Final Report on the Survey Results from ‘Benchmarking in the East of England’ 2013-14

February 2015

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 (normally about 165 museums). Now in its 13th year, it has been delivered every year since 2001-02 and is the only regular regional museum survey of its kind to provide a continuous picture of its museums since the Millennium. From 2009-10 onwards, the survey was delivered online; it is reviewed annually to check that the questions are still fit for purpose, although many questions on the survey have remained consistent for several 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 few 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, digital strategy and the need for support or training relating to income generation. This year, it looked at whether museums have in place a fundraising strategy, the ways in which they fundraise and how best to support them in this area in future.

Since 2011/12, 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 at 72% overall (**Table 1**) is up on last year (60% for the region) and closer to the highest ever recorded in 2011/12 (76%). The response rate was highest in Cambridgeshire (85%) and Norfolk (83%) and lowest in Bedfordshire (55%) and Suffolk (58%). In Suffolk, where the response rate is usually higher, four museums that have participated previously but did not do so this year were going through major organisational change (see **Appendix 1**). This was also true of three museums in Essex. Historically, Essex museums have not always participated well in the survey (last year for example the response rate was only 35%), but this year encouragingly, the county has bucked this trend with good support from their MDO and 73% of museums participated.

Eight museums had to be removed from the dataset. This was because they had started the survey but provided insufficient data to be included. These were Bedfordshire & Hertfordshire Regiment Museum, Leighton Buzzard Museum, The Farmland Museum, Whittlesey Museum, Braintree District Museum, Warner Textile Archive, Ashwell Village Museum and Bentwaters Cold War Museum.

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	11	55%
Cambridgeshire	23	27	85%
Essex	24	33	73%
Hertfordshire	13	19	68%
Norfolk	24	29	83%
Suffolk	21	36	58%
All	111	155	72%

Table 1: Response rate to survey by county

2. Audience Figures

This section reports on the audience figures provided by museums for 2012-13 and 2013-14, 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 take part consistently in 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 when it would normally be open and so has incomplete audience figures. This ensures that figures for the same measure may be compared year-on-year[2].

[1] N.B. Nine museums are not included in the total 'number expected' figure because they were closed for redevelopment, moving venue or because the key contact for the survey was no longer at the museum when the survey was 'live'. These museums were Cromwell Museum, The Norris Museum, Southend Pier Museum, Maldon District Museum, Northweald Airfield Museum, Hitchin Museum & Letchworth Museum (to become North Herts Museum), Downham Market & District Heritage Centre and Mildenhall & District Museum.

[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.

Furthermore, this means that 2012-13 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 95%, 78% and 92% 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 42% and 56% 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, although museums have not been as forthcoming this year in explaining reasons for any changes.

Where audience figures are up or down at county level, teasing out the reasons for this is not always straightforward. In a county where there is a downward trend, it is not simply the case that all museums in that county follow this pattern. Usually some museums have in fact increased their visitor figures, but not enough to balance the decreasing figures in other museums. The same can be said of counties where there is a general upward trend in audience numbers. Museums where there has been a particular rise or fall are discussed in the section below, but they are only mentioned to give some explanation to the patterns observed of the county results overall. Increases or decreases in percentage and actual terms are given for museums where the actual count is at least 100; to avoid unduly discriminating against smaller museums where counts may be below 100, these museums are still mentioned but the percentage difference is not, since a large difference as a percentage often reflects a small change in actual terms.

		Total Visits		Visits, children		Visits, school age children, organised groups		Children, outreach		Adults, outreach	
		2012-13	2013-14	2012-13	2013-14	2012-13	2013-14	2012-13	2013-14	2012-13	2013-14
Bedfordshire	TOTAL	246,435	305,236	98,776	101,359	10,910	11,813	1,410	928	2,862	1,018
	AVERAGE	49,287	50,873	19,755	20,272	2,182	1,969	282	186	572	204
	n =	5	6	5	5	5	6	5	5	5	5
Cambridgeshire	TOTAL	1,462,190	1,326,863	215,779	232,173	90,334	94,646	9,661	14,852	5,480	9,129
	AVERAGE	63,573	60,312	11,357	12,220	3,928	4,302	508	782	261	435
	n =	23	22	19	19	23	22	19	19	21	21
Essex	TOTAL	363,914	288,642	82,721	70,696	55,264	46,342	16,639	13,829	11,105	9,785
	AVERAGE	15,822	12,550	4,354	3,721	2,512	2,106	723	601	505	445
	n =	23	23	19	19	22	22	23	23	22	22
Hertfordshire	TOTAL	237,819	231,511	25,330	24,080	34,982	37,429	7,971	8,800	4,113	7,904
	AVERAGE	18,294	17,809	2,814	2,676	3,498	3,743	886	978	514	988
	n =	13	13	9	9	10	10	9	9	8	8
Norfolk	TOTAL	485,357	502,059	124,151	128,383	44,547	46,282	2,204	2,604	2,307	2,559
	AVERAGE	20,223	20,919	5,912	6,113	2,025	2,104	96	113	110	122
	n =	24	24	21	21	22	22	23	23	21	21
Suffolk	TOTAL	374,635	371,014	58,276	57,149	19,479	19,004	2,431	2,262	2,208	4,377
	AVERAGE	18,732	17,667	3,238	3,175	1,025	905	143	119	130	230
	n =	20	21	18	18	19	21	17	19	17	19
East of England	**TOTAL**	**3,170,350**	**3,025,325**	**605,033**	**613,840**	**255,516**	**255,516**	**40,316**	**43,275**	**28,075**	**34,772**
	AVERAGE	**29,355**	**27,755**	**6,649**	**6,745**	**2,530**	**2,481**	**420**	**442**	**299**	**362**
	n =	**108**	**109**	**91**	**91**	**101**	**103**	**96**	**98**	**94**	**96**

Table 2: Total and average (mean) figures for all audience data by county and region for 2012/32 and 2013/14. '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
		2012-13	2013-14		2012-13	2013-14		2012-13	2013-14		2012-13	2013-14		2012-13	2013-14	
Beds	**TOTAL**	246,435	254,133	3.1%	98,776	101,316	2.6%	10,910	8,434	-22.7%	210	250	19.0%	262	564	115.3%
	AVERAGE	61,609	63,533		24,694	25,329		2,728	2,109		210	250		131	282	
	n =	4	4		4	4		4	4		1	1		2	2	
Cambs	**TOTAL**	1,323,389	1,248,474	-5.7%	212,701	216,749	1.9%	81,930	89,658	9.4%	7,975	7,342	-7.9%	5,068	8,392	65.6%
	AVERAGE	66,169	62,424		13,294	13,547		4,552	4,981		798	734		390	646	
	n =	20	20		16	16		18	18		10	10		13	13	
Essex	**TOTAL**	248,353	254,631	2.5%	55,966	63,905	14.2%	31,615	32,087	1.5%	13,942	12,007	-13.9%	10,629	9,263	-12.9%
	AVERAGE	13,071	13,402		3,998	4,565		2,108	2,139		1,549	1,334		966	842	
	n =	19	19		14	14		15	15		9	9		11	11	
Herts	**TOTAL**	237,819	231,511	-2.7%	25,330	24,080	-4.9%	34,982	37,429	7.0%	7,971	8,800	10.4%	4,113	7,904	92.2%
	AVERAGE	18,294	17,809		2,814	2,676		3,180	3,403		1,329	1,467		686	1,317	
	n =	13	13		9	9		11	11		6	6		6	6	
Norfolk	**TOTAL**	468,284	486,976	4.0%	120,797	124,904	3.4%	44,207	45,369	2.6%	2,144	2,564	19.6%	2,099	2,271	8.2%
	AVERAGE	21,286	22,135		6,358	6,574		2,456	2,521		214	256		233	252	
	n =	22	22		19	19		18	18		10	10		9	9	
Suffolk	**TOTAL**	374,635	369,494	-1.4%	57,256	57,119	-0.2%	19,479	18,746	-3.8%	2,431	1,987	-18.3%	2,155	2,787	29.3%
	AVERAGE	18,732	18,475		3,817	3,808		1,391	1,339		304	248		308	398	
	n =	20	20		15	15		14	14		8	8		7	7	
East of England	**TOTAL**	2,898,915	2,845,219	-1.9%	570,826	588,073	3.0%	223,123	231,723	3.9%	34,673	32,950	-5.0%	24,326	31,181	28.2%
	AVERAGE	29,581	29,033		7,413	7,637		2,789	2,897		788	749		507	650	
	n =	98	98		77	77		80	80		44	44		48	48	

Table 3: Total and average (mean) figures for all audience data by county and region for 2012/13 and 2013/14 based on a <u>constant sample</u> of museums for each measure, including the percentage difference between each year's total figures.

