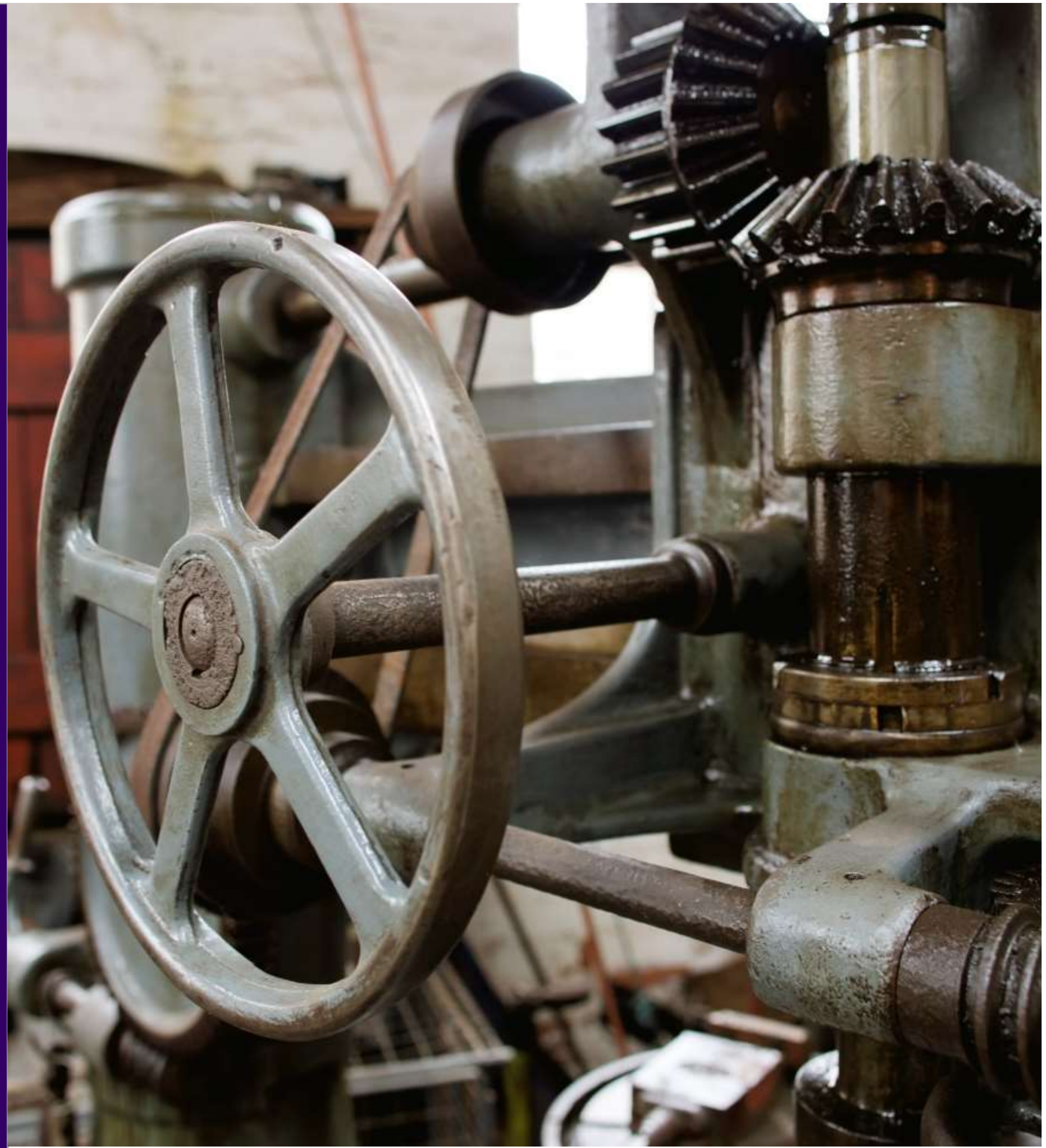
West Midlands Museum Development

Annual Survey of Museums 2017-18



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Summary of findings 2017-18

Response rate
- 75 Accredited museums in the region responded to the Annual Museums Survey, which equates to a 54% response rate amongst Accredited museums in the region

Audiences
- There were a total of 3,842,680 visits made to museums in 2017-18 based on responses received
- Museums held a total of 13,071 activities and events that engaged 338,668 participants

Economic impact
- Visits to museums represented £42,637,777 of gross visitor impacts
- There was at least £28,992,955 of direct, indirect and induced impacts as a result of spend on goods and services by museums
- At least 1,496 Full Time Equivalent (FTE) direct, indirect and induced jobs were supported by museums

Online engagement
- 82% (62) of respondent museums have their own website
- 89% (67) used social media to engage with audiences

Educational engagement
- Museums delivered 5,733 learning and outreach activities that engaged 206,809 participants

Financial operations
- £30,774,770 was generated by museums in earned income (including admissions, retail, catering, events, hospitality, educational and other earned income from trading, e.g. property rental)
- £15,948,906 received in regular public funding (including ACE MPM/National Portfolio funding)
- £3,928,874 received in grant funding
- £8,795,256 received in contributed income (including all money received in donations, friends members/schemes, any sponsorship income, corporate membership and other non-earned income)

Workforce – volunteers
- There were 3,164 active volunteers in 2017/18
- This ranged from 1 to 635 volunteers per museum
- Volunteers contributed a total of 695,285 hours to museums in the region, which equated to a value of over £93,000

Workforce – paid staff
- Museums employed 1,395 paid staff which equated to 688 Full Time Equivalents
- 17% (13) of museums were entirely volunteer-run with no paid staff

Equality, diversity and inclusion
- 53% (40) of museums had equality and diversity action plans in place at their museum

Introduction

This report presents the findings of the second West Midlands Museum Development (WMMD) Annual Survey of Museums.

The survey was developed in order to establish a baseline of data on museums in the region and, from 2017-18 is being used to analyse and report on trends across eight of England's nine regions.

Findings will contribute to estimates of the social and economic impact of museums and also help inform how WMMD, and other participant Museum Development providers, deliver support to museums. The data within this report can enable museums to benchmark themselves against a range of comparators.

The survey has been developed and delivered by South West Museum Development (SWMD) with the intention of providing consistent data capture across multiple regions to enable more effective advocacy and benchmarking. Survey questions were developed in consultation with museums and incorporated approaches from pre-existing data collection exercises within the sector.

Questions have been adapted to align with Arts Council England's annual survey of Major Partner Museums and National Portfolio Organisations.

SWMD has been commissioned to deliver the West Midlands Museum Development Annual Survey of Museums since 2016-17.

Survey method

The survey was sent to all 139 museums in the West Midlands region who are fully Accredited, provisionally Accredited or formally Working Towards Accreditation. It was promoted via WMMD's website and through targeted e-bulletins. Museums were given the option of either online completion or a paper copy of the survey. Multi-site organisations were supplied with a new, bespoke form to provide a response as a whole organisation; how this data has been incorporated into the report is highlighted on the following page.

The survey asks museums to provide data for the 2017-18 financial year (1 April - 31 March).

Financial data can be provided for a different financial period, e.g. calendar year, which museums are asked to indicate; all other data should be presented for the 2017-18 period. 61% (46) of museums reported all data for 1 April 2017 - 31 March 2018.

The survey is divided into five sections:

- Audiences
- Educational engagement
- Financial operations
- Workforce
- Equality, diversity and inclusion

Sample and response for 2017-18

54% (75) of museums within the Accreditation scheme responded to this year's survey. There are 139 Accredited museums in the region. The number of Accredited museums is taken from the Accreditation statistics for April 2018, the date of the Accreditation panel most recent to the period of the survey. 6% (8) of museums in the region are formally Working Towards Accreditation.

There has been an 8% increase in response rate between this and last year's survey. The response rate remains broadly representative of the region in terms of geography and the different types of museums.

This year a new approach to the data collection process from museum service providers who operate multi-site and/or co-located museum sites was developed using a bespoke form. The form was designed to provide more flexibility for organisations who collect a blend of both service-wide and site-specific data, most typically around educational activities, financial operations and workforce. This also provided a better understanding of the data provided to inform analysis.

The core premise of the survey is determined by individual Accredited museums sites, therefore it was important to develop a consistent approach to data provided from multi-site and co-located organisations.

Site-wide data, which is collected centrally by the organisation rather than at site-level, has been attributed to individual sites based on a ratio of audience numbers. This approach has enabled an increased consistency of analysis across the data provided. For multi-site responses, adjusted data has been recorded as 'estimate' to reflect this intervention.

Where a single museum site includes more than one Accredited museum collection, the organisation has been consulted in order to provide an estimate of the percentage of visitors allocated to each respective site or, where this is not possible, data has been included as a single site and the overall total has been adjusted accordingly.

