Museum Development North West

Annual Survey of Museums 2017-18

Supported using public funding by ARTS COUNCIL ENGLAND

Summary of findings 2017-18

Response rate

- 84 of the 144 Accredited museums in the region responded to the Annual Survey of Museums, which equates to a 58% response rate amongst Accredited museums in the region

Audiences

- There were a total of 8,347,475 visits made to museums in 2017-18 based on responses received
- Museums held a total of 4,542 activities and events that engaged 640,396 participants

Economic impact

- Visits to museums represented £100,709,551 of gross visitor impacts
- There was at least £21,287,214 of direct, indirect and induced impacts as a result of spend on goods and services by museums
- At least 3,216 Full Time Equivalent (FTE) direct, indirect and induced jobs were supported by museums

Online engagement

- 75% (63) of respondent museums have their own website
- 87% (73) used social media to engage with audiences

Educational engagement

- Museums delivered 6,736 learning and outreach activities that engaged 522,351 participants

Financial operations

- £14,823,538 was generated by museums in earned income (including admissions, retail, catering, events, hospitality, educational and other earned income from trading, e.g. property rental)
- £21,492,005 received in regular public funding (including ACE MPM/National Portfolio funding)
- £2,292,477 received in grant funding
- £4,837,132 received in contributed income (including all money received in donations, Friends members/schemes, any sponsorship income, corporate membership or other non-earned income)

Workforce – paid staff

- Museums employed 2,971 paid staff which equated to 1,747 Full Time Equivalents

Workforce – volunteers

- There were 3,075 active volunteers in 2017-18
- This ranged from 1 to 256 volunteers per museum
- Volunteers contributed a total of 201,643 hours to museums in the region, which equated to a value of around £1,344,000. This value is based on a calculation of £50 per day using guidance issued by the National Lottery Heritage Fund.

Introduction

This report presents the findings of the 2017-18 Museum Development North West (MDNW) 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 MDNW, 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 Museum Development North West Annual Survey of Museums for the first time in 2017-18.

Survey method

The survey was sent to the 144 museums in the North West region who are fully Accredited, provisionally Accredited or formally Working Towards Accreditation. 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 asked museums to provide data for the 2017-18 financial year (1 April - 31 March).

Financial data could be provided for a different financial period, e.g. calendar year, which museums were asked to indicate; all other data was presented for the 2017-18 period. 71% (57) of museums reported all data for 1 April 2017 - 31 March 2018.

The survey is divided into four sections:

- Audiences
- Educational engagement
- Financial operations
- Workforce

Sample and response for 2017-18

58% (84) of museums within the Accreditation scheme responded to this year's survey. There are 144 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. 3% (5) of museums in the region are formally Working Towards Accreditation.

Museums in the North West account for 10% of all Accredited museums in England. The response rate to the survey is broadly representative of the North West region in terms of geography and the different types of museums with the exclusion of English Heritage and the National Trust.

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 across all participating regions 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.

11 multi-site organisations provided survey returns, representing 39 museums, 46% (84) of the return rate; returns include a mix of Independent, Local Authority, National and University museums. One multi-site organisation closed some of their sites for general public access in 2016-17 but are still operating services such as guided tours, educational and research visits. Their visit figures have been taken from their guided tours and research visits, and they have reported their educational and outreach activities in the relevant section of the survey.

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

56% (84) 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 North West with the exclusion of English Heritage and the National Trust.

There are a considerable high number of National (DCMS sponsored) museums in the North West in comparison to other regions. The response rate from these museums was high, at over 90%.