2.1 Total Visits

The total number of visits reported by 108 museums in 2012-13 was 3.17 million (**Table 2**), which is larger than the total reported in previous years, and works out on average to 29,355 visits per museum. So, at first glance, it seems that total visitor numbers have increased this year. However, the average figure is lower than that reported last year (32,994 visits per museum) and, in fact, the constant sample reveals that visitors figures overall appear to have dropped by just under 2% from 2,898,915 to 2,845,219 between 2012-13 and 2013-14 (**Table 3**). This slight downward trend was also noted last year, when the overall visitor numbers between 2011-12 and 2012-13 dropped by 1%.

Counties that have seen a reduction in their overall visits (using a constant sample) for 2012-13 to 2013-14 include Cambridgeshire (-5.7%), Hertfordshire (-2.7%) and Suffolk (-1.9%), whereas Bedfordshire, Essex and Norfolk have all seen an increase, respectively 3.1%, 2.5% and 4.0%.

In Bedfordshire, the rise can be explained by Stockwood Discovery Centre (contributing most of the county total) which has seen a 4% increase, from 195,161 visits to 202,873. In Essex, many museums have also experienced rising visitor figures overall, as illustrated by the number of museums in the list below:

- The Natural History Museum, from 27,230 to 32,976 visits (21.1% increase) attributed to the museum attracting Colchester Castle audiences while the castle was shut for redevelopment
- The Combined Services Military Museum, from 7,500 to 9,000 visits (20.0% increase) due to ‘improvement in the economy’ and ‘use of brochure distribution’
- East Anglian Railway Museum, from 10,597 to 12,126 visits (14.4% increase)
- Essex Fire Museum, from 1,134 to 1,694 visits (49.4%) explained by there being greater ‘awareness of the museum, different management and development plan, [and] more staff’
- Rayleigh Windmill, from 2,637 to 3,390 visits (28.6% increase)
- Saffron Walden Museum, from 16,479 to 17,634 visits (7.0% increase)
- Prittlewell Priory, Southend Museum Service, from 19,474 to 26,288 visits (35.0% increase)

All Norfolk Museum Service (NMS) sites, bar Cromer Museum and Tolhouse Gaol & Museum, reported increases. Collectively, eight NMS venues contributed a 6.6% increase, from 339,438 to 361,922 visits. The most noticeable (i.e. over 10%) were at the Ancient House Museum of Thetford Life, Time & Tide Museum and Strangers Hall. Similarly, some of the smaller museums in Norfolk, such as Diss Museum, Norfolk Tank Museum, the RAF Air Defence Radar Museum and Swaffham Museum have seen large increases in visitor numbers, respectively 32.8% (2,681 to 3,561 visits), 33.3% (1,500 to 2,000 visits), 12.5% (6,012 to 6,764 visits) and 11.1% (1,890 to 2,100 visits). Unfortunately these museums did not provide an explanation for these increases.

In Cambridgeshire, the four largest museums in terms of visitor numbers are the Imperial War Museum at Duxford, the Sedgwick Museum of Earth Sciences, the Royal Anglian Regiment Museum and the Fitzwilliam Museum. Together they account for the majority of the county's overall audience figures (roughly over 70%). Any changes in their visitor figures will therefore impact noticeably on the county total. Visitor numbers at both of the latter two venues were down; at the Royal Anglian Regiment Museum by 8.8% (from 137,000 to 125,000) and at the Fitzwilliam by 20.0% (from 402,037 to 321,559) where the museum explained that 2012-13 had attracted particularly large audiences because of the Tomb Treasures of Han China exhibition. Conversely in 2013-14, work on the Environmental Control Project in the Dutch Gallery and the refurbishment of the Museum Portico required the museum to be shrouded in scaffolding, and meant it looked closed for much of the year. This perhaps discouraged some people from visiting who would normally have done so.

In Hertfordshire, one of the largest drops in visitor numbers over the two years was observed at Ware Museum (-61.2% from 21,838 to 8,481 visits) but this was because the 2012-13 figure was abnormally high due to a loan object, The Great Bed of Ware, being on display which the museum described as 'an object of international significance' and had attracted large audiences. Verulamium Museum also saw a 10.2% reduction in figures from 98,825 to 88,706 visits; the reason for this was not given. In fact, the vast majority of museums did increase their visitor numbers (for example, de Havilland Aircraft Museum by 32.6% from 7,621 to 10,109 visits, the Museum of St Albans by 19.3% from 14,457 to 17,244 visits and Mill Green Museum & Mill by 15.6% from 13,563 to 15,677 visits), but because the reduction in figures for Ware Museum is so significant, it is distorting the total for the county.

In Suffolk, there is a mixed picture as to overall visitor figure trends with just under half of the museums reporting a drop. Christchurch Mansion and Dunwich Museum had fewer visitors in 2013-14 than 2012-13, respectively 6.7% and 13.6% fewer. At the latter site, they are investigating the drop in numbers and 'factors may include weather, marketing by rival attractions, internet presence, curriculum change'. At Lavenham Guildhall Museum, it is believed that lower levels of publicity ahead of their impending 'complete revamp' is the reason why visitor numbers have dropped from 36,546 to 31,416 (-14.0%). At the Longshop Museum, more precise counting of actual visitors attending the museum or museum events (i.e. omitting museum volunteers) is suggested as the reason for their reduction in overall visits from 11,563 to 9,036; the latter figure is said to appear 'misleadingly low' and it is hoped that ‘numbers in future years should provide a more real comparison’. Lowestoft Maritime Museum and Southwold Museum also saw a drop of just over 20% at each museum; at the latter, this was explained by ‘a very warm and sunny summer in 2014 [and] reduction of opening hours in August due to lack of stewards’.

Several museums in Suffolk on the other hand reported a rise, for example Beccles & District Museum from 1,989 to 2,628 visits (up 32.1%), Felixstowe Museum from 5,562 to 7,241 visits (up 30.4%), Orford Museum from 27,665 to 31,046 visits (up 12.2%) and Aldeburgh Museum from 3,804 to 4,270 visits (up 12.3%), amongst others. Orford Museum has enjoyed Heritage Lottery Funding for a World War I exhibition and associated events, which may explain its increase in visitor numbers.

2.2 Visits by school age children, organised groups

Overall visits by school age children in organised groups (e.g. schools, extra-curricular groups) came to 255,516 in 2013-14 as reported by 103 museums. By coincidence, the total calculated from museums providing 2012-13 figures for the same measure also came to 255,516. Table 2 shows that county totals for each year vary but sum to the same figure.
The mean for 2013-14 was 2,481 visits per museum which is lower than that for the previous two years (2,944 last year, 2,888 the previous year).

The constant sample figure in fact shows an overall increase by almost 4% from 223,123 to 231,723 visits.

All counties, apart from Suffolk and Bedfordshire, are indeed showing an increase in this measure at county level: Essex by 1.5%, Norfolk by 2.6%, Hertfordshire by 7.0% and Cambridgeshire by 9.4%.

In Cambridgeshire, many museums, both small and large organisations, have experienced a significant increase in the number of visits by school age children in organised groups. For example, Burwell Museum’s figures have risen from 41 visits in 2012-13 to 236 visits in 2013-14 and this is attributed to their HLF funded project that started in October 2012 involving paid staff and concentrating on working with families, schools and other children's groups during 2013-14. Chatteris Museum has seen a comparable increase from 45 visits to 284 visits. At the Museum of Classical Archaeology, visits went from 2,969 in 2012-13 to 3,595 in 2013-14 (21.1% rise) and has been explained by a new Curator and Education & Outreach Officer taking up posts in April 2013. At Nene Valley Railway, ‘increased efforts by the organisation’s education staff’ have resulted in visits by school age children in organised groups rising by 20.4% (2,220 to 2,672 visits). Other museums to have seen a significant increase are the Cambridge Museum of Technology, Imperial War Museum Duxford, St Neots Museum, The Fitzwilliam Museum, The Polar Museum and The Stained Glass Museum.