Seven multi-site organisations provided survey returns, representing 28 museums, 37% of the 54% return rate; all were either Local Authority or Independent run museums.

One Accredited museum was closed to general visitors in 2017-18 for redevelopment, but continued to engage with audiences through education, activities and outreach. This museum was unable to provide visit figures for 2017-18. A second museum who, although open as usual in 2017-18, was unable to provide data for total visits but could provide data for participants at their events/activities. In order to attribute these museums into a size category, total figures provided for participants at activities and/or events has been used as a proxy for 2017-18.

When considering the responses, the following should be kept in mind:

- Not all museums responded to every question
- Percentages have been rounded to the nearest whole number
- 'Respondent' or 'Museum' is every museum who submitted a response
- Where differences are small and response levels low, care must be taken when interpreting the data
- Budget data must be viewed as approximate or indicative as different methodologies are used by museums and a number of museums operate a different financial year than April – March

Profile of respondents

54% (75) of museums responded to this year's survey. A full list of 2017-18 respondent museums is included at the end of this report. The response rate was broadly reflective of the typology of Accredited museums in the West Midlands

This year museums from English Heritage or National Trust sites did not provide responses, however, there was a 10% increase in participation from Independent and University museums.

Museum opening arrangements

Museums were asked to provide details on their typical opening arrangements:

- 61% (46) reported that they were open all year round
- 24% (18) reported that they were closed part of the year as regular seasonal closure
- 7% (5) of museums were open by appointment only – 1% (1) for just part of the year, and 5% (4) all year round
- 7% (5) of museums were closed for part of the year for redevelopment, refurbishment and/or repair
- 1% (1) of museums was closed all year round for redevelopment/refurbishment but engaged with audiences through activities, education and outreach

Figure 1 : All West Midlands Accredited museums by type

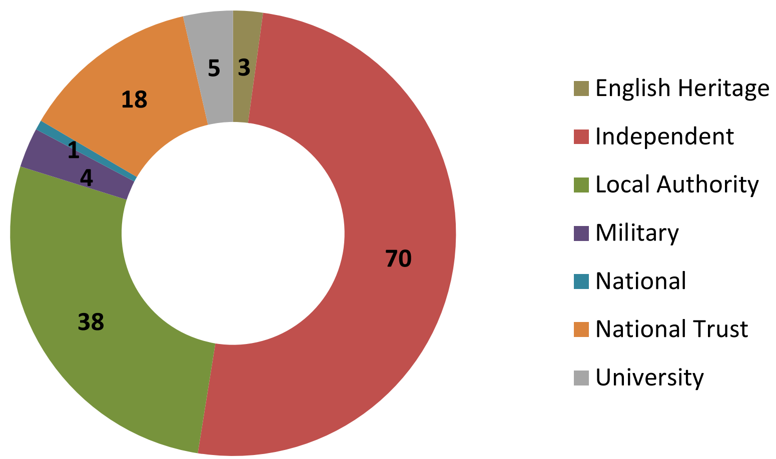
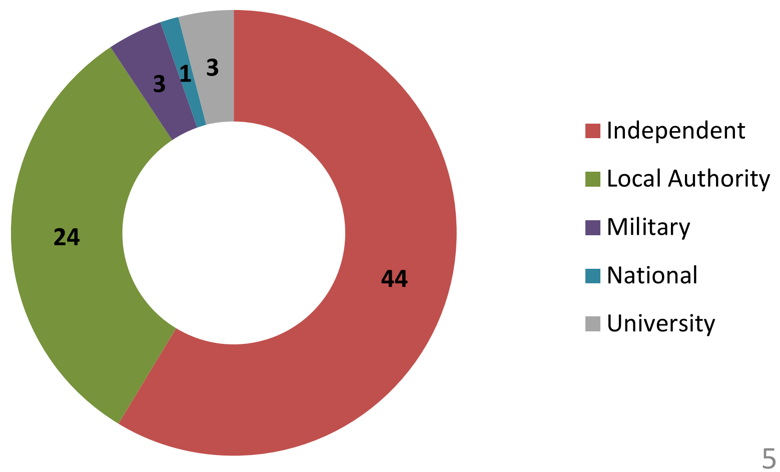


Figure 2: All West Midlands respondent museums by type



Respondents by size

For the purpose of this report the size of a museum has been determined by the reported visit numbers. Four bands provide simple categories of Small, Medium, Large and Extra Large within which museums have been allocated.

- Small museum - 9,999 and under visits per annum
- Medium museum - 10,000 – 49,999 visits per annum
- Large museum - 50,000 – 99,999 visits per annum
- Extra Large museum - 100,000+ visits per annum

The two museums who were unable to provide total visit figures for 2017-18 have been attributed to a category by using the figures each provided for the number of reported participants to their events and activities. In both instances the number of participants reported for 2017-18 means that they are classified as a Small museum, with 9,999 and under visits per annum.

Geographic distribution

The West Midlands consists of seven sub-regions – the large urban conurbations of Birmingham and the Black Country, surrounded by the more rural counties of Shropshire, Staffordshire, Warwickshire and Worcestershire, as well as the small and sparsely populated county of Herefordshire, bordering Wales in the south west of the region. Figure 4 highlights the variations in the number of Accredited museums in each sub-region as well as the percentage response rate.

Figure 3: Respondents by museum size, determined by visits per annum

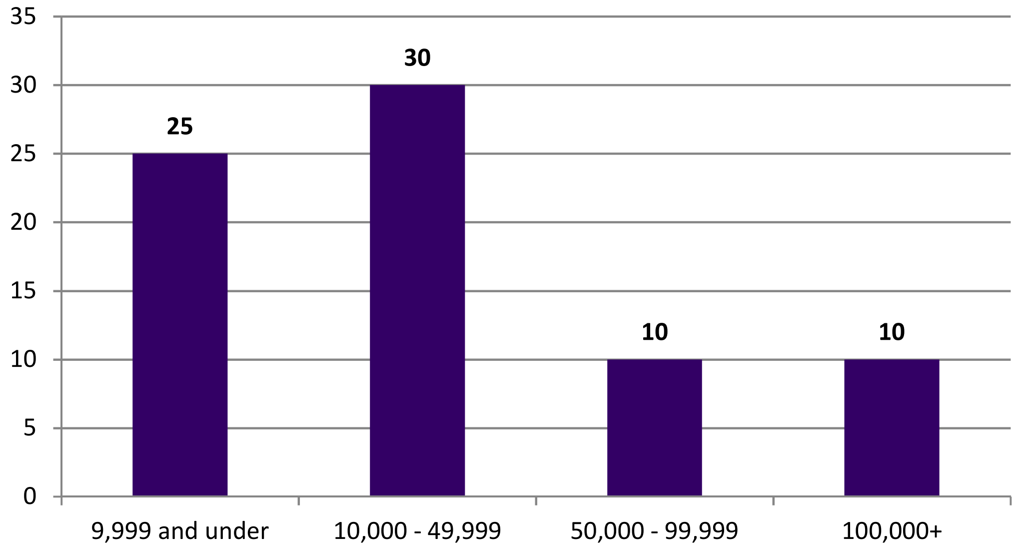


Figure 4: Respondents by sub-region in 2017-18 and 2016-17

Sub-region	No. of respondents/ no. of Accredited museums	2017-18 % return rate	2016-17 % return rate
Birmingham	15 of 17	88%	88%
Black Country	4 of 13	31%	46%
Herefordshire	7 of 12	58%	58%
Shropshire	8 of 25	32%	28%
Staffordshire	14 of 25	56%	76%
Warwickshire	15 of 26	58%	29%
Worcestershire	12 of 21	57%	28%

Audiences

This section looks at overall visitor figures, visits by children and online engagement. The information provided here is from 2017-18 data.

Total visit figures

Based on the responses received a total of 3,842,680 visits were made to museums in 2017-18. Despite the higher return rate to the survey this year visit figures show a 10% decrease from 2016-17. The overall visit figures are influenced by a small number of museums with 100,000+ visitors per annum; as a result 13% (10) of museums account for 62% of all visits.

76% (57) of museums provided actual figures for total visits, whilst 21% (16) of museums provided estimated figures. 'Other' in figure 6 includes Military, National and University museums.

The two museums who were unable to provide visit figures have not been included in this section of the report.