Figure 1 : All North West Accredited museums by type

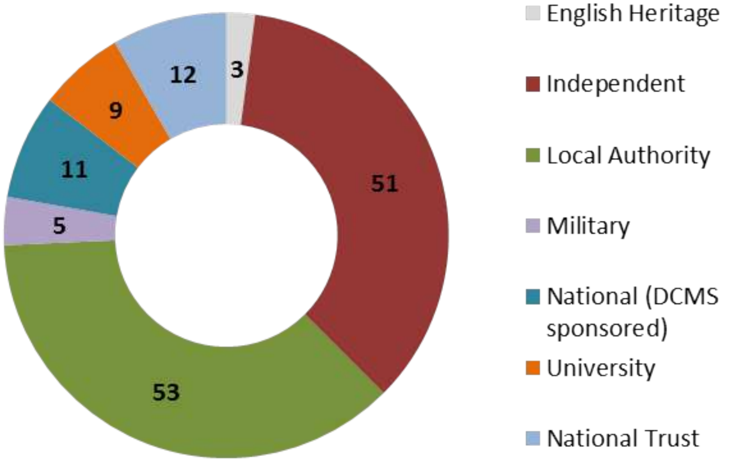
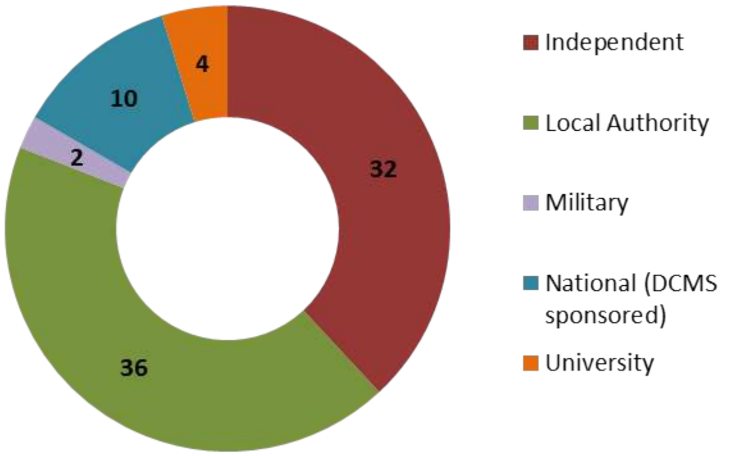


Figure 2: All North West respondent museums by type



Museum opening arrangements

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

- 74% (62) reported that they were open all year round
- 20% (17) reported that they were closed part of the year as regular seasonal closure
- 5% (4) of museums were open by appointment only all year round; none were open by appointment only for part of the year
- 1 (1%) museum was closed for part of the year for redevelopment, refurbishment and/or repair

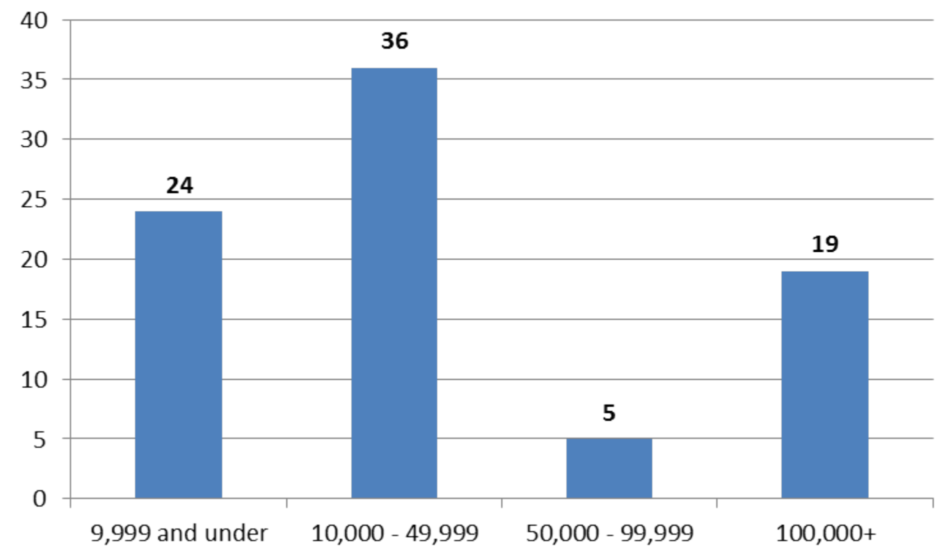
Respondents by size

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

Respondent museums demonstrate an interesting mix of museum sizes with a very small proportion of those with 50,000 – 99,999 and particularly high number of museums with 100,000+. In the latter category 8% (6) of museums have over half a million visitors per annum.

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



Geographic distribution

The North West is the third most populated English region. Noted by their industrial past, the metropolitan county of Greater Manchester, combining the cities of Manchester and Salford, is one of the largest in the UK, with the nearby city of Liverpool in Merseyside a further large urban conurbation.   The rest of the region comprises of the three historic counties of Lancashire, Cheshire and Cumbria with the stunning landscapes of the Lake District National Park, Solway Coast, Arnside and Silverdale and the Forest of Bowland, all Areas of Outstanding Natural Beauty, drawing thousands of visitors each year.

Figure 4 highlights the variations in the number of Accredited museums in each sub-region as well as the percentage response rate.