In Essex, those museums to have seen an increase include Barleylands (up 13.6% from 11,000 to 12,500 visits), the Combined Services Military Museum (up 20.0% from 2,500 to 3.000 visits), the East Anglian Railway Museum (up 57.8% from 166 to 262 visits), Essex Fire Museum (up 18.9% from 578 to 687 visits), Southend Central Museum (up 17.2% from 2,905 to 3,404 visits) and The Fry Art Gallery (up from 90 to 120 visits). Barleylands and Essex Fire Museum attribute their increase to better awareness of the museum, at the former 'marketing' is cited as a key factor.

In Hertfordshire, most of the museums have seen a rise in this measure too. Those that can be explained include Verulamium Museum where an increase from 23,495 to 25,438 visits (8.3% rise) is attributed to bringing a 'second learning space into use and ... [creating] a schools lunch room'. At Watford Museum a 29.5% increase, from 485 to 628 visits, is explained by the 'recruitment of [a] Learning Officer, [an] improving offer for schools, partnership working and organising more activities and events'. Other museums to follow this trend include Lowewood Museum (up 52.0% from 504 to 766 visits), the Museum of St Albans (up 98.2% from 816 to 1,617 visits) and The Dacorum Heritage Trust (up 150.0% from 400 to 1,000 visits).

In Norfolk, although figures are up overall, just under half of museums reported a drop: Muckleburgh Military Museum, Museum of the Broads, Ancient House Museum of Thetford Life, Cromer Museum, Gressenhall Farm & Workhouse, Tolhouse Gaol & Museum and RNLI Henry Blogg Museum. Those museums to have seen an increase are Elizabethan House Museum (up 23.8%, 804 to 995 visits), Lynn Museum (up 18.0%, 820 to 968 visits), Norwich Castle (up 6.1%, 16,528 to 17,538 visits), Strangers' Hall (up 20.2%, 1,992 to 2,395 visits), Time & Tide Museum (up 18.3%, 2,853 to 3,374 visits), RAF Air Defence Radar Museum (up 270.8%, 48 to 178), Sheringham Museum (up 22.9%, 864 to 1,062 visits), The Charles Burrell Museum (from 30 to 72 visits) and Wymondham Heritage Museum (from 76 to 94 visits).

At the Museum of Norwich at the Bridewell, the increase in school age children in groups is 'likely due to the continued development of schools workshops and resources' and at Wymondham Heritage Museum, local schools that were involved in a WW1 project has helped with the increase in figures over the two years.

On the other hand, both Suffolk and Bedfordshire show a reduction for this measure, respectively down 3.8% and 22.7%. At Luton Culture (comprising Stockwood Discovery Centre and Wardown Park Museum), visits by school age children in organised groups are down 24.6% from 10,542 to 7,953 visits. This is having a significant effect on the county total as the sample size is already small for this county. In Suffolk, of the fourteen museums to provide figures for both years, half are reporting a rise and half are reporting a drop over this time period. Christchurch Mansion and the Ipswich Museum & Art School, both managed by Colchester & Ipswich Museum Service, overall have seen a drop of 18.1% from 11,837 to 9,700 visits; no explanation is given for this. Figures for Dunwich Museum have halved, from 1,050 to 520 visits, those at Lowestoft Museum are also down noticeably from 124 to 40 visits. In contrast, at Beccles Museum, a new volunteer, 'an ex school teacher, who has put significant work into reconnecting with the local schools and working up a programme of activities with them' has seen figures increase drastically, from 83 to 423 visits. At Orford Museum, 'support from the Heritage Lottery Fund for the Touching the Tide project which has paid for the buses etc. for the transportation of children to museum events' has meant visits by school age children has risen from 1,943 to 2,208 (13.6% rise). The appointment of a part time Learning & Outreach Officer at Gainsborough's House, who has developed the venue's offer to schools, has resulted in an increase in 'the number of children visiting through school groups and taking part in workshops' from 370 in 2012-13 to 532 in 2013-14, a 43.8% increase.

2.3 Total visits by children

Ninety-one museums reported a total of 613,840 visits by children in 2013-14, working out to 6,745 visits per museum. This figure is down on the average for last year which was 8,440 visits per museum. Several museums report that the they do not collect figures on the number of child visits outside of organised groups, or that they are unable to separate out figures for visits by children aged up to 16 years old (as requested by the survey) from the way in which they count visits by children. This means that the total and average reported above are likely to be lower than the actual figures.

The highest means are in Bedfordshire (20,272 visits per museum) and Cambridgeshire (12,220 visits per museum). In Bedfordshire, the small sample size (n=4) and the large figure contributed by Stockwood Discovery Centre (84,696) explains why the mean is so high when compared to other counties. Cambridgeshire is home to the two largest museums in the region, in terms of visitor numbers: The Fitzwilliam Museum and Imperial War Museum Duxford, which explains its high average.

Examining the constant sample reveals that there has been a 3.0% increase from 570,826 to 588,073 visits between 2012-13 and 2013-14. When this is taken into account, with the constant sample for overall visitor figures showing a slight reduction (**Section 2.1**), it might suggest that a greater proportion of overall visits are being made by children now than in the recent past.

Essex has seen a very large increase in its constant sample at 14.2% (55,966 to 63,905 visits), with the second highest increase being in Norfolk at 3.4% (120,797 to 124,904 visits). All other counties have also seen an increase except Hertfordshire (down 4.9%) and Suffolk which has seen just a 0.2% drop.

Museums showing a 20% or more increase in this measure over the two years include:

- Bedfordshire: Woburn Heritage Centre
- Cambridgeshire: Burwell Museum, Cambridge Museum of Technology, Chatteris Museum, March & District Museum, Museum of Classical Archaeology, St Neots Museum, The Polar Museum, The Stained Glass Museum
- Essex: Natural History Museum, Combined Services Military Museum, All Southend Museum Service venues: Prittlewell Priory, Southchurch Hall and Southend Central Museum
- Hertfordshire: Bishop's Stortford Museum, de Havilland Aircraft Museum, Lowewood Museum, Dacorum Heritage Trust
- Norfolk: Strangers Hall, Sheringham Museum, Wymondham Heritage Museum
- Suffolk: Beccles & District Museum, Haverhill & District Local History Group, Laxfield and District Museum, Long Shop Museum, Orford Museum, Suffolk Regimental Museum.

Some of the above museums have explained how these increases have come about:

> *"During the 2013 season our focus was on making the Museum more family friendly. We offered a programme of family activities in all school holiday periods, from Easter to October half term, created a new post of 'Learning and Outreach Officer', created a 'family welcome station' and range of gallery resources for children and families. All of these have attracted very positive comments from visitors, and family visits in 2013 were significantly higher than in 2012".*
> Longshop Museum, Suffolk

> *"Generally better attendance. Possible causes - 1.Use of brochure distribution, 2. General improvement in the economy."*
> Combined Services Military Museum, Essex

> *"Since the museum underwent a service level agreement between Broxbourne Borough and Epping Forest District Councils in 2012, the museum's events programme and portfolio has steadily been growing*

leading to an increase in general footfall and usage." Lowewood Museum, Hertfordshire

2.4 Outreach with children

Total instances of outreach with children measured 43,275 for 98 museums. The average worked out to 442 instances per museum. Last year, the average figure was much higher at 1,001 instances per museum.

In 2013-14 Hertfordshire, Cambridgeshire and Essex had the highest means, at respectively 978, 782 and 601 instances per museum.

One further interesting observation is that the number of museums reporting outreach figures appears to be rising annually. For example last year only 69 museums provided child and adult outreach figures, which works out as 70% of museums responding to the survey, whereas this year the same figure is around 87%.

The constant sample between 2012-13 and 2013-14 shows a 5% decrease overall from 34,673 to 32,950 instances of outreach with children. There is a mixed picture with regard to this depending on the county. It is up in Bedfordshire (by 19%), Hertfordshire (by 10.4%) and Norfolk (by 19.6%) but down in Cambridgeshire (by 7.9%), Essex (by 13.9%) and Suffolk (by 18.3%).

Even though Hertfordshire and Essex recorded some of the highest means for this measure this year and last year, both counties show a noticeable drop between the two years using the mean alone. For example, last year, the average figure for the number of instances of children participating in outreach for Hertfordshire came to 3,556 per museum (compared with this year's figure reported above of 978). A large proportion of the county total in 2012-13 (around 28,000 of the 39,000 total) was contributed by North Hertfordshire Museum Service, which had closed in September 2012 (and is still closed) to develop a new district museum. This figure was so high as the museum had been delivering more outreach while the museum was not accessible. This year, because the museum service has not taken part in the survey due to its closure, the county total, and so the mean, are significantly reduced. It appears, looking back at historic data, that child outreach in 2012-13, i.e. last year, was particularly high and that figures may be returning to more normal levels in 2013-14.