Museum opening hours

92% (69) of museums reported opening hours as follows:

- Opening hours in ranged from 20 hours to 3276
- Opening hours in totalled 105,415

Figure 5: Total visits by museum size

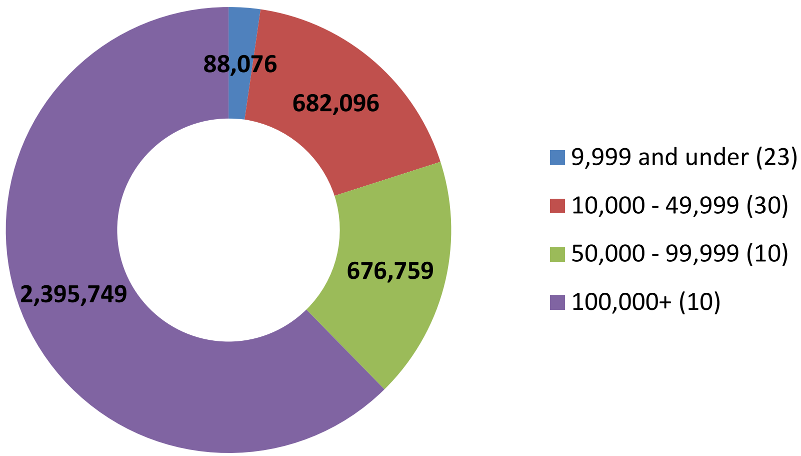
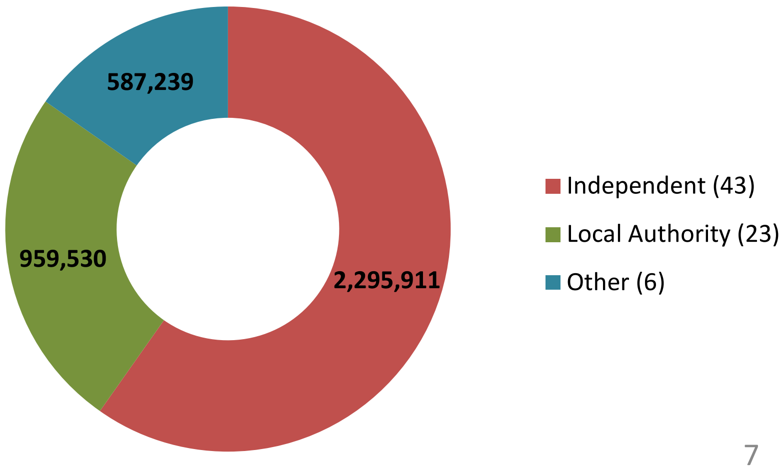


Figure 6: Total visits by museum type



Visit figures by sub-region

Figure 7 details the breakdown of visits per sub-region. Warwickshire museums reported the highest number of visits in 2017-18. This sub-region is home to half (5) of the region's museums attracting over 100,000 visits per annum.

The museums who were unable to provide visit figures in 2017-18 have not been included.

Visits by children

64% (48) of respondent museums provided a breakdown of adult and child (under 16) visits. 27% (20) of respondents reported actual figures for both, whilst the remaining 37% (28) reported estimates.

525,396 visits by children were reported by museums in the West Midlands in 2017-18. Based on these responses, children accounted for 14% of all visits. Museums with 100,000+ visits per annum reported the highest number of visits by children overall, visits by children made up the highest percentage of all visits to museums with 10,000 – 49,999 visits per annum.

Assessing the data as an average across the sample group of museums reporting a breakdown of adult and child visitors provides the following insights:

- Museums with 9,999 visits and under per annum reported an average of 19% (15) child visits
- 10,000 - 49,999 reported an average of 32% (21) child visits
- 50,000 - 99,999 reported an average of 23% (7) child visits
- 100,000+ reported an average of 27% (5) child visits

Figure 7: Total visits by sub-region

Sub-region	Total reported visit figures	Percentage of reported visit figures	Percentage of museums providing data
Birmingham	1,162,303	30%	88%
Black Country	40,987	1%	31%
Herefordshire	43,720	1%	58%
Shropshire	529,442	14%	32%
Staffordshire	435,285	11%	56%
Warwickshire	1,425,340	37%	58%
Worcestershire	205,603	5%	57%

Figure 8: Total visits by children by museum size

Museum size	Total visits by children	Sample	Child visits as percentage of total visit figures
9,999 and under	11,526	15 of 25	13%
10,000 – 49,999	141,433	21 of 30	21%
50,000 – 99,999	114,697	7 of 10	17%
100,000+	257,740	5 of 10	11%

Economic impact of visits

In 2017 seven of the top 20 most-visited free attractions, and 14 of the top 20 most-visited paid-for attractions in the West Midlands were museums and historic properties, according to Visit England's *Annual Survey of Visits to Visitor Attractions 2017.* Of these 21 museums and historic properties venues, 17 were Accredited museums.

In order to estimate the economic impact of visits to museums, the Association of Independent Museum's (AIM) visitor spend calculators have been applied to each sub-region. The results of this calculation are conservative as only the economic impact of 'Local' and 'Day' visits have been used; in order to apply the economic impact of overnight stays a more in depth visitor survey would be required. This means that the overall economic value of visits is likely to be higher due to the higher levels of visitor spend associated with overnight visits. The current application of the AIM assumed visitor spend is considered a pragmatic approach, which balances the effort of contributing museums with the robustness of calculating economic impact whilst maintaining high levels of participation across the sector. Further tools are available to museums to generate in depth assessments of economic impact and, when used, provide a valuable contribution to the overall picture of the economic value of museums.

AIM's Economic Impact Toolkit was developed by consultants DC Research to help museums express the gross impact of visits to their museum in terms of economic value. This toolkit can be used by individual museums but can also help to indicate the wider economic value of museums as well.

Economic impact calculation

- This calculation takes the number of adult visits to a museum, establishes the average ratio of local and day visits and multiplies these by average visitor spend assumptions, both developed by DC Research from regional and national tourism datasets.
- In 2017-18 total adjusted adult visits is estimated to be 2,916,664 based on an adult:child ratio of 82:18 for museums with 9,999 visits and under; 68:32 for museums with 10,000 – 49,999 visits; 75:25 for 50,000 – 99,999 visits; and 78:22 for museums with 100,000+ visits per annum.

Applying this methodology to the visit data provided by museums, the gross visitor impact was £42,637,777 on the West Midlands economy:

- £14,213,154 was a reported in 'local' visitor spend
- £28,424,623 was a reported in 'day' visitor spend
- In the economic impact toolkit Birmingham and the Black Country are combined under the metropolitan county of West Midlands.

Figure 9: AIM Economic Impact Toolkit assumed 'Local' and 'Day' visitor spend by sub-region

Sub-region	'Local' visitor assumed spend	'Day' visitor assumed spend	Gross visitor impacts
Birmingham (WM)	£14.40	£28.80	£12,550,779
Black Country (WM)	£14.40	£28.80	£556,441
Herefordshire	£13.23	£26.45	£555,575
Shropshire	£15.70	£31.41	£6,174,018
Staffordshire	£17.00	£34.00	£6,312,628
Warwickshire	£13.60	£26.31	£13,614,046
Worcestershire	£16.12	£32.25	£2,874,290

Highlights:
‘The Good Times’
Rugby Art Gallery and Museum, Warwickshire

In 2016, Rugby Art Gallery and Museum (RAGM) began ‘The Good Times’, a project working to improve older people’s lives by providing opportunities for social interactions, creativity and conversation using their collections and resources.

Strong partnerships were key to the project’s success and RAGM developed relationships with the NHS, Age UK, Dementia Friends, Rugby Dementia Support group and many other community groups with initial funding from Public Health Warwickshire. After testing a range of different activities with groups and the public in the first year, RAGM were able to identify the strands which had the most success, biggest impact and need. Four volunteers were trained and 29 themed artefact boxes developed.

In its second year, the project focused on adults living with dementia through a monthly craft session at RAGM, a monthly reminiscence and craft session at the Rugby Age UK centre with the dementia day care group and twice monthly sessions at St Cross Hospital in the dementia wards. This focused approach enabled RAGM to concentrate on positive aspects of the sessions and make improvements. The outcomes included increased mental stimulation, social interaction and happiness.

In the third year RAGM secured local small funds to make the project self-sustaining and it has developed to include artefact boxes going into care homes on a monthly basis, reaching more patients.

‘The Good Times’ affirms that RAGM has a vital role to play in making a real difference to the enjoyment and improvement of the lives of people living with dementia.

RUGBY
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Online engagement

Advances in digital technology in recent years offer museums greater opportunities for potential new forms of engagement beyond the physical visit. Initiatives such as 'Museum Selfie Day' and 'Ask A Curator' enable museums to get creative online by combining history and cultural experience with 21st Century trends.

Websites

82% (62) of respondent museums have their own website. Whilst 8% (6) of museums reported that they did not have their own website, a number are featured on their parent organisations, or local authority's website.

9% (7) of respondents did not provide an answer to this question but, following online research, all are featured on the museums or heritage pages of their local authority's websites. 8% (6) of these museums are part of local authority run multi-site services.

51% (38) of respondents to this section of the survey provided data on the number of unique visits to their websites, reporting an estimated total of 4,116,5184 unique visits in 2017-18.