Figure 4: Respondents and number of Accredited museums by sub-region

Sub-region	No. of respondents/no. of Accredited museums	Percentage return rate
Cheshire	13 of 24	54%
Cumbria	13 of 26	50%
Greater Manchester	23 of 40	58%
Lancashire	18 of 33	56%
Merseyside	17 of 21	81%

Highlights: ‘Women in Cumbria’ project

In 2017-18 museums comprising the Cumbrian Museums Directors’ Group were awarded Sustainable Improvement Funding by MDNW for a collaborative project to engage today’s Cumbrian women with the centenary of the first votes for UK women. The project looked at the story of women’s lives in the county, past and present, through a cross-county arts project with Girl Guiding Cumbria, Cumbria Federation of Women’s Institutes and other community groups. This grant also levered in further funding for the project.

Through the project, over 200 Cumbrian women and girls were inspired to create a stunning set of banners based on the local history held in 11 museums across the county.

All of the museums involved gained from working on a bigger project with a group of like-minded museums. The impact on them as a community of museums has been positive - collections have been shared, practice affected, and positive publicity gained. Having visiting groups of young people has enabled those museums to consider how useful this would be as part of their future practice.

Photo credit: Cumbrian Museum Directors’ Group 2018

Audiences

This section looks at overall visitor figures, visits by children and online engagement.

Total visit figures

Based on the responses received a total of 8,347,475 visits were made to museums in 2017-18.

Unsurprisingly the overall visit figures are influenced by a considerable number of museums with 100,000+ visitors per annum, most of whom are National (DCMS sponsored) museums. As a result, visits to these museums with 100,000+ visits per annum account for 83% of all visits to the North West. Visits to both Independent and Local Authority museums also make a significant contribution to the number of reported visits to the North West in 2017-18. Figure 5 presents visit figures for the respondent museums.

- 19 Extra Large museums received an average of 366,767 visitors
- 5 Large museums received an average of 68,888 visitors
- 36 Medium museums received an average of 26,233 visitors
- 24 Small museums received an average of 3,753 visitors

73% (61) of museums provided actual figures for total visits, whilst 27% (23) of museums provided estimated figures.

Museum opening hours

85% (71) of museums reported opening hours as follows:

- Opening hours ranged from 130 hours to 3,100
- Opening hours totalled 126,665 across 71 sites
- Four museums report zero hours; one due to refurbishment and three due to regular seasonal closure

Figure 5: Total visits by museum size

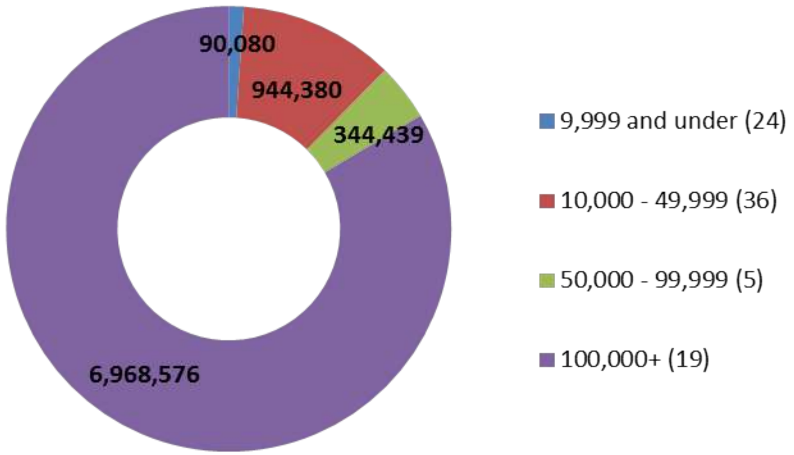
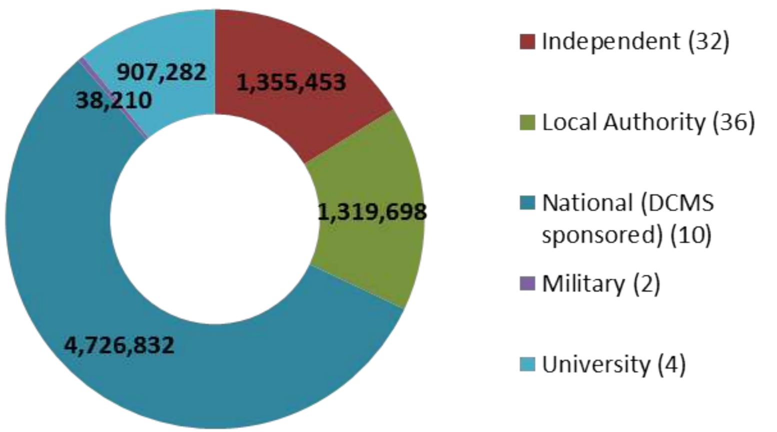


Figure 6: Total visits by museum type



Visits by sub-region

Figure 7 details the breakdown of visits per sub-region. Eight of the ten museums with 100,000+ visits per annum in the region are located in Merseyside and Greater Manchester, many of which are National (DCMS sponsored) museums.