For some museums however, outreach is genuinely down. These museums in Cambridgeshire and Essex for example offer the following explanations for the reduction:

"Some schools did not attend the Historic Festival event therefore children's outreach figures down." Chatteris Museum

"We have been so busy delivering sessions at the museum that we have not been able to devote any time to outreach work."
Imperial War Museum Duxford

"Outreach activities diminished with many local organisations already having had a presentation by someone from the Museum."
East Anglian Railway Museum

"In the last two years the museum has had to focus on funding to ensure the museum continues, and therefore promoting the museum's events has not been priority. We have seen a decline in summer groups and a reduction in volunteers has meant we have attended fewer outreach events such as fetes etc." Essex Police

Nevertheless, there are museums doing exactly the opposite, such as offering more outreach events. Bishops Stortford Museum for example noted that HLF grant funding allowed the venue to undertake more outreach work and project based work within the museum. Their child outreach has risen from 180 to 521 instances of participation (189.4% increase).

2.5 Outreach with adults

Instances of participation by adults in museum outreach totalled 34,772 in 2013-14, working out to 362 per museum, based on a sample of 96 museums. The highest means were recorded in Hertfordshire (988), Cambridgeshire (435) and Essex (445). The constant sample of museums shows an increase overall of 28.2% from 24,326 to 31,181 instances of participation. All counties show an increase with the exception of Essex, where figures for 2013-14 are down 12.9% compared with figures for 2012-13.

Some museums report that they are not able to separate out figures for outreach with children from outreach with adults, therefore some figures reported here may include some children.

Museums to have seen a rise and offer an explanation for this include the Whipple Museum of the History of Science, where a Learning Coordinator was appointed in December 2012 who 'may have had a positive effect on the visitor figures for children and adults that attended outreach activities at the ... [museum]'. Their figures have increased by 6.7% from 1,355 to 1,446 instances of participation. Saffron Walden Museum have participated in some large outreach events in 2013-14 which has meant their figures increased from 283 to 511 instances of participation

(80.6% increase). Halesworth & District Museum stated that it ‘ran a highly successful project on the 1970s, which engaged and involved [the] whole town, both in the Museum and [through] outreach, [and] ... had raised the profile of the Museum and opened many opportunities for future work. It reported 1,000 instances of outreach participation with adults in 2013-14 and looking back at the return for 2012-13 the figure for the same measure came to 335. Orford Museum commented that it had been ‘an exceptional year for outreach activities, because the museum organised a World War I exhibition and associated activities all of which took place outside Orford Castle where the museum's display is kept’. This meant the museum’s outreach with adults had risen nearly by ten times, from 145 in 2012-13 to 1,420 in 2013-14.

		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**	£2,285,605	£1,044,888	£252,057	£430,486	£414,710	£25,845	£98,811	£39,401	48.3	7.7	174	8,663
	AVERAGE	£380,934	£174,148	£42,010	£71,748	£69,118	£4,308	£16,469	£7,880	8.1	1.3	29	1,733
	n =	6	6	6	6	6	6	6	5	6.0	6.0	6	5
Cambs	**TOTAL**	£20,156,674	£11,139,516	£15,614,021	£4,398,375	£614,208	£1,946,079	£2,492,734	£140,464	315.2	23.7	1,406	226,669
	AVERAGE	£916,212	£506,342	£709,728	£209,446	£29,248	£88,458	£118,702	£7,023	13.7	1.1	61	10,303
	n =	22	22	22	21	21	22	21	20	23.0	21.0	23	22
Essex	**TOTAL**	£4,023,855	£1,989,026	£1,039,493	£711,950	£186,609	£139,636	£217,490	£54,269	86.0	6.8	531	42,890
	AVERAGE	£191,612	£94,716	£51,975	£37,471	£8,886	£6,982	£10,357	£2,856	3.9	0.4	27	2,145
	n =	21	21	20	19	21	20	21	19	22.0	19.0	20	20
Herts	**TOTAL**	£2,431,211	£1,117,918	£670,357	£349,744	£160,780	£43,286	£41,318	£83,953	42.4	3.0	474	90,269
	AVERAGE	£243,121	£111,792	£67,036	£34,974	£17,864	£5,411	£5,903	£10,494	3.9	0.3	43	9,027
	n =	10	10	10	10	9	8	7	8	11.0	9.0	11	10
Norfolk	**TOTAL**	£9,291,226	£4,552,095	£2,968,109	£2,731,230	£756,507	£143,853	£39,903	£94,305	113.5	46.4	845	77,103
	AVERAGE	£422,328	£216,766	£141,339	£136,562	£37,825	£6,850	£2,494	£5,894	4.7	1.9	37	3,672
	n =	22	21	21	20	20	21	16	16	24.0	24.0	23	21
Suffolk	**TOTAL**	£3,032,123	£1,532,606	£1,639,082	£491,952	£435,779	£345,173	£65,222	£21,008	56.4	7.1	1,021	118,692
	AVERAGE	£144,387	£80,663	£78,052	£27,331	£21,789	£18,167	£4,348	£1,313	3.0	0.4	57	7,418
	n =	21	19	21	18	20	19	15	16	19.0	18.0	18	16
East of England	**TOTAL**	**£41,220,694**	**£21,376,049**	**£22,183,119**	**£9,113,737**	**£2,568,593**	**£2,643,872**	**£2,955,478**	**£433,400**	**661.8**	**94.7**	**4,451**	**564,286**
	AVERAGE	**£404,124**	**£215,920**	**£221,831**	**£96,955**	**£26,480**	**£27,540**	**£34,366**	**£5,160**	**6.3**	**1.0**	**44**	**6,003**
	n =	**102**	**99**	**100**	**94**	**97**	**96**	**86**	**84**	**105**	**97**	**101**	**94**

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 <u>mean</u> county or regional financial figures. Furthermore, some museums are part of wider organisations and therefore cannot separate out all of their costs, for example their 'running costs'. At the time of the survey, some museums had not yet had their accounts audited so chose not to provide this information in their response.

Despite careful definitions for each measure, and because of the points made above, 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.

Encouragingly, it does appear that more museums this year have provided financial data than in previous years.

3.1 Total expenditure and staff costs

Total expenditure for the region in 2013-14 for 101 museums came to £41,220,694 (**Table 4**). Although this appears to be larger than figures for previous years (**Table 5**), the sample of museums responding then was lower, and so the latest mean figure of £404,124 is actually slightly lower than that for last year (£474,377), although higher than in was in 2011-12 (£217,767) and 2010-11 (£213,319).

The mean total expenditure figures at county level are highest in Cambridgeshire (£916,212), Norfolk (£422,328) and Bedfordshire (£380,934). This was the same last year (**Table 5**). In fact, comparing the county mean expenditure figures over the two years shows that in Cambridgeshire, Essex and Norfolk it has gone down whereas in Hertfordshire and Suffolk it has risen. Bedfordshire has remained largely the same over this time period (**Table 5**).

Staff costs amounted to £21.4 million or a mean of £215,920 (99 museums). The mean figure for 2012-13 was £240,306 (74 museums), for 2011-12 was £153,311 (97 museums) and for 2010-11 was £281,075 (72 museums). This shows that it has remained fairly stable over time. The lower average in 2011-12 may be explained by the absence of staff costs for the Fitzwilliam Museum in the dataset that year; it has some of the highest staff costs in the region. As usual therefore, staff costs in 2012-

13 were highest on average in Cambridgeshire (£506,342) and Norfolk (£216,766) and lowest in Suffolk (£80,663) and Essex (£94,716).