Social media

Museums were asked to provide information on whether they used social media to engage with audiences and the number of subscribers or followers that they had across their social media platforms.

89% (67) of museums stated that they used social media to engage with audiences with platforms including Facebook, Twitter and Instagram most frequently cited. 71% (53) of museums reported an estimated 381,482 subscribers or followers.

Visit England's *Annual Survey of Visits to Visitor Attractions 2017* report stated that social media platforms such as Pinterest and Instagram have seen the biggest growth in usage by visitor attractions. 44% of attractions surveyed by Visit England are now using them, double what it was in 2015. However, of the attractions surveyed by Visit England, Facebook and Twitter are still the most used platforms by 85% and 69%, respectively. These findings correspond with the data reported by museums in the West Midlands.

Only 4% (3) of museums stated that they did not use social media, whilst 7% (5) did not provide an answer to this question. The 8% (6) of museums who do not have their own website do, however, use social media; 4% (3) of museums did not provide an answer for either use of a website or social media, which demonstrates that 96% (72) of museums reported that they utilised some form of online platform to engage with their audiences.

Education, activities and events

Learning and education are core motivations in all museums services. These activities are delivered in a wide variety of ways, depending on the museum in terms of their physical space, their collections, the partnerships they develop and the capacity, skills and experience of paid staff and volunteers.

Figure 10 details the number of education sessions delivered by museums, both on-site and off-site, during 2017/18 along with the number of participants. Museums in the West Midlands reported engagement with an estimated 2,060 different schools and educational organisations during 2017-18.

68% (51) of respondents provided information on the number of on-site educational sessions and 73% (55) provided information on on-site activities and events.

The number of reported participants at off-site events and activities is especially high in comparison to other regional reporting, which may suggest that outreach and off-site engagement is a particularly healthy part of the sector in the West Midlands. The two museums closed for redevelopment who were unable to provide general visit figures have included their data for the number of participants to their activities and/or events in this section of the survey, and therefore their figures for the total number of people they engaged with in 2017-18 are reflected in figures 10 and 11.

Figure 10: Total number of educational sessions and participants

	Total	Sample
No. of on-site sessions	5,068	51 of 75
No. of participants to on-site sessions	175,438	51 of 75
No. of off-site sessions	665	24 of 75
No. of participants to off-site sessions	31,371	23 of 75

Figure 11: Total number of activities and events and participants

	Total	Sample
No. of on-site sessions	9,772	55 of 75
No. of participants to on-site sessions	315,191	55 of 75
No. of off-site sessions	3,301	33 of 75
No. of participants to off-site sessions	23,477	32 of 75

Highlights:
‘Moving On’ project
Stafford Archives and Heritage Services, Staffordshire

The ‘Moving On’ Project has supported Staffordshire Archives and Heritage Service through a period of major transition. The programme was designed to make their collections accessible to wider audiences across Staffordshire while the County Museum Collection moved to a new store. The project was funded with £102,000 from the ACE Resilience Programme.

Two major touring exhibitions were developed. ‘Puppets on Parade’ and ‘Through the Eyes of Child’ visited museum venues across Staffordshire and will continue to tour throughout 2019.

The entire collection of nationally important carriages was photographed by Art UK, digitised and made available online. The new website features 360° photography of each vehicle and a best practice guide for interpreting carriage collections.

In addition, the Resilience Funding supported the development of pilot projects to engage new audiences with the collections. Intergenerational events took place with older people living with dementia and nursery aged children, new activities were developed working with rural schools, a ‘pop-up’ museum was created alongside attendance at public events such as fetes and country shows. These have successfully broadened the reach of the Service which is now better prepared to meet the opportunities that awaits it.

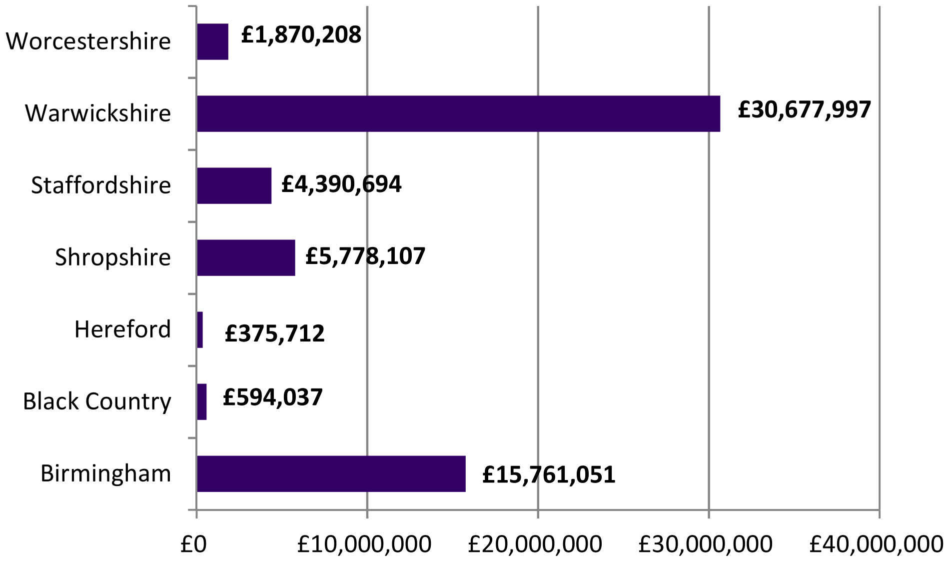
Financial operations

Museums were asked to identify both the financial year they operate and the financial period for which they had submitted data.

- 61% (46) of respondents specified that they were providing financial data for the financial year 1 April 17 – 31 March 18
- 27% (20) stated that their financial year runs the calendar year
- 8% (6) reported operating under a different financial year

The data presented here should be considered a guide, rather than being representative of a specific financial period.

Figure 12: Total generated income by sub-region



Income

97% (73) of respondent museums reported figures for income for 2017-18. The total income generated and received by museums reported in 2017-18 was £59,447,806:

- £30,774,771 in earned income including admissions, retail, catering, events, hospitality, educational and other earned income from trading, e.g. property rental
- £15,948,906 received in regular public funding including Arts Council Major Partner Museum or National Portfolio funding
- £3,928,874 received in grant funding
- £8,795,255 received in contributed income including all money received in donations, friends members/schemes, any sponsorship income, corporate membership and other non-earned income

Due to the increased participation in the survey, the earned income and contributed income are both considerably higher than they were in 2016-17. This is influenced in part to a multi-site, National Portfolio Organisation museum service providing financial data this year but not in the previous year. The reported earned income of this multi-site service accounts for almost half of the total income reported by the county in which it is located, whilst its contributed income is 69% of the contributed income in the West Midlands region overall. As a result it is helpful to present the average as well as the total income generated by size of museum.

- £1,145,902 generated by museums with 9,999 or under visits per annum, an average income of £47,746 (24)
- £6,602,451 generated by museums with 10,000 – 49,999 visits per annum, and average income of £47,746 (31)
- £9,328,822 generated by museums with 50,000 – 99,999 visits per annum, and average income of £1,166,103 (8)
- £42,370,631 generated by museums with 100,000+ visits per annum, and average income of £4,237,063 (10)

Breakdown of income

Figure 13 details the breakdown of income by charging model in relation to type of museum, whilst figure 14 shows the breakdown of sources of income by museum type.

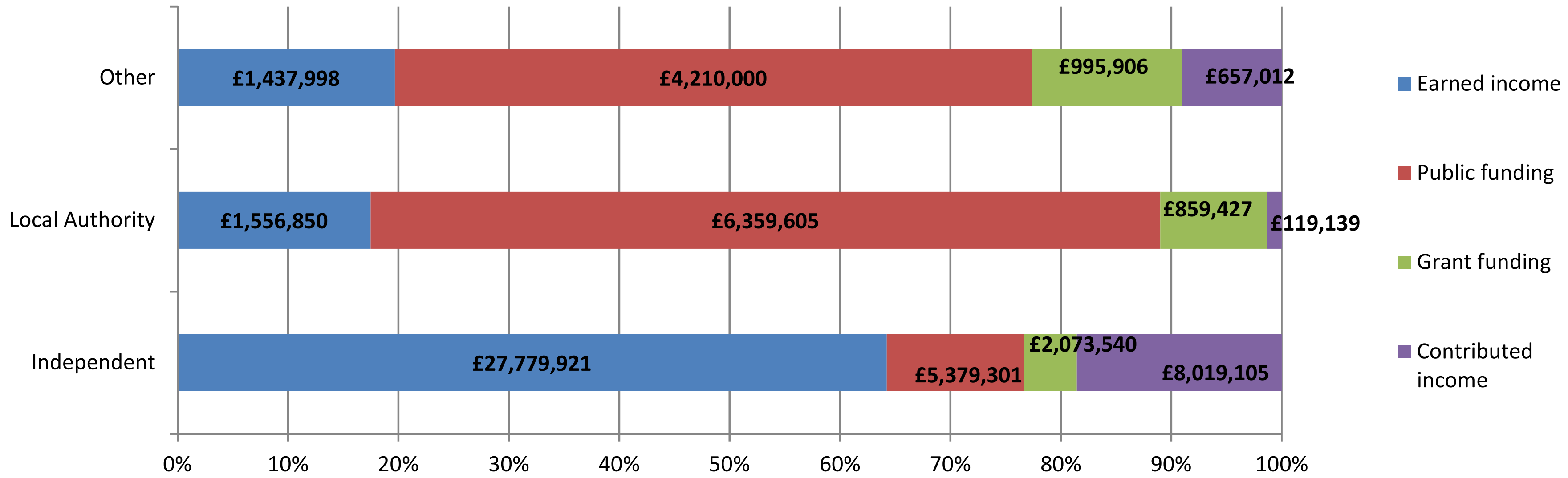
In both figures 'Other' includes Military, National and University museums.