Visits by children

56% (46) of respondent museums provided a breakdown of both adult and child (under 16) visits. 19% (15) of respondents reported actual figures for both, whilst the remaining 39% (31) reported estimates.

1,398,680 visits by children were reported by museums in the North West in 2017-18. Based on these responses, children accounted for 17% of all visits. Once more, museums with 100,000+ visits per annum dominate the total number of child visits reported. However the higher number of estimated figures, combined with only 56% (46) of respondent museums providing data to this question, highlights the number of museums recording adult and child visits is limited. Therefore it is important to look more closely at the 19% (15) reporting actual rather than estimated child visits. Within this group the percentage of child visits ranges from 1.1% to 37% of total visits. The level of child visits by size category also presents a wide range of percentage visits as is shown below:

- Small museums (n.4) range from 3.2% to 26.8%
- Medium museums (n.6) range from 3.0% to 30.1%
- Large Museums (n.2) range from 1.1% to 33.0%
- Extra Large museums (n.3) range from 13.7% to 37%)

Figure 7: Total visits by sub-region

Sub-region	Total reported visit figures	Percentage of reported regional visit figures
Cheshire (n.13)	262,077	3%
Cumbria (n.13)	394,132	5%
Greater Manchester (n.23)	2,978,386	36%
Lancashire (n.18)	606,113	7%
Merseyside	4,106,767	49%

Figure 8: Total visits by children by museum size

Museum size	Total visits by children reported by museums	Number of museums reporting child visits	Child visits as percentage of total visit figures per size
9,999 and under	7,208	13 of 24	8%
10,000 – 49,999	106,493	19 of 36	11%
50,000 – 99,999	36,409	2 of 5	11%
100,000+	1,248,570	13 of 19	18%

Economic impact of visits

In 2017, 15 of the top 20 most-visited free attractions, and 11 of the top 20 most-visited paid-for attractions in the North West were museums and historic properties, according to Visit England's *Annual Survey of Visits to Visitor Attractions 2017.* Of these venues, 20 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. Therefore the overall economic value of visits is likely to be higher due to the higher levels of visitor spend associated with overnight stays. 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 6,437,170 based on an adult:child ratio of 82:16 for museums with 9,999 visits and under; 79:21 for museums with 10,000-49,999 visits; 73:27 for 50,000-99,999 visits; and 77:23 for museums with 100,000+ visits per annum.

Applying this methodology to the visit data provided by museums, the gross visitor impact was £100,709,551 on the North West economy:

- £33,574,378 was calculated in 'local' visitor spend based on reported visits
- £67,135,173 was calculated in 'day' visitor spend based on reported visits

Figure 9 below details the breakdown per sub-region and presents the assumed 'local' and 'day' visitor spend values as developed by DC Research.

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

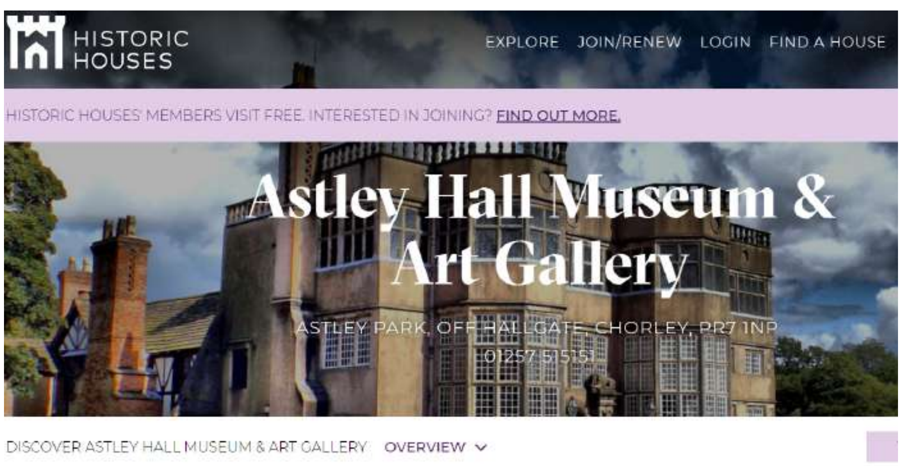
Sub-region	'Local' visitor assumed spend area value	'Day' visitor assumed spend area value	Gross visitor impact by area
Cheshire	£17.99	£35.97	£3,994,792
Cumbria	£17.61	£35.21	£6,164,423
Greater Manchester	£18.22	£36.44	£40,780,735
Lancashire	£13.76	£27.51	£7,005,181
Merseyside	£14.29	£28.57	£42,764,420