	2013-14	2012-13	2011-12	2010-11
Beds	£2,285,605 (£380,934) n = 6	£1,940,913 (£388,183) n = 5	£2,096,544 (£349,424) n = 6	£1,141,561 (£228,312) n = 5
Cambs	£20,156,674 (£916,212) n = 22	£19,974,845 (£1,248,428) n = 16	£4,144,023 (£218,106) n = 19	£3,480,253 (£158,193) n = 22
Essex	£4,023,855 (£191,612) n = 21	£1,988,033 (£284,005) n = 7	£4,538,374 (£324,170) n = 14	£5,952,782 (£313,304) n = 19
Herts	£2,431,211 (£243,121) n = 10	£3,095,845 (£238,142) n = 13	£2,018,875 (£144,205) n = 14	£1,780,215 (£136,940) n = 13
Norfolk	£9,291,226 (£422,328) n = 22	£8,274,066 (£486,710) n = 17	£7,156,272 (£298,178) n = 24	£7,360,118 (£320,005) n = 23
Suffolk	£3,032,123 (£144,387) n = 21	£2,461,025 (£123,051) n = 20	£2,475,940 (£95,228) n = 26	£2,896,840 (£120,702) n = 24
East of England	**£41,220,694 (£408,126) n = 102**	**£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 2013-14, 2012-13, 2011-12 and 2010-11. Figures in brackets represent the average for that county/year.

3.2 Annual income and project income

Annual income as reported by 82 museums in the region came to £22.2 million, on average this works out as £215,920 per museum. Although lower than last year's average figure, it is still higher than the previous two years before this, suggesting that the region has enjoyed relatively higher income over the last two years:

- 2012-13 = £25.3 million (£308,708 per museum based on 79 museums)
- 2011-12 = £13.1 million (£128,889 based on 102 museums)
- 2010-11 = £19.1 million (£177,408 based on 108 museums)
- 2009-10 = £16.8 million (£190,916 based on 95 museums)

Project income in 2013-14 amounted to £9.1 million which worked out on average to £119,918 per museum, based on a sample of 76 museums. Although the average figure is lower than last year and some previous years, it is not as low as in 2011-12:

2012-13 = 10.8 million (£145,727 per museum based on 71 museums)
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)

Grouping all museums to have provided project income figures into three categories, using the criteria suggested by the Association of Independent Museums (AIM) for small, medium and large museums[3], reveals that small museums brought in on average £29,105 each, medium museums £43,757 each and large museums £232,156 each (**Table 6**). Within each category, the three museums to have secured the largest grants were:

- Small: Burwell Museum (£248,462), The Dacorum Heritage Trust (£65,033) Prickwillow Engine Museum (£62,030).
- Medium: National Horseracing Museum (£222,146), Epping Forest District Museum (£85,425) and Watford Museum (£80,000)
- Large: Norfolk Museums Service (£2,555,423), the Fitzwilliam Museum (£2,458,000) and Imperial War Museum Duxford (£677,429).

Project income	Total	Mean	Number of museums in sample
Small museums	£611,210	£29,105.24	21
Medium museums	£831,374	£43,756.53	19
Large museums	£7,661,153	£232,156.15	33

Table 6: Total and mean project income in 2013-14 by small, medium or large sized groups of museums.

Local government grants and sponsorship

The majority of museums cited 'council funding' or support from their 'local authority' but those that were specifically mentioned were:

- Cambridgeshire County Council
- Norfolk County Council
- Essex County Council (in relation to their Big Society Fund)
- Essex Fire Authority
- Mayors Fund (Hertfordshire)
- Town Councils (specifically mentioned were St Neots, Diss and Halesworth)
- Woburn Parish Council

Central Government

- Department for Culture Media and Sport – see Wolfson Fund below
- Department for Environment Food and Rural Affairs (DEFRA) – see Fens Adventurers Rural Development Programme below

[3] Small museums receive 9,999 visits or less per annum, medium museums receive between 10,000 and 49,999 visits per annum, large museums receive 50,000 or more visits per annum

Arts/Heritage Funding

Some of the organisations given 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
- The Art Fund
- Arts Council (see also 'Renaissance' and 'SHARE' below)
- DCMS - Wolfson Museums & Galleries Improvement Fund
- Heritage Lottery Fund (in addition to grants made to individual museums, some also mentioned HLF projects or programmes such as 'Catalyst', 'Managing a Masterpiece Programme' and 'Wide Skies')
- Hertfordshire Heritage Fund
- Institute for the Study of Latin American Art
- Victoria & Albert Museum
- Renaissance
- SHARE
- University of Cambridge Museums
- Royal Opera House Bridge

Interestingly this year, not even one museum mentioned English Heritage as a source of additional project income.

County level museum funding / partnerships:

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

European Funding:

- Interreg IV A France (Channel) – England (European Regional Development Fund)
- European Research Council

Charitable Giving

Most museums mentioned funding from their Museum Friends or Society as well as local charities, 'private sponsorship', 'donations' and 'legacies'. Trusts or charities specifically mentioned by name included:

- Bedfordshire & Luton Community Foundation
- The Benjamin Gibson Wynes Memorial Trust
- Brian Leslie Racher 2004 Charitable Trust (Royston)
- Cooperative Community Fund

- Creative Royston
- Dunwich Town Trust
- Dunwich WI
- Esmée Fairbairn
- Hoddesdon Society (Herts)
- Home of Horseracing Trust
- Masons
- Payne Gallway Charitable Trust
- The Racing Foundation
- Ramsey Million Foundation (lottery funding)
- Round Table
- Royal British Legion
- Wellcome Trust
- Wixamtree Trust (Bedfordshire)

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

- Linklaters LLP
- Santander
- National Grid

Other Funding:

- Burnham-on-Crouch Carnival Committee
- Diss Community Partnership (Norfolk Rural Community Council)
- East Anglian Regional Archives Council
- Fens Adventurers Rural Development Programme (DEFRA)
- 'Research Councils'
- UK Antarctic Heritage Trust

3.3 Income from retail spend, schools, events/hospitality

Retail spend in the region generated a total income of £2.6 million. On average this worked out to £26,480 per museum, based on a sample of 97 museums. This figure is roughly half that for last year, but higher than the two years previous to this:

- 2012-13 = £3.3 million (£42,359 per museum, 78 museums)
- 2011-12 = £1.6 million (£16,775 per museum, 97 museums)
- 2010-11 = £1.9 million (£19,348 per museum, 101 museums)

Average retail sales were highest in Bedfordshire (£69,118) and Norfolk (£37,825). Surprisingly Cambridgeshire is ranked third this year; it usually comes first or second. The reasons for this are discussed below.

Luton Culture, comprising Wardown Park Museum and Stockwood Discovery Centre, contribute most of the county total for this measure and as the sample size for Bedfordshire is small (n=6), this is over-inflating the mean. In Norfolk, the highest contributor to the county total, unsurprisingly, is Norfolk Museums Service which provided figures here for ten of its eleven sites. In 2013-14 its retail income came to £612,046 (an increase on last year when it was £556,549). There are also two examples of much smaller museums achieving a relatively high retail income in Norfolk: the RAF Air Defence Radar Museum which achieves around 6,000-7,000 visits per annum and this year brought in a retail income of £21,716, and the Muckleburgh Military Collection with around 25,000-30,000 visits annually which brought in £52,000 through retail spend.

Compared with county average figures last year, the main noticeable differences are a slight decrease in Norfolk (£40,869 to £37,825), a noticeable decrease in Cambridgeshire (£98,456 to £29,248) and an increase in Hertfordshire (£12,411 to 17,864). In Cambridgeshire, the reduction is partly down to significant decreases in retail income at some of the larger museums, such as Peterborough Museum and the Fitzwilliam Museum, but also because the Imperial War Museum Duxford did not provide a figure for retail income this year, when last year they gave a figure of just over £1 million. This absence will be bringing down the county mean this year.

Total **income from schools** for the region amounted to £433,400 or on average £5,160 per museum (84 museums). The mean last year was £7,652 per museum (56 museums), and in 2011-12 was £9,989 per museum (79 museums). This shows a general downward trend over the last 3 years. Income was highest in Hertfordshire (£10,494), Bedfordshire (£7,880) and Cambridgeshire (£7,023).

Events and hospitality brought in nearly £3 million to the East of England. On average this worked out to £34,366 per museum (for 86 museums). This is comparable with the previous two years (£36,063 for 62 museums in 2012-13 and £31,653 for 78 museums in 2011-12), suggesting initially that this has been a fairly stable source of income for the region in recent years, although further comments are made below on this point.