Where museums reported that they charged admission seasonally or for some exhibitions, these have been categorised within overall charged admission.

Figure 13: Total generated income by charging model per museum type

	Total income for museums with charged admission	Sample	Total income for museums with free admission	Sample
Independent	£35,031,592	28	£8,220,277	16
Local Authority	£4,579,066	11	£4,315,955	13
Other	£7,300,916	6	N/A	0

Figure 14: Breakdown of generated income by charging museum type



Admission charges

100% (75) of respondents provided information on admissions.

- 53% (40) of museums charged admissions
- 45% (34) permanently charged admission
- 8% (6) charged only for some exhibitions or seasonally
- 47% (35) offered free admission all year round

43% (32) of museums who charged admission, including those who charged seasonally or for some exhibitions, reported their admissions income, which totalled £8,631,532 in 2017-18. The admission charge for an adult ticket ranged between £2.00 and £17.50. The admission charge for a child ticket ranged between £0.50 and £11.50.

Figures 17 and 18 present the average admission charges for museum by size. 45% (34) of museums provided information on their adult admission charges and 43% (32) provided information on admission charges for children as well.

Figure 15: Average adult admission charges by museum size

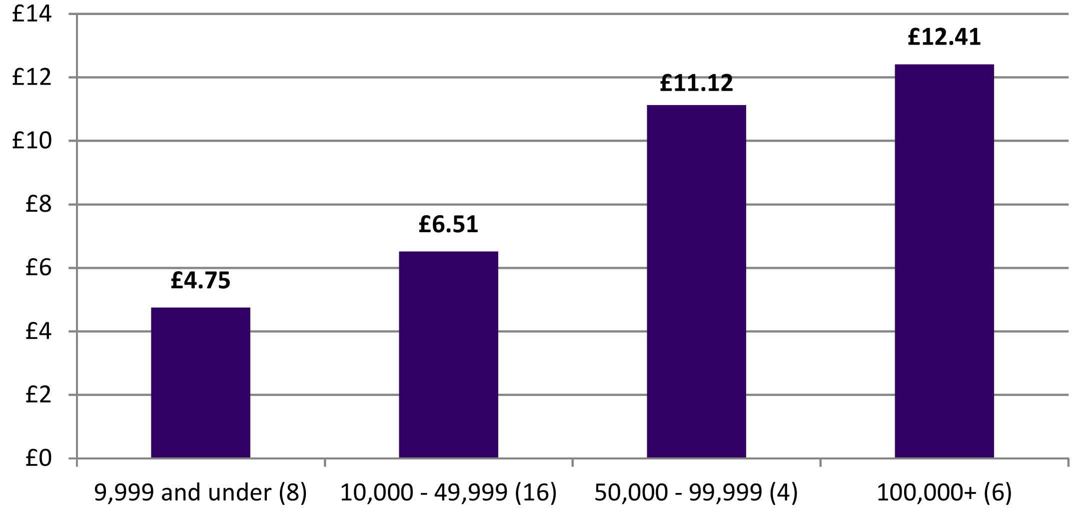
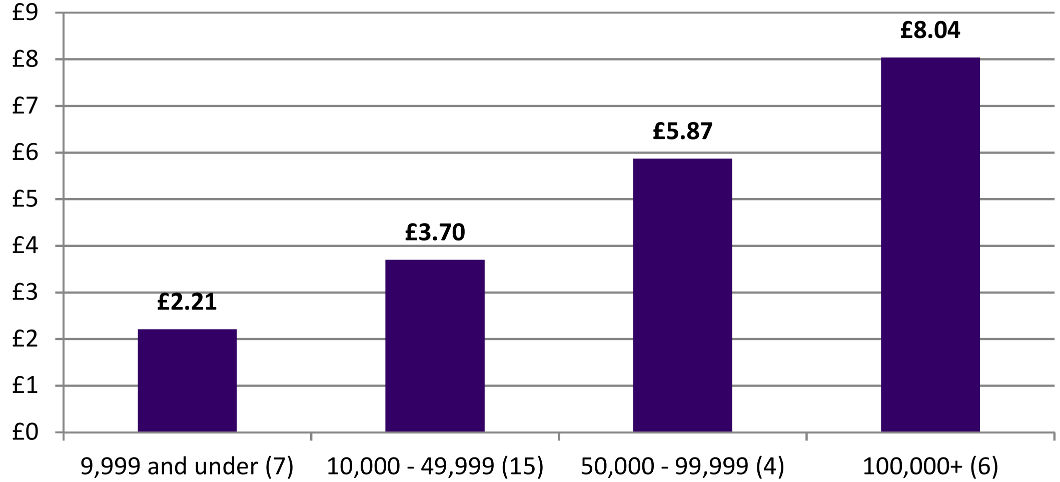


Figure 16: Average child admission charges by museum size



Retail income

With the increasing focus on financial resilience and the need to diversify income, the majority of museums have developed a retail offer. Even in museums where space is limited and the offer is focused on cards or guidebooks, monies generated from retail can still provide a valuable additional source of income.

80% (60) of respondent museums in the West Midlands have a shop or a retail space. Based on the data from 75% (56) of museums who reported retail revenue the total retail income for 2017/18 was £4,442,169.

The average retail spend per head is an important indicator used to assess the effectiveness of a museum's retail offer. 73% (55) of museums provided the required data for this to be measured. To ensure consistency with the analysis on the previous section looking at admissions, museums who charge admissions seasonally or for exhibitions have been included within the category 'charged admission' in figure 18.

Figure 17: Average retail spend per head by museum size

	Average	Lowest	Highest	Sample
9,999 and under	£0.81	£0.13	£2.76	14
10,000 – 49,999	£0.77	£0.10	£4.17	23
50,000 – 99,999	£0.66	£0.06	£2.23	8
100,000+	£1.27	£0.08	£3.99	10

Figure 18: Average retail spend per head by charging model

	Average	Lowest	Highest	Sample
Free admission	£0.54	£0.06	£1.99	23
Charged admission	£1.08	£0.16	£4.17	32

Catering income

Catering can provide another important source of income for many museums.

- 44% (33) had an in-house café/refreshment facilities
- 8% (6) contracted out their café/refreshments
- £2,555,853 was generated in catering income in 2017-18 as reported by 38% (29) of these museums

Donations

Museums were asked to provide information on their donations in order to generate an average donation per visitor from the data. The approach for calculating donations income per head has been to divide total donations reported by total visitor numbers.

79% (59) of museums provided information on their donations. The lowest value for donations per head was £0.01, whilst the highest was £8.42. Museums generated £1,349,749 in donations income. A further two museums also reported figures for donations but were omitted from this calculation due to anomalies in the data.

Similarly to the previous two sections, charged admission in figure 20 also includes museums who charge seasonally or for some exhibitions only.