Online engagement

Advances in digital technology in recent years offer museums greater opportunities for 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

75% (63) of respondent museums have editorial control over their website. Three museums from a single multi-site did not provide a response to the answer. The remaining 23% (18) of museums reported that they did not have editorial control over their own website. All of these 18 respondents were Local Authority museums (and the majority part of multi-site services) and are featured on their local authority’s website or, as with Astley Hall Museum & Art Gallery in Lancashire, are also featured on an umbrella website, such as Historic Houses (below).



4% (3) of museums who reported not having their own website were still able to report the number of unique visits. In total 58% (46) of respondents provided data on the number of unique visits to their websites, reporting an estimated total of 5,974,090 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.

87% (73) of museums stated that they used social media to engage with audiences with platforms including Facebook, Twitter and Instagram most frequently cited. 74% (59) of museums reported an estimated total of 692,946 subscribers or followers.

Visit England’s *Annual Survey of Visits to Visitor Attractions 2017* report stated that 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 North West.

Three museums stated that they did not use social media. All respondent museums are utilising 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.

Educational sessions and participants

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 North West engaged with 932 schools and educational organisations based on 38% (32) of respondents.

70% (56) of respondents provided information on the number of on-site educational sessions and 82% (69) provided information on on-site activities and events. However, it is worth noting that recording the number of sessions and activities/events and the number of participants varies across the respondent museums. 14 museums* reported just over 196,000 participants but did not provide information on the number of sessions. The average number of onsite sessions was 90 with an average of 48 participants attending each of these sessions based on data from 56 museums providing both the number of sessions and participants. *Museum of Lancashire , whilst closed to the public and therefore unable to provide a full return, reported the number of participants to educational sessions.

Activities, events and participants

The number of reported participants at both on-site and off-site events and activities is higher in comparison to other regional reporting. The data in Figure 11 provided by respondent museums demonstrate that engagement with audiences via outreach, events and activities is a particularly healthy part of the sector in the North West.

Fig. 10: Total number of educational sessions and participants

	Total	Sample
No. of on-site sessions	5,044	56 of 84
No. of participants to on-site sessions	438,203	69 of 84
No. of off-site sessions	1,692	40 of 84
No. of participants to off-site sessions	84,148	43 of 84
Total Sessions: Total participants	**6736**	**522,351**

Fig. 11: Total number of activities and events and participants

	Total	Sample
No. of on-site sessions	3,671	49 of 84
No. of participants to on-site sessions	600,399	58 of 84
No. of off-site sessions	871	37 of 84
No. of participants to off-site sessions	39,997	35 of 84
Total Sessions: Total Participants	**4542**	**640,396**

Highlights:
Rochdale Pioneers Museum, Greater Manchester

Funding from MDNW was given to the museum to explore how the co-operative framework could be used to create solutions to problems from within the local community, emphasising the principles as well as the heritage of co-operation in modern day Rochdale, home of the original co-operative movement. It was decided that the project should concentrate on food skills and equality as a direct link to the story of the original Pioneers, and to combat a community need through developing self-responsibility.

An informal co-operative network was set up between the Museum, local schools and community liaison officers to identify families in food poverty. The Museum worked with the local Catering College, Hopwood Hall, to prepare and offer nutritionally balanced, hot and tasty food to families in need.

The Friday Night Dinners at the Museum at which these meals were eaten were social affairs, with people from the local community coming together to eat and to watch film screenings. From these dinners grew the interest from participants in working collaboratively to learn how to cook cheaply and nutritionally, and to progress the work done to benefit communities directly.

Over 100 people directly participated in the project with the same number again involved in outreach work at community centres.

Photo credit: Simon Critchley 2017

Financial operations

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

- 71% (60) of respondents specified that they were providing financial data for 1 April 17 – 31 March 18
- 4% (4) stated that their financial year runs the calendar year
- 4% (3) reported operating under a different financial year, including February to January and October to September.
- 21% (17) did not provide an answer to the question