The county mean has so far always been highest in Cambridgeshire and this year is no exception, where it comes in at £118,702, the next highest being Bedfordshire at £16,469. The Imperial War Museum Duxford contributes most of the county’s total for Cambridgeshire (just over £2 million of the total £2.4 million) and it is this fact which is inflating the mean reported above. This same point was noted for Cambridgeshire figures from 2012-13 and 2011-12. If the income from events and hospitality for the museum is removed from the sample, to give a truer picture of this income across the region, the total for 2013-14 comes to £917,333 or a mean of £10,792. Doing the same in 2012-13 and 2011-12 produced total/mean figures of respectively £312,177/£5,536 per museum and £253,563/£3,293 per museum. The average figure for 2013-14 is therefore significantly greater than those for the previous two years. This point, taken with the fact that Duxford's income has remained at just over £2 million for the past two years, suggests that income from events and hospitality has in fact risen this year. This too can be observed very clearly from the mean county figures for Bedfordshire, Essex and Hertfordshire.

3.4 Income from donations/charitable giving

Donations and charitable giving contributed £2.6 million (on average £27,540 per museum) in 2013-14 to the 96 museums in the region that provided data on this measure. At county level, the average income was highest in Cambridgeshire (£88,458) and Suffolk (£18,167). This observation is also true of county averages for last year.

- The average figures for previous years suggest that this income stream has increased since 2011-12 and has been maintained over the last two years:
- 2012-13 = £24,578 per museum based on a total of £1.9 million for 73 museums
- 2011-12 = £14,263 per museum based on a total of £1.4 million for 99 museums

3.5 Paid staff

There were 70 museums that reported having paid staff, whether project funded or not. In total, the number of FTE (full time equivalent) members of staff for the region came to 754.7, this can be broken down into 660.8 FTE non-project funded staff and 93.9 FTE project funded staff. ON average, there were 10.8 FTE staff per museum, which is slightly lower than that reported in 2012-13 but higher than in the two years previous to that:

- 2012-13 = 11.9 FTE staff per museum
- 2011-12 = 8.5 FTE staff per museum
- 2010-11 = 8.8 FTE staff per museum

3.6 Volunteers

There were a total of 4,451 volunteers in the 101 museums that provided figures for this question in the survey. This works out to a mean of 44 volunteers per museum, which is broadly comparable with the figures from previous years and most similar to that reported in 2010-11 and 2009-10 (**Table 7**). Ninety-four museums reported that their volunteers worked 564,286 hours in total, or an average of 6,003 hours per museum. This average is higher than previous years (**Table 7**) suggesting that although there are similar numbers of volunteers in the region, they may be contributing more of their time, or the time that they are giving is being more accurately recorded.

	Mean Number of Volunteers	Mean Number of Volunteer Hours
2012-13	47	5,071
2011-12	47	4,049
2010-11	43	4,171
2009-10	43	5,305
2008-09	51	3,472

Table 7: Mean number of volunteers and volunteer hours for each year between 2008-09 and 2012-13.

Some museums provided comments to highlight how their recorded volunteer hours have increased, because of improved record-keeping and/or an actual increase in the time given by volunteers:

> *"The rise in volunteer hours reflects the success of the HLF funded volunteering project and also improved recording procedures which attempts to capture volunteer hours worked off site."*
> Cambridge Museum of Technology – in 2013-14 it had 75 volunteers working 7000 hours; in 2012-13 it had 75 volunteers working 5,160 hours.

> *"The volunteer numbers are more accurate than in previous years. We have implemented a database to record their hours."*
> St Albans Museums - in 2013-14 it had 40 volunteers working 42,824 hours; in 2012-13 it had 10 volunteers working 2,800 hours.

The total number of hours worked by volunteers can be expressed financially. The Heritage Lottery Fund for example have a sliding scale when placing a value on volunteer hours (whether 'Professional', 'Skilled' or 'Unskilled') but as this would require an extra breakdown from museums that they would be unlikely to give, a far simpler approach, as endorsed by Volunteer England, is used. This method has been used in previous years with Benchmarking figures and so also offers a consistent approach. This means that the 564,286 hours worked by volunteers equates to a contribution of £5.5 million[4].

These volunteer figures and their financial equivalent are still likely to be a significant underestimate of the precise figures for the region, since not all museums are able to provide data on the number of volunteers or the hours they work. Ware Museum for example stated that 'volunteer hours are not known and probably an underestimate'. In addition, Southwold Museum had 50 volunteers in 2013-14 but was unable to provide the number of volunteer hours worked because 'it is impossible to calculate as several of us come into the museum regularly as required. These hours are not recorded.' This is unfortunate as Orford Museum, another volunteer-run museum in the same county, which stated that 'the preparation for and mounting of the World War I exhibition required much more volunteer time than in other years' was able to report 62 volunteers working a total of 12,830 hours. This means that Orford museum is able to call upon evidence of a £124,000 commitment by volunteers in 2013-14 should it need such information for advocacy or funding purposes.

3.7 Visits per hour

There were 102 museums for which the number of visits per hour could be calculated (it requires venues to have provided both their number of visits and total hours open during the year). The figures vary considerably in this sample and range from 1 up to 175 visits per hour, depending on the type and size of museum. It is therefore not a fair way to compare them. Instead, this calculation is used to look at trends over time at regional level.

The mean number of visits per hour in the East of England in 2013-14 worked out as 23.6. Although it is a little lower this year than last year, it is still higher than in previous years:

- 27.9 (2012-13, 83 museums)
- 20.0 (2011-12, 111 museums)
- 20.6 (2010-11, 106 museums)
- 15.5 (2009-10, 103 museums)
- 15.3 (2008-09, 101 museums)

[4] The exact figure is £5,456,645.62. Based on advice from Volunteer England, when working out an hourly rate it is best to take a value between the national minimum wage (£6.31 for workers over 21 from October 2013) and the median hourly wage (£13.03 in April 2013, Office for National Statistics). In this instance, the hourly rate was therefore taken to be £9.67.

3.8 Cost per visit

Cost per visit for the 106 museums in the sample, worked out to be £14.43 on average. This is higher than in previous years:

£12.71 (2012-13, 77 museums)
£7.98 (2011-12, 113 museums)
£11.04 (2010-11, 91 museums)
£8.06 (2009-10, 95 museums)

It is likely to be higher in the last two years because extra clarification was given for the first time in 2012-13 in the definition for total annual expenditure, requiring museums to incorporate 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

Income from retail sales has been asked on the survey since 2011-12. Last year (2012-13), the average spend per visit came to £1.48 based on a sample of 72 museums. The year previous to that (2011-12) it was £0.76 per museum, based on a sample of 92 museums.

This year 91 museums provided both retail spend and total visits to perform this calculation which worked out as £1.11 per museum.

4. Museum Collections

4.1 Number of objects in museum collections

The breakdown of collection size by region is shown in **Table 8.** This varies very little year-on-year and, as noted in all previous reports, most museums or museum services in the region indicate they have smaller collections, with a minority having significantly larger collections. This year is no exception, with figures coming respectively to 87% (i.e. museums with objects numbering 50,000 or less) compared with 13% (i.e. museums having 50,001 – over 250,000 objects).

No. of objects in museum collections	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	**Total**
Under 1,000	1	2	5	1	7	8	**24**
1,001 - 5,000		11	5	7	5	9	**37**
5,001 - 50,000	1	2	2	3	1		**9**
50,001 - 250,000	1	4	1		1		**7**
Over 250,000	2	4	4		2		**12**
Total	**5**	**23**	**17**	**11**	**16**	**17**	**89**

Table 8: 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

As in previous years, museums are most likely to have received specialist support in the form of a visit from their Museum Development Officer (MDO) (**Table 9**). The dip in the percentage of museums that had been visited by a professional conservator as observed last year, to 34% from 50% the year previous, is now back up at 42%.

The level of advice from other specialists e.g. Museum Mentor (formerly 'Curatorial Adviser'), National Security Adviser, or other advisers appears to have changed little over the past three years.

	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	**Total (2013-14)**		*Total (2012-13)*	*Total (2011-12)*
(a) An intruder detection system is in place	6	20	18	12	18	15	**89**	**(80%)**	*71*	*94*
(b) We have had a visit from a Museum Development Officer in the last 12 months	6	15	11	9	10	9	**60**	**(54%)**	*48 (48%)*	*63 (49%)*
(c) We have had a visit from a Museum Mentor in the last 12 months	1	13	4	2	7	12	**39**	**(35%)**	*39 (39%)*	*54 (42%)*
(d) We have had a visit from a professional conservator in the last 12 months	4	15	3	4	14	7	**47**	**(42%)**	*34 (34%)*	*64 (50%)*
(e) We have had a visit from the National Security Advisor in the last 5 years	3	11	5	6	8	3	**36**	**(32%)**	*30 (30%)*	*35 (27%)*
(f) We have received other professional advice in the last 12 months which is not listed above	3	8	8	2	10	9	**40**	**(36%)**	*32 (32%)*	*48 (38%)*

Table 9: County summary detailing the number of visits by different specialists and the presence of an intruder detection system.