Figure 19: Average donations per head by museum size

	Average	Lowest	Highest	Sample
9,999 and under	£0.84	£0.03	£6.02	21
10,000 – 49,999	£0.34	£0.01	£2.81	23
50,000 – 99,999	£2.04	£0.05	£6.67	6
100,000+	£3.22	£0.02	£8.42	9

Figure 20: Average donations per head by charging model

	Average	Lowest	Highest	Sample
Free admission	£0.60	£0.01	£2.88	29
Charged admission	£1.71	£0.02	£8.42	30

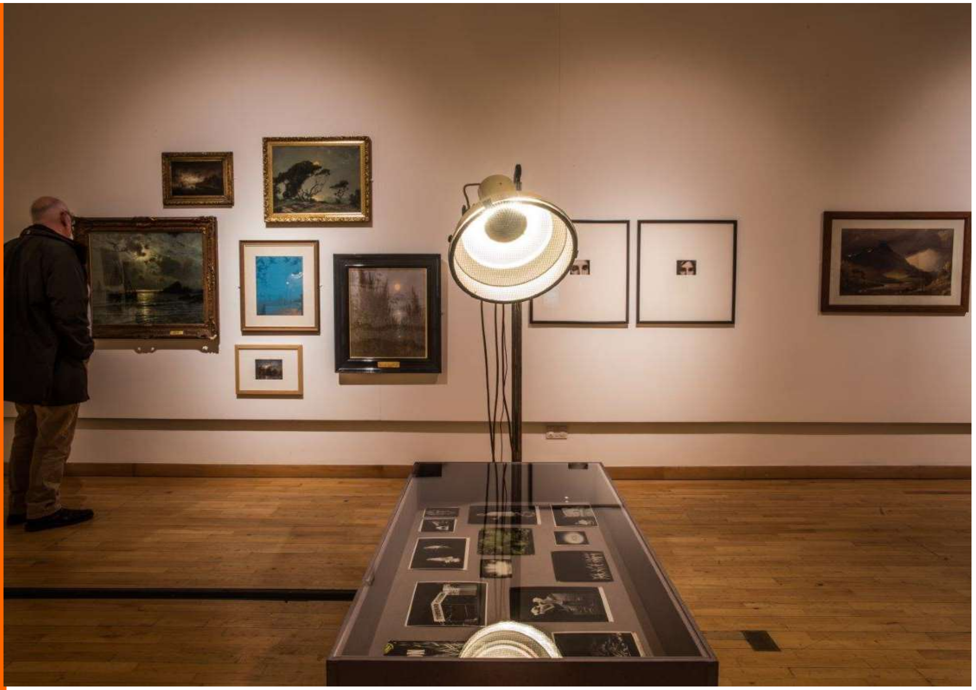
Highlights:
‘The Lights of Leamington Spa’
Leamington Spa Art Gallery and Museum, Warwickshire

Leamington Spa Art Gallery & Museum received a grant of £14,800 from Arts Council to work with Birmingham based artist Stuart Whipps on The Lights of Leamington, a project connecting the museum and art collections with newly commissioned work.

From the 1950s until 1961 a festival called The Lights of Leamington drew 300,000 visitors to the town. Thousands of coloured electric lights turned the town’s Jephson Gardens into a wonderland.

The eclectic exhibition, selected and curated by Whipps, brought the theme up to date showing the diverse ways light runs through the collection at Leamington Spa Art Gallery & Museum. Light emitting objects linked to Leamington’s history, such as lamps used in medical spa treatments were displayed alongside paintings and photographs depicting or utilising light. The exhibition also included new photographic work by Whipps which was created in response to works in the collection. The works were displayed as he found them in the stores; with the museum classification and storage systems creating quirky juxtapositions of objects and artworks.

The exhibition opened in January 2018 for three months. The museum also showed pictures of the festival from its collection and a memory book encouraged people to record their memories and read those of other visitors. At the end of the project Whipps donated two of the artworks, based on degraded negatives found in the museum stores, to the collection.



Impact of spend on goods and services

Direct, indirect and induced impacts

Attributing economic impact to an individual organisation or sector is a specialised and technical task which involves a range of complex assumptions. However, the AIM Economic Impact Toolkit methodology that is being applied does provide an evidence based estimate which all museums, irrespective of size or governance type, are able to contribute to. As a result we can estimate the economic value of museum spend on goods and services:

- As a minimum there was £28,992,955 of direct, indirect and induced impacts in the West Midlands as a result of spending on goods and services by museums during 2017-18.

This calculation is based on museum expenditure figures, excluding staff spend, from 79% (59) of respondent museums and takes into account 'leakage', 'displacement', 'deadweight' and multiplier factors using estimates developed by DC Research:

- **Deadweight** – value or impact that would have occurred anyway
- **Displacement** – the proportion of museum value or impact accounted for by reduced value or impact elsewhere in the local area
- **Leakage** – the proportion of value or impact that benefit those outside the museum's local area

Capital investment

Capital investment is important in enabling museums to improve or expand their business in order to ensure that they can provide engaging spaces for audiences and respond to changing visitor demographics and expectations.

While you would not expect capital investment to be consistent year on year it can provide a useful indicator of the long term strategic investment in the sector.

47% (35) of museums specified that they had received capital investment in 2017-18, totalling £5,762,533.

Figure 21: Direct, indirect and induced impacts by sub-region

	Value	No. of responses
Birmingham	£11,985,097	14
Black Country	£28,344	1
Herefordshire	£138,471	7
Shropshire	£385,700	5
Staffordshire	£2,005,460	10
Warwickshire	£13,631,004	13
Worcestershire	£818,880	9

Expenditure and staff costs

65% (49) of responses were received from museums and museum services that employ staff and provided figures for both total expenditure and total expenditure on staff costs.

On average, spending on staff accounted for 55% of total expenditure, and there was a reported total of £20,555,353 on expenditure on staff costs by these museums in 2017-18:

- 3% (2) of museums spent an average of under 30% of expenditure on staff costs
- 29% (22) of museums spent an average of between 30% - 49%
- 20% (15) of museums spent an average of between 50% - 69%
- 13% (10) of museums spent an average of between 70% - 89%

In figure 22 'Other' includes Military, National and University museums. Local Authority museums show the highest average spend on staff costs. However it is also worth noting that museums which operate within organisations which deliver wider services may not be able to report staff costs related to centrally provided services such as finance, HR, legal and IT support. Therefore it is reasonable to conclude that the true cost of staffing, as a percentage of total expenditure within these museums, is likely to be higher than has been reported here.

Figure 22: Average expenditure on staff by museum size and museum type

	Average % of total expenditure on staff	Lowest %	Highest %	No. of responses
9,999 and under	56%	26%	85%	9
10,000 – 49,999	57%	5%	86%	23
50,000 – 99,999	57%	39%	86%	8
100,000+	49%	36%	60%	9
Independent	50%	5%	85%	27
Local Authority	64%	36%	86%	18
Other	51%	34%	69%	4

Highlights:
‘A sustainable, independent museum’
Tudor House Museum, Worcestershire

In 2019, Worcester Heritage & Amenity Trust will be celebrating their 15th year running the sustainable independent museum, Tudor House. Through hard work and ambition, they have grown to welcome nearly 20,000 visitors through the door each year. B y keeping a careful eye on costs, constantly searching for the better deal (“never accept the first quote!”), the museum has always managed to make a small surplus. This surplus has contributed to a pot that is now large enough to carry out planned building and renovation work (with match-funding from the Rowlands Trust) in 2019. During 2017-18, the income was raised via donations, gift and coffee shop sales, and a varied events programme. School visits have remained steady and all of the front of house operations are staffed by volunteers. The team very much work to their strengths.

A successful collaborative partnership with Worcester Municipal Charities means that the Trust receives a grant every year to employ a full-time manager, and there are plans to extend the staffing next year. The team take their work seriously (but not too seriously!). In 2017, the museum was shortlisted for the national Family Friendly Museum Award. In the past 2 years, they have won in their nominated categories at the WMMD Volunteer Awards. The board and team at Tudor House always look beyond the reaches of their own building and consistently punch above their weight in terms of what they achieve and what they have planned for the future.

Workforce

Paid staff

Museums provided information on both the total head count of staff employed by the museum, at its peak in the year, and the number of Full Time Equivalents (FTE) during 2017-18.

69% (52) of museums provided data on both these questions.

- Museums employed a total of 1,395 paid staff with an average of 27
- Museums employed 688 FTE paid staff with an average of 13.2 FTE
- 33% (25) of museums reported actual figures for paid staff, whilst the remaining 36% (27) reported that their figures were estimates
- 43% (32) of museums employed between 1 – 15 paid members of staff, based on figures provided for total head count
- 12% (9) reported that they employed between 16 – 30 paid members of staff
- 7% (5) reported that they employed between 31 – 50 paid members of staff
- 8% (6) reported that they employed over 50 paid members of staff, with 5% (4) of these reporting that they employed over 100 paid members of staff
- FTEs at museums ranged from 0.5 to 125 FTEs with an average of 12.6 per museum

Employment impacts

Using the AIM Economic Impact Toolkit we can estimate the value of museum employees to the West Midlands regional economy:

- These museums created 1,496 full time equivalent direct, indirect and induced jobs across the region

This calculation is based on FTE employment data, taking into account 'leakage' (those that do not live locally), 'displacement ', 'deadweight' and multiplier factors using estimates developed by DC Research.

Volunteers

Volunteers are a vital part of the museum workforce. The involvement of loyal volunteers makes a huge difference to museums and is often the key to operating a wide range of services irrespective of the size, location or type of museum provision. Volunteer hours are estimated to have contributed a value of £93,366 in the West Midlands.

