery	
Little Baddow History Centre	
Museum of Harlow	
Museum of Power	
Rayleigh Windmill	Incomplete return
Saffron Walden Museum	
Southend Pier Museum	
Walton Maritime Museum	
Colchester Museum - Castle Museum	Incomplete return
Colchester Museum - Hollytrees Museum	Incomplete return
Colchester Museum - Natural History Museum	Incomplete return
Southend Museums - Prittlewell Priory Museum	
Southend Museums - South Church Hall Museum	
Southend Central Museum and Planetarium	
Southend Museums - Beecroft Art Gallery	
Braintree District Museum	
Warner Textile Archive	

Hertfordshire	
Bushey Museum and Art Gallery	
Dacorum Heritage Trust Ltd	
de Havilland Aircraft Heritage Centre	Insufficient staff to complete
Hertford Museum	Incomplete return
Much Hadham Forge Museum	
Redbourn Village Museum	No longer accredited
Shaw's Corner (National Trust)	
Watford Museum & Art Gallery	Curator completed but no record of survey found online

Norfolk	
Bishop Bonner's Cottage Museum	
Bressingham Steam Museum	
Charles Burrell Museum	
City of Norwich Aviation Museum	
Downham Market & District Heritage Centre	Museum closed for several months in period relating to survey
Fakenham Museum of Gas and Local History	
Mundesley Maritime Museum	
Museum of the Broads	Incomplete return
Norfolk and Norwich Heritage Trust (Dragon Hall)	
RNLI Henry Blogg Museum	
True's Yard	
William Marriott Museum	
Wymondham Heritage	Incomplete return
Elizabethan House Museum	
Time and Tide Museum, Great Yarmouth	
Tolhouse Museum	

Suffolk	
Bungay and District Museum	
HMS Ganges Museum	
Lanman Museum	Incomplete return
Lavenham Guildhall Museum	
Little Hall Museum	
Mid Suffolk Light Railway	
Mildenhall & District Museum	Closed for most of the year for redevelopment
Parham Airfield Museum	
Saxmundham Museum	
Woodbridge Museum	
Moyse's Hall Museum (St Edmundsbury Heritage)	
West Stow Anglo-Saxon Centre	
Lydia Eva & Mincarlo Trust	

Appendix 2: Proportion of audiences figures based on actual and estimated counts

	% of total that are actual
All visits	91
Child visits	95
School age child visits	95
Child outreach	40
Adult outreach	42