4.3 Number of disposals/acquisitions

	Total no. of disposals	Mean no. of disposals per museum	Total no. of acquisitions	Mean no. of acquisitions per museum
Bedfordshire	2	0	189	38
Cambridgeshire	4	0	1,964	116
Essex	22	2	1,040	95
Hertfordshire	88	15	818	136
Norfolk	457	33	1,138	88
Suffolk	1	0	2,904	242
TOTAL	574	8	8,053	126

Table 10: Total and mean number of disposals from and acquisitions to museum collections by county.

A total of 574 items were disposed of in 2013-14, the majority in Norfolk, with none being disposed in Bedfordshire, Cambridgeshire or Suffolk. There were 8,053 acquisitions and the highest number were in Suffolk

4.4 Capacity of storage areas

	Beds	Cambs	Essex	Herts	Norfolk	Suffolk	**Total 2013-14**		*Total (2012-13)*	*Total (2011-12)*
They are currently overfull	1	6	3	4	2	3	**19 (17%)**		*18 (24%)*	*18 (20%)*
They are now full		7	7	4	8	6	**32 (29%)**		*26 (35%)*	*36 (41%)*
They will be full in the next 5 years	3	7	3	3	4	8	**28 (25%)**		*26 (35%)*	*25 (28%)*
They will be full in the next 5-10 years	1	2	3			1	**7 (6%)**		*5 (7%)*	*9 (10%)*
Total	5	22	16	11	14	18	**86**		*75*	*88*

Table 11: 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.

Encouragingly, the percentages of museums reporting that they have storage that is currently overfull or full or that will be full in the next 5 or 5-10 years have all reduced this year (**Table 11**).

There were 54 museums that indicated they plan to address a lack of collections storage. Thirteen museums with current or potential problems in this area stated they currently have 'no plans' to address this; twenty museums in the same situation did not answer if they had plans or not to address the issue. These museums are listed in **Table 12**.

They are currently overfull	Museum of Cambridge	Cambridgeshire
	Whipple Museum of the History of Science	Cambridgeshire
	Clacton & District Museum	Essex
	Lavenham Guildhall Museum	Suffolk
	Bishop's Stortford Museum	*Hertfordshire*
	Watford Museum	*Hertfordshire*
	RNLI Henry Blogg Museum	*Norfolk*
	Sheringham Museum	*Norfolk*
	National Horseracing Museum	*Suffolk*
They are now full	Museum of Classical Archaeology	Cambridgeshire
	Manningtree Museum & Local History Group	Essex
	Long Shop Museum	Suffolk
	Ramsey Rural Museum	*Cambridgeshire*
	Wisbech & Fenland Museum	*Cambridgeshire*
	CIMS: Colchester Castle	*Essex*
	de Havilland Aircraft Museum	*Hertfordshire*
	Fakenham Museum of Gas and Local History	*Norfolk*
	Muckleburgh Military Collection	*Norfolk*
	Mundesley Maritime Museum	*Norfolk*
	NMS: Norwich Castle	*Norfolk*
They will be full in the next 5 years	The Higgins Bedford	Bedfordshire
	The Stained Glass Museum	Cambridgeshire
	The Dacorum Heritage Trust Ltd	Hertfordshire
	Norfolk Tank Museum	Norfolk
	Lowestoft Museum	Suffolk
	Peterborough Museum	*Cambridgeshire*
	Thorney Heritage Museum	*Cambridgeshire*
	Lowewood Museum	*Hertfordshire*
	Diss Museum	*Norfolk*
	Suffolk Regiment Museum	*Suffolk*
They will be full in the next 5-10 years	Little Baddow History Centre	Essex
	University Museum of Zoology Cambridge	*Cambridgeshire*
	Chelmsford Museum & the Essex Regiment Museum	*Essex*

Table 12: 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. Museums in normal text answered 'no plans'; museums in italics did not answer if they had plans or not.

5. Fundraising

Just over a quarter (25.2%) of museums in the region report having in place a written fundraising strategy. The number of museums with a strategy is highest in Norfolk and lowest in Essex.

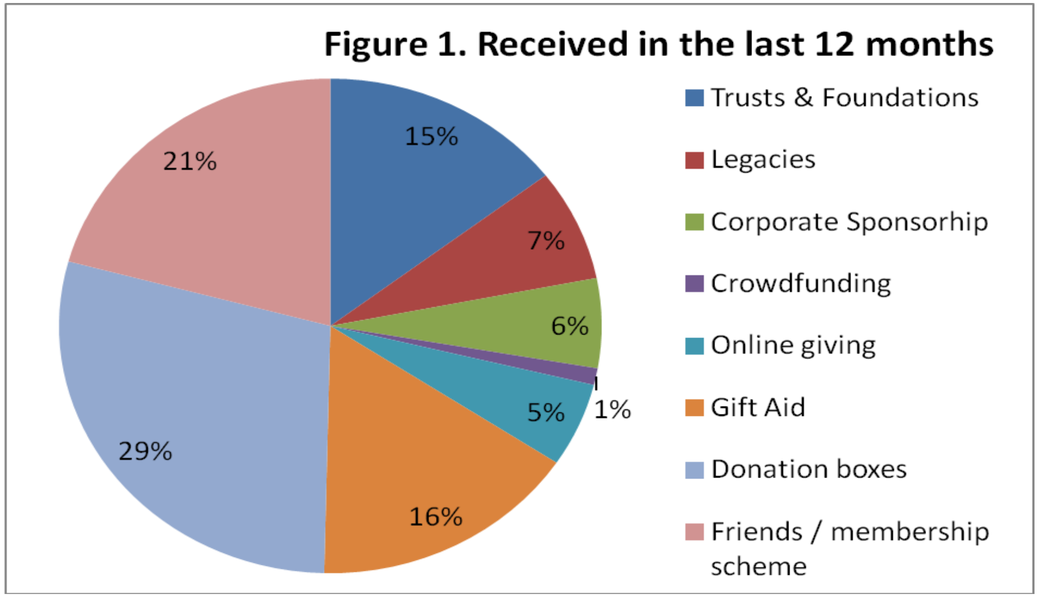
Written fundraising strategy in place	Yes	No	Not answered
Bedfordshire	4	2	0
Cambridgeshire	3	20	0
Essex	2	16	6
Hertfordshire	3	9	1
Norfolk	13	11	0
Suffolk	3	16	2
TOTAL	28	74	9
%	25.2%	66.7%	8.1%

Table 13: County summary of the total number and percentage of museums with or without a written fundraising strategy in place

Table 14 and **Figure 1** reveals that museums overall are most likely to have received funding via donation boxes, Friends/Membership schemes or Gift Aid. Fundraising options that were less well utilised include Crowdfunding, online giving and corporate sponsorship.

Received in last 12 months	Trusts & Foundations	Legacies	Corporate Sponsorship	Crowdfunding	Online giving	Gift Aid	Donation boxes	Friends / membership scheme
Bedfordshire	3	0	1	0	1	2	4	3
Cambridgeshire	14	6	4	1	10	13	20	16
Essex	6	3	2	1	1	5	14	9
Hertfordshire	5	1	2	0	2	6	10	10
Norfolk	6	3	3	1	1	8	14	9
Suffolk	6	7	4	0	0	10	17	10
All	40	20	16	3	15	44	79	57