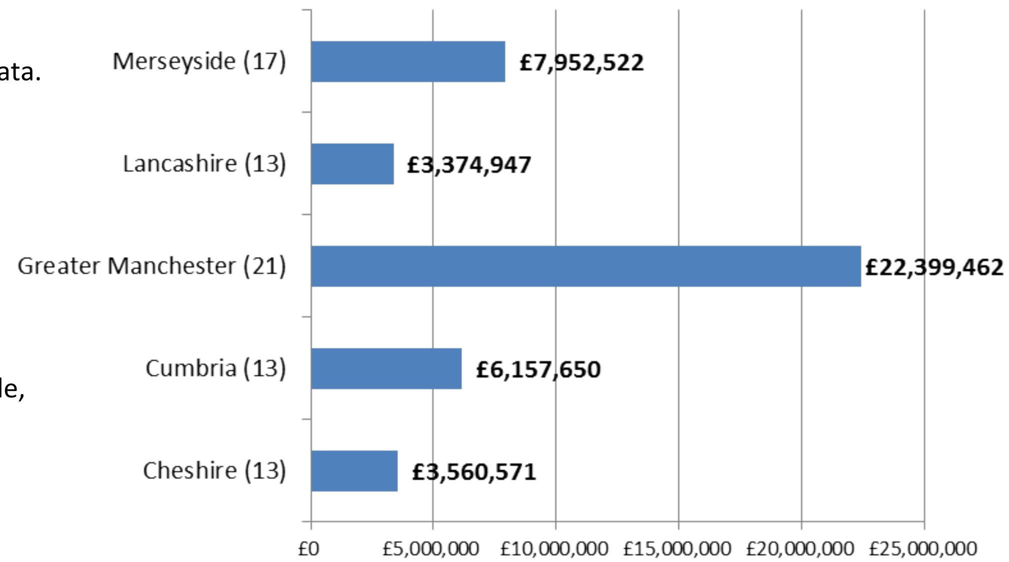
Due to these variations in recording and reporting of financial operations the data presented here should be considered a guide, rather than being representative of a specific financial period.

Income

92% (77) of respondent museums reported figures from one or more sources of income for 2017-18. The total income generated and received by museums reported in 2017-18 was £43,445,152.

- £14,823,538 in earned income including admissions, retail, catering, events, hospitality, educational and other earned income from trading, e.g. property rental (n.75)
- £21,492,005 received in regular public funding including Arts Council Major Partner Museum or National Portfolio funding (n. 52)
- £2,292,477 received in grant funding (n.52)
- £4,837,132 received in contributed income including all money received in donations, Friends members/schemes, any sponsorship income, corporate membership and other non-earned income (n.61)

Figure 12: Total generated income by sub-region



Similarly to visit figures, one sub-region has reported the most in income generation in 2017-18., therefore it is also helpful to present the average as well as the total income generated by size of museum.

- £985,853 generated by museums with 9,999 or under visits per annum and an average income of £49,293 (n.20)
- £12,461,979 generated by museums with 10,000 – 49,999 visits per annum and an average income of £366,529 (n.34)
- £1,397,604 generated by museums with 50,000 – 99,999 visits per annum and an average income of £349,401 (n.4)
- £28,599,716 generated by museums with 100,000+ visits per annum and an average income of £1,505,248 (n.19)

Breakdown of income

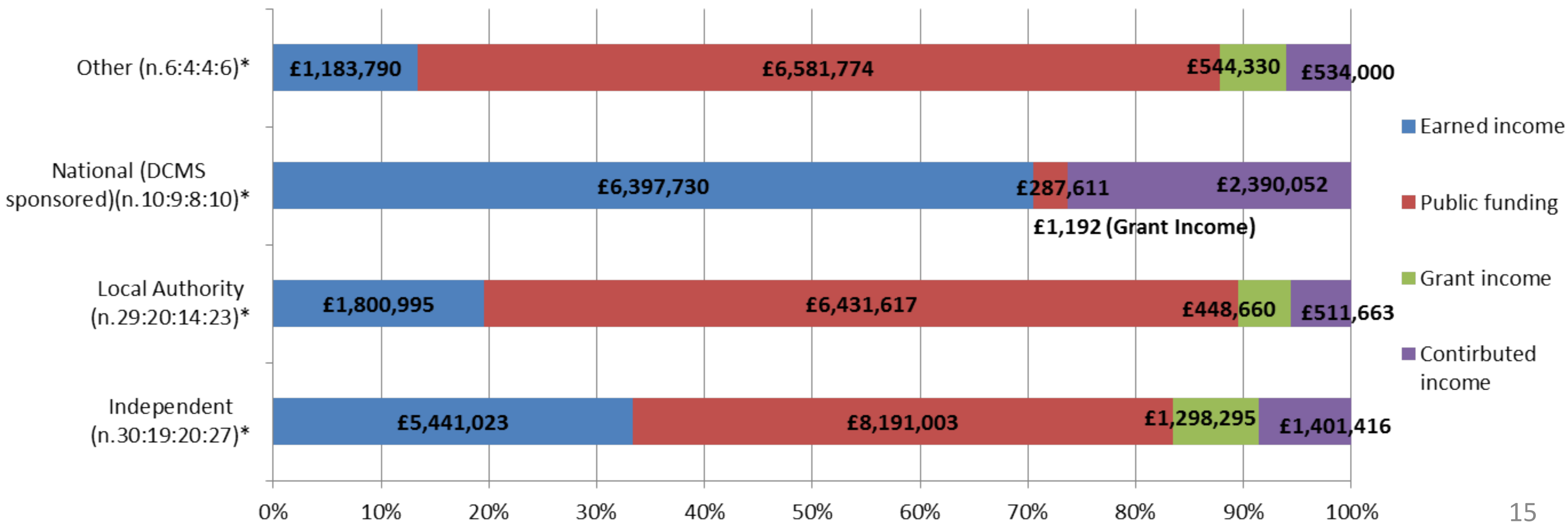
Figure 13 details the breakdown of income by charging model in relation to the type of museum, whilst figure 14 shows the breakdown of sources of income by museum type. In both figures 'Other' includes Military and University museums.

Where museums reported that they charged admission seasonally or for some exhibitions, these have been categorised within overall charged admission.*All Other/ National museums are shown as a single category as there were insufficient returns to separate data by charging model.

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

	Total income for museums with charged admission/For some exhibitions	Sample	Total income for museums with free admission	Sample
Independent	£9,237,137	17	£7,094,600	14
Local Authority	£3,043,680	12	£6,038,801	18
National (DCMS central government sponsored)	£9,076,585* reported by 10 museums			
Other	£1,843,894* reported by 6 museums			

Figure 14: Breakdown of generated income by charging museum type. Numbers (n.) of museums providing data within each income category are indicated alongside museum governance type.



Admission charges

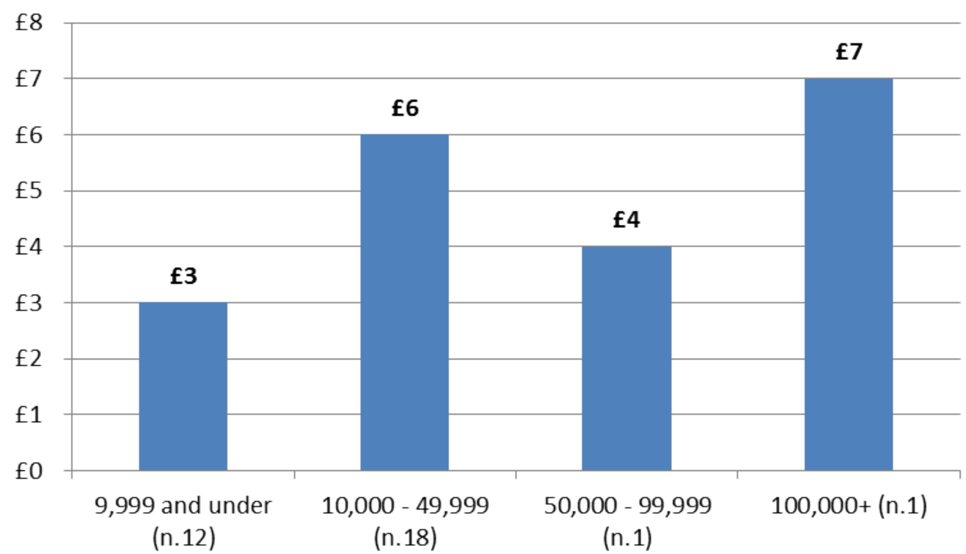
100% (84) of respondents provided information on admissions:

- 52% (44) of museums charged admissions
- 39% (33) permanently charged admission
- 13% (11) charged only seasonally or for some exhibitions
- 48% (40) offered free admission all year round

29% (24) of museums who charged admission, including those who charged seasonally or for some exhibitions, reported their admissions income, which totalled £1,583,175. The admission charge for an adult ticket ranged between £1.00 and £10.00. The admission charge for a child ticket ranged between £1.00 and £6.00.

Figures 15 presents the average admission charges for adult admission museum by size. Across the group of 32 museums reporting adult admission charges the average adult admission charge was £5.00 across the group. 38% (32) of museums provided information on their adult admission charges and 11% (9) provided information on admission charges for children. The museums who provided data on child admission charges were all museums with either 9,999 and under visits per annum, or museums with 10,000 – 49,999; with an average child admission charge of £3.09 across the group.

Figure 15: Average adult 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 postcards or guidebooks, the profit generated from retail can provide a valuable source of unrestricted income.

80% (67) of respondent museums in the North West have a shop or a retail space. Based on the data from 75% (62) of museums who reported retail revenue the total retail income for 2017-18 was £4,782,593.

The average retail spend per head is an important indicator used to assess the effectiveness of a museum's retail offer; the above 75% (62) 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 17.

Catering income

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

- 40% (34) had an in-house café/refreshment facilities of which 36% (30) reported generating a total income of £3,169,648
- 17% (14) contracted out their café/refreshments of which 8% (7) reported generating an income of £443,282
- A total of £3,612,930 was reported in income from catering

Figure 16: Average retail per head by museum size

	Average	Lowest	Highest	Sample
9,999 and under	£1.89	£0.33	£7.91	13
10,000 – 49,999	£1.25	£0.14	£3.82	29
50,000 – 99,999	£0.13	£0.02	£0.24	1
100,000+	£0.51	£0.09	£1.18	19

Figure 17: Average retail per head by charging model

	Average	Lowest	Highest	Sample
Free admission	£0.65	£0.02	£5.51	27
Charged admission	£1.48	£0.34	£7.91	36

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.

73% (61) of museums provided information on their donations. The lowest value for donations per head was £0.01, whilst the highest was £6.66. Museums generated £1,535,165 in donations income. A further 13 museums reported that they didn't know the value of donations. Figure 18 presents the total and average donations by museum size. *Data for the larger two museum categories has been combined as only one museum in the 'large' category provided information.

Similarly to the previous two sections, charged admission in figure 19 also includes museums who charge seasonally or for some exhibitions only.

Figure 18: Average donations per head by museum size

	Total across the group	Average	Lowest	Highest	Sample
9,999 and under	£65,521	£1.35	£0.02	£6.66	15
10,000 – 49,999	£246,008	£0.38	£0.01	£2.71	26
50,000 – 99,999 and 100,000+ combined*	£1,223,626	£0.18	£0.01	£0.99	20

Figure 19: Average donations per head by charging model

	Total across the group	Average	Lowest	Highest	Sample
Free admission	£955,608	£0.57	£0.01	£6.10	28
Charged admission	£579,558	£0.52	£0.01	£6.66	33

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 £21,287,214 of direct, indirect and induced impacts in the North West as a result of spending on goods and services by museums during 2017-18. Figure 20 provides this information by sub-region.

This calculation is based on museum expenditure figures, excluding staff spend, from 78% (62) 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 we 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.

45% (36) of museums specified that they had received capital investment in 2017-18, totalling £10,706,543.

Figure 20: Impact of spend on goods and services by sub-region

Sub-region	Value	No. of responses
Cheshire	£1,587,187	10
Cumbria	£4,044,751	12
Greater Manchester	£11,315,528	18
Lancashire	£2,328,829	8
Merseyside	£2,011,189	15

Expenditure and staff costs

75% (63) 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. These museums reported a total expenditure on staff costs in 2017-18 of £28,899,280. However, for the purposes of comparison within categories, two of these museums' data has been omitted due to anomalies.

On average across the 61 respondent museums, spending on staff accounted for 54% of total expenditure, and there was a reported total of £19,374,269 on expenditure on staff costs by these museums in 2017-18:

- 39% (31) of museums spent an average of between 30% - 49%
- 20% (16) of museums spent an average of between 50% - 69%
- 10% (8) of museums spent an average of between 70% - 89%
- 8% (6) of museums spent an average of over 90% of their total expenditure on staff costs, with two reporting over 100%

In figure 21 'Other' includes Military and University museums. It is worth noting that museums which operate within organisations that deliver wider services, such as local authorities, are less able to identify and therefore report staff costs related to centrally provided services such as finance, HR, legal and IT support. As a result 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 21: Average expenditure on staff by museum size and museum type

	Average % and value of total expenditure on staff	Lowest %	Highest %	No. of responses By size and type
9,999 and under	54% £73,205	35%	95%	12
10,000 – 49,999	56% £165,660	10%	118%	30
50,000 – 99,999	58% £520,804	32%	83%	2
100,000+	54% £776,490	36%	95%	17
Independent	47% £261,403	10%	83%	23
Local Authority	66% £210,353	31%	118%	24
National (DCMS sponsored)	46% £325,452	46%	48%	9
Other	56% £1,220,081	30%	69%	5

Fundraising

Museums were asked about the ways in which they fundraise, the sources of grant income and whether they had