- Museums reported a total of 3,164 active volunteers, based on the responses of 96% (72) of museums and equates to an average of 45.2 volunteers
- Of those museums reporting actual, rather than estimated data, the total number of active volunteers is 1319 with an average of 35.6 across the sample of 38 museums
- The number of active volunteers ranged from 1 to 635 volunteers per museum
- 17% (13) of museums reported that they are entirely volunteer run
- The total number of volunteer hours recorded was 695,285 by 85% (64) of museums
- 23% (17) of museums reported actual figures for volunteer hours, whilst 73% (55) reported that their figures were estimates, which suggests that many museums are currently without the mechanisms to accurately record volunteer hours

Equality, diversity and inclusion

West Midlands Museum Development has continued its work to recognise equality, diversity and inclusion as a priority mission for museums in the region. In 2017-18 they have continued to support museums to embed equality, diversity and inclusion into organisational practices, and helping museums to understand what it means to be equal, diverse and inclusive within the museums sector.

For the second year of the survey museums in the West Midlands were again asked additional questions about which of the nine protected characteristics they monitored and collected data on. They were also asked to provide percentage breakdowns for gender, age and disability amongst their staff, volunteers and visitors, as well as provide details on their Equality and Diversity Action Plans:

- 53% (40) of respondents reported that their museum did have an Equality and Diversity Action Plan, this is an 2% increase since 2016-17
- 35% (26) reported that their museum did not have an action plan
- 12% (9) did not provide an answer to the question or stated that they did not know
- Out of the museums who do have action plans, 44% (33) of museums had last reviewed their action plan between 2013–2018

Museums were asked how they worked to support inclusive practices within their organisations, below is a selection of some examples given:

'[We] work within the [governing organisations] policies to promote equality and diversity [...] staff have compulsory training on unconscious bias. [We] support staff who may require adjustment to working practices through occupational health, encouragement of requests for flexi-time, part-time working [and we] actively contributed to [national initiatives such as] LGBT History month, Black History month.'

'Visible representation, Data collection and analysis, Workforce diversity, community outreach activities, accessible spaces and interpretation.'

'[We are] committed to providing ways to enable both visitors and staff to achieve full physical, intellectual and sensory access to its collections. As well as providing detailed access information on our website, we are also listed on sites like Euan's Guide ,where disabled visitors might look for days out, and get involved in National events like Disabled Access Day. We run Disability Awareness Training annually to make sure our Front of House and Tour Guide volunteers are well equipped to ensure that every visitor has an amazing experience with their access needs met. In 2017 the training covered Dementia, Visual Impairments, Hearing Loss and Autism.'

'Work with agencies of [District Council] to support young people who seek volunteering opportunities to build confidence, reconnect with society following illness (such as mental health) or preparing for future working environments.'

Data collection

Museums were asked to provide information on what data they collected and monitored regarding the nine protected characteristics in relation to their paid staff, volunteers and visitors, and is shown below in figure 23. It is important to note that not all respondents answered all questions.

Figure 23: Percentage breakdown of respondent museums data collection on protected characteristics

	Paid Staff	Volunteers	Visitors
Gender	53% (40)	32% (24)	20% (15)
Age	52% (39)	35% (26)	32% (24)
Disability	45% (34)	27% (20)	15% (11)
Sexual orientation	40% (30)	16% (12)	19% (14)
Race	35% (26)	13% (10)	5% (4)
Religion and belief	32% (24)	13% (10)	5% (4)
Marriage/Civil partnership	37% (28)	8% (6)	N/A
Pregnancy/maternity	31% (23)	5% (4)	N/A
Gender reassignment	20% (15)	3% (2)	N/A
None of the above	23% (17)	33% (25)	36% (27)

Museums were asked how whether they had a person(s) acting as an 'Equality and Diversity Champion' to promote inclusive practices:

'[The] Director of Cultural Engagement has Director-level responsibility; [our] Volunteer and Community Outreach Officer is the internal designated Equality and Diversity Champion. She has just been accepted onto the WMMD Equality and Diversity Champion Training Course and chairs the internal EDI Forum.'

'We have an organisation wide E&D group that meet at regular intervals, supported by a dedicated Equality Champion, with attendance by senior leadership and cross business teams.'

'[Our] HR practice sits within the [governing organisations] policies on Equality and Diversity [but our on-site] Equality and Diversity Champion in 2018 was the Head of Operations.'

'The Directors meet this responsibility collectively.'

Yes [the local Councillor] is our champion.'

'We have appointed a consultant for one day a week.'

Gender, age and disability

A further percentage breakdown for gender, age and disability was asked of museums with the outcomes detailed as averages and the sample number in brackets. The last column in each, 'Data not collected', is a percentage based on the number of actual responses instead of an average.

Figure 25: Average percentage breakdown of gender for paid staff, volunteers and visitors

	Average % Female	Average % Male	Average % Unknown	Data not collected
Paid staff	79% (44)	21% (44)	N/A	25% (19)
Volunteers	48% (33)	52% (33)	1% (30)	25% (19)
Visitors	51% (5)	49% (5)	N/A	92% (69)

Figure 26: Average percentage breakdown of age for paid staff, volunteers and visitors

	Average % 25 and under	Average % 25 - 44	Average % 45 - 64	Average % 65+	Average % Unknown	Data not collected
Paid staff	11% (37)	47% (37)	38% (37)	5% (37)	1% (37)	49% (37)
Volunteers	15% (25)	7% (25)	21% (25)	54% (25)	4% (25)	65% (49)
Visitors	21% (7)	17% (7)	24% (7)	20% (7)	18% (7)	89% (67)

Figure 27: Average percentage breakdown of disability for paid staff, visitors and volunteers

	Average % consider themselves to have a disability	Average % non-disabled	Average % Unknown	Data not collected
Paid staff	7% (19)	76% (19)	17% (19)	73% (55)
Volunteers	5% (18)	73% (18)	22% (18)	29% (22)
Visitors	3% (8)	22% (8)	74% (8)	49% (37)

Equality, diversity and inclusion monitoring

Museums were asked to provide information on their future plans for monitoring diversity in order to have data relating to the nine protected characteristics. Percentages in the table below are for those who answered 'Yes' to each of the nine questions out of the 54% (75) of West Midlands museums who responded to the survey.

Figure 22: Percentage breakdown for monitoring the nine protected characteristics

	Paid Staff	Volunteers	Visitors
Gender	37% (28)	43% (32)	32% (24)
Age	36% (27)	41% (31)	40% (30)
Disability	40% (30)	43% (32)	28% (21)
Sexual orientation	31% (23)	28% (21)	20% (15)
Race	21% (16)	16% (12)	3% (2)
Religion and belief	17% (13)	16% (12)	7% (5)
Marriage/Civil partnership	16% (12)	13% (10)	N/A
Pregnancy/Maternity	19% (14)	11% (8)	N/A
Gender reassignment	17% (13)	7% (5)	N/A
None of the above	19% (14)	20% (15)	20% (15)

Museums were asked about the data they had collected which demonstrated the effect of their inclusive practices:

'We plan to collect age data data to support decisions on youth career schemes and work placements.'

'Starting to collect more [through] surveys (Audience Finder), ticketing and membership, online - i.e. website analytics and social media.'

'An audit; a change in practices and environment; a change in website access information.'

'We collect data relating to the relaxed sessions that we host along with information about the number of carers who visit the museum. We also have recently undertaken a disability audit, where we invited a colleague to […] and assess how inclusive we are.'

'18 of our 21 STEMM Schools and Institutes hold Bronze or Silver Athena awards in recognition of their activities to address female under-representation [and we're] delivering the Aurora leadership development programme for women.'

'Audience evaluation through exhibition programme; public consultation [for] HLF project.'

Comparative Data

In this section headline comparative data is considered across a sample of museums who have provided data in three key areas of the survey - audiences, financial operations and workforce. Only data from museums who have provided data across these three areas, and in both years of the survey, are included within the sample for comparison data. In order to generate the largest possible sample group, each key area of the survey is considered independently.

Responses to WMMD's Annual Survey of Museums in 2016-17 and 2017-18 are as follows:

- 49% (69) response rate out of 140 Accredited museums in 2016-17
- 54% (75) response rate out of 139 Accredited museums in 2017-18
- This is a 8% increase in the response rate between this year and last year

Figure 23: Respondents by museum size for 2016-17 and 2017-18

	2016-17	2017-18
9,999 and under	25	25
10,000 – 49,999	26	30
50,000 – 99,999	9	10
100,000+	9	10
Total	69	75

Figure 24: Respondents to the survey by museum type for 2016-17 and 2017-18

	2016-17	2017-18
English Heritage	0	0
Independent	39	44
Local Authority	24	24
Military	3	3
National	0	1
National Trust	2	0
University	1	3
Total	49	75

Audiences

The following data on visit figures was drawn from a sample of 37% (51) of museums who responded to the survey in both years and provided their figures for total visits:

- Total visits 2016-17 – 2,218,977
- Total visits 2017-18 – 2,815,052
- The sample 37% (51) of museums reported an increase in visit figures for 2017-18 of 27%

Assumed 'Local' and 'Day' visitor impacts for both years are as follows:

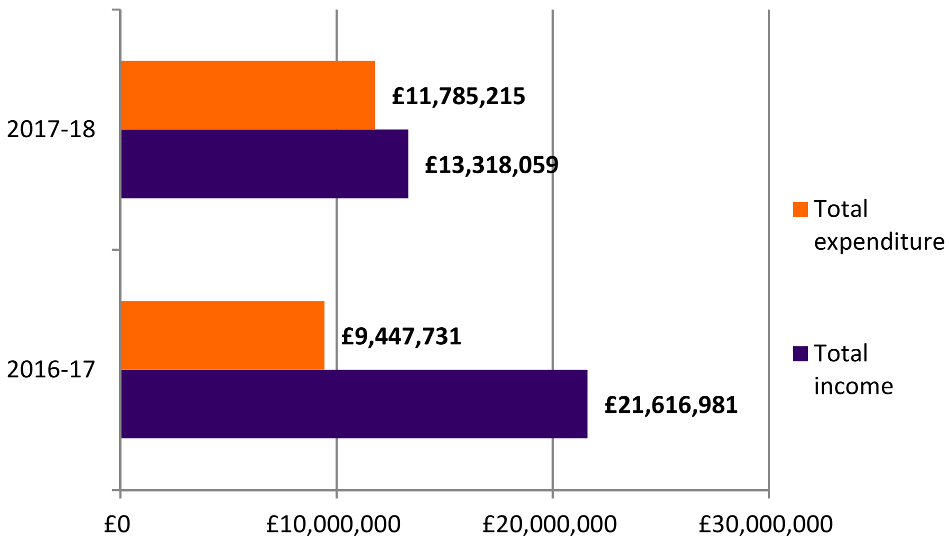
- In 2016-17 'local' visitor spend was reported as £7,709,680 and 'day' visitor spend was £15,594,415
- In 2017-18 'local' visitor spend was reported £10,365,405 and 'day' visitor spend was £20,728,728
- The gross visitor impact across both years for these sample museums totalled £54,398,228

Financial operations

Comparative data on financial operations is shown here from a sample of 17% (23) of museums who reported totals for their financial income in both years. A total income of £34,935,040 was reported by the sample museums for 2016-17 and 2017-18:

- £21,616,981 generated in income in 2016-17, which was 29% of the total income of all respondents
- £13,318,059 generated in income in 2017-18, which was 22% of the total income of all respondents
- Income reported by the sample museums decreased by 38% between 2016-17 and 2017-18.

Figure 25: Total income and expenditure for sample museums in 2016-17 and 2017-18



Workforce - Paid staff

26% (22) of museums provided data on both paid staff and volunteers in 2016-17 and 2017-18. Numbers for paid staff and FTE have remained fairly consistent in both years of the survey, with 854 paid staff in 2016-17 and 843 in 2017-18, equating to 524.9 and 480.9 FTE respectively.

The range in numbers of paid staff and FTEs as reported by these museums breaks down as follows:

- Total number of paid staff in 2016-17 ranged from 1 - 282, with FTE's ranging from 1 – 186
- Total number of paid staff in 2017-18 ranged from 1 - 213, with FTE's ranging from 0.6 - 125

Workforce - Volunteers

The sample museums reported a total of 2,008 active volunteers in 2016-17 and 1,545 in 2017-18, a decrease of 23%.

- Total number of volunteers in 2016-17 ranged from 7 - 928
- Total number of volunteers in 2017-18 ranged from 10 - 635

Despite the decrease in the number of volunteers as reported by the sample museums, the total number of volunteers hours increased by 15% from 2016-17 to 2017-18. There was a total of 90,512 contributed hours reported last year, and 103,667 contributed hours reported this year.

Volunteer hours from the sample museums across both years if the survey were worth around £25,890 to the West Midlands' regional economy.

West Midlands Museum Development support

Museums were asked about support or advice they had received from West Midlands Museum Development, here is a sample of what they said:

'Staff at the Lapworth Museum consistently benefit from the training and information provided by the WMMD programme, which is relevant and of excellent quality. The staff associated with the WMMD programme are exceptional. Approachable, well informed, respond rapidly to requests and nothing seems to be too much for them.'

Lapworth Museum of Geology, Birmingham

'A helpful and useful service which enables us to develop our service and staff and volunteer skills.'

Staffordshire Museum Service, Staffordshire

'We have received invaluable support from the WMMD programme, attending many of the courses, from 'Collection Knowledge Cafes' to 'Recruitment and Selection' workshops. Not to mention the outstanding support that we receive from our Museum Development Officer, who is always willing to give her time to help with anything from advice for grant applications to making useful networking decisions.'

Lace Guild Museum, Black Country

'Attended training and have had excellent 1:1 discussion with our MDO.'

Hereford Cider Museum, Herefordshire

'Absolutely excellent, gives us access to things we would not be able to do otherwise. Access audit will help contribute towards our redevelopment.'

The Samuel Johnson Birthplace Museum, Staffordshire

'I've found the WMMD team easy to approach and enjoyed the innovative programmes they've been running. Have applied for a small grant to help with our diversity aim and enjoyed meeting with our MDO this year as she's had lots of good advice, support and has put useful connections our way.'

Tudor House Museum, Worcestershire

'The advice and support was useful and clarified matters of uncertainty.'

Whitchurch Museum and Archives, Shropshire

'Always supportive and sound advice given when sought. Newsletter very useful to keep abreast of trends and ideas.'

Worcestershire Masonic Museum, Worcestershire

'We have been in receipt of funding and involved in partnership projects enabled by WMMD. Advice and support relating our organisation change has been very valuable.'

Rugby Art Gallery and Museum, Warwickshire

'We couldn't do what we do without WMMD and their support. As the sole member of paid staff at the museum, although I'm supported by a small army of dedicated volunteers, I would be at a loss without WMMD's support and guidance.'

George Marshall Medical Museum, Worcestershire

With thanks to the following museums for participating

Birmingham
Aston Hall
Barber Institute of Fine Arts
Birmingham Museum and Art Gallery
Blakesley Hall
Lapworth Museum of Geology
Museum Collections Centre
Museum of the Jewellery Quarter
Newman Brothers at the Coffin Works
Pen Museum
Royal Birmingham Society of Artists (RBSA)
Sarehole Mill
Selly Manor Museum
Soho House Museum
Thinktank, Birmingham Science Museum
Winterbourne House and Garden

Black Country
Haden Hill House
Oak House
The Lace Guild Museum
Wednesbury Museum and Art Gallery

Herefordshire
Cider Museum, Hereford
Herefordshire Light Infantry Regimental Museum
Herefordshire Museum and Art Gallery
Herefordshire Resource and Learning Centre
Leominster Museum
The Black and White House
Waterworks Museum, Hereford

Shropshire
Acton Scott Historic Working Farm
Bridgnorth Museum Northgate
House on Crutches Museum Collection
Ludlow Museum Resource Centre
Much Wenlock Museum
Royal Air Force Museum Cosford
Shrewsbury Museum and Art Gallery
Whitchurch Heritage Centre

Staffordshire
Brampton Museum
Chasewater Railway Museum
Claymills Victorian Pumping Station
Ford Green Hall Museum
Gladstone Pottery Museum
Lichfield Museum at St. Mary's in the Square
Museum of Cannock Chase
Potteries Museum and Art Gallery
Raven Mason Collection, Keele University
Staffordshire Heritage and Archives
Tamworth Castle
The Peel Society
The Samuel Johnson Birthplace Museum
Redfern's Cottage: Museum of Uttoxeter Life

Warwickshire
Alcester Heritage Trust
Anne Hathaway's Cottage
British Motor Museum
Compton Verney Art Gallery and Park
Hall's Croft
Leamington Spa Art Gallery & Museum
Market Hall Museum (Warwickshire Museum)
Mary Arden's Farm
Midland Air Museum
New Place and Nash's House
Royal Regiment of Fusiliers (Royal Warwickshire)
Royal Shakespeare Company Collection
Rugby Art Gallery and Museum
Shakespeare's Birthplace and the Shakespeare Centre
Warwickshire Yeomanry Museum

Worcestershire
Avoncroft Museum of Historic Buildings
Broadway Museum and Art Gallery
Droitwich Spa Heritage Centre
George Marshall Medical Museum
Malvern Museum of Local History
Mercian Regiment Museum (Worcestershire)
The Commandery
Transport Museum, Wythall
Tudor House Museum
Worcester City Museum and Art Gallery
Worcestershire County Museum (County Museum Hartlebury)
Worcestershire Museum of Freemasonry

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www.mdwm.org.uk

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