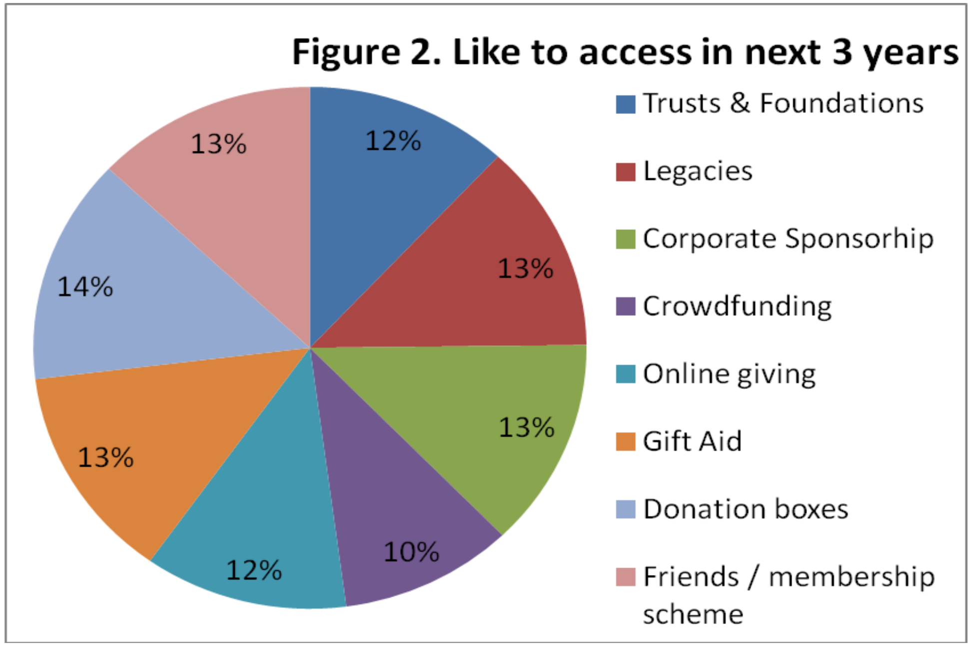
Table 14: Fundraising areas which museums have received in the last 12 months by county



Museums were fairly consistent across all fundraising areas, when it came to choosing those that they would like to access in the next 3 years (**Table 15**). Slightly more popular were Donation boxes and Gift Aid (**Figure 2**).

Like to access in next 3 years	Trusts & Foundations	Legacies	Corporate Sponsorship	Crowdfunding	Online giving	Gift Aid	Donation boxes	Friends / membership scheme
Bedfordshire	1	3	2	2	3	2	1	3
Cambridgeshire	14	12	13	9	15	13	11	12
Essex	7	8	8	7	5	6	7	6
Hertfordshire	3	3	2	5	3	3	4	4
Norfolk	4	6	7	4	5	6	7	5
Suffolk	5	5	5	2	3	8	10	7
All	34	37	37	29	34	38	40	37

Table 15: Fundraising areas which museums would like to access in the next 3 years by county



Museums would welcome having support in all areas of fundraising (**Table 16**) but the three that scored more highly were corporate sponsorship, legacies and trusts & foundations (**Figure 3**).

Museum would welcome support in these areas	Trusts & Foundations	Legacies	Corporate Sponsorship	Crowdfunding	Online giving	Gift Aid	Donation boxes	Friends / membership scheme
Bedfordshire	1	2	2	3	2	2	0	3
Cambridgeshire	9	12	13	13	10	6	5	7
Essex	8	9	10	6	4	6	6	5
Hertfordshire	6	8	8	4	4	2	3	3
Norfolk	4	7	7	4	4	4	5	3
Suffolk	7	5	8	4	7	6	4	9
All	35	43	48	34	31	26	23	30

Table 16: Fundraising areas in which museums would welcome support by county

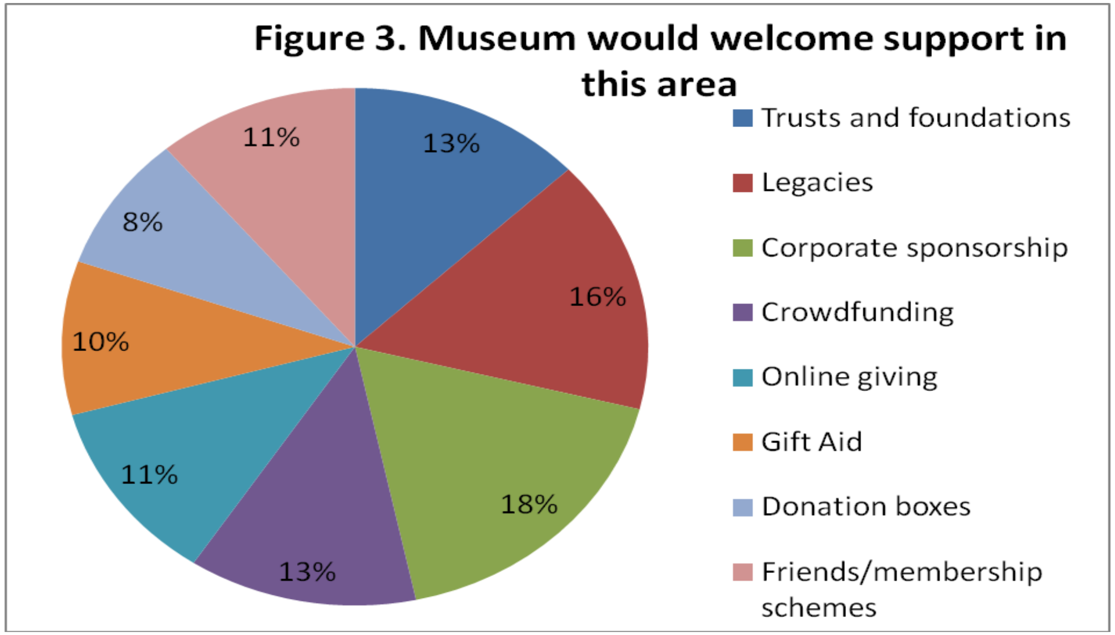


Figure 3. Museum would welcome support in this area
13%
16%
18%
13%
11%
10%
8%
11%
Trusts and foundations
Legacies
Corporate sponsorship
Crowdfunding
Online giving
Gift Aid
Donation boxes
Friends/membership schemes

Appendix 1: List of non-participatory museums

Bedfordshire
Bedfordshire & Hertfordshire Regiment Museum - Incomplete return
Leighton Buzzard Railway - Incomplete return
Military Intelligence Museum, Chicksands
Panacea Charitable Trust Museum
Stotfold Watermill

Cambridgeshire
Cromwell Museum – Significant organisational change, museum not expected to participate this year
Farmland Museum - Incomplete return
Kettle's Yard Museum
Norris Museum – Significant organisational change, museum not expected to participate this year
Railworld
Whittlesey Museum - Incomplete return

Essex
Brentwood Museum
Brightlingsea Museum
Castle Point Transport Museum
Cater Museum
Maldon District Museum – Significant organisational change and museum going through accreditation, therefore the museum was not expected to participate this year
Museum of Power
Northweald Airfield Museum – Significant organisational change and the museums is renewing its accreditation, therefore the museum was not expected to participate this year
Southend Pier Museum – Museum going through accreditation therefore it was not expected to participate this year
Thurrock Museum
Walton Maritime Museum
Braintree District Museum
Warner Textile Archive

Hertfordshire
Ashwell Village Museum – Incomplete return
Bushey Museum and Art Gallery
Much Hadham Forge Museum
Potters Bar Museum
Shaw's Corner (National Trust)
Stevenage Museum
North Herts Museums Service – Closed for redevelopment until Summer 2015 therefore the museum was not expected to participate this year

Norfolk

Downham Market & District Heritage Centre – Moving to new venue therefore it was not expected to take part this year

Fishermen's Heritage Centre – Point of contact for Benchmarking survey at the museum has left; although the accounts were kindly sent in, the visitor figures were not available in the financial year format as needed, therefore the museum not included this year

Bishop Bonner's Cottage Museum

Bressingham Steam Museum

City of Norwich Aviation Museum

Nelson Museum

Norfolk and Norwich Heritage Trust (Dragon Hall)

True's Yard

William Marriott Museum

Suffolk

Bentwaters Cold War Museum – Incomplete return

Bungay and District Museum

Clare Ancient House Museum

HMS Ganges Museum

Ipswich Transport Museum - Significant organisational change meant it was not able to participate

Little Hall Museum

Mid Suffolk Light Railway

Mildenhall & District Museum – Museum partly closed for redevelopment therefore it was not expected to participate this year

Museum of East Anglian Life - Significant organisational change meant it was not able to participate

Parham Airfield Museum (previously 390th Bomb Group)

Saxmundham Museum

Woodbridge Museum

Moyse's Hall Museum (St Edmundsbury Heritage) - Significant organisational change meant it was not able to participate

West Stow Anglo-Saxon Centre (St Edmundsbury Heritage) - Significant organisational change meant it was not able to participate

Lydia Eva & Mincarlo Trust

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

	% of total that are actual
All visits	95%
Child visits	78%
School age child visits	92%
Child outreach	56%
Adult outreach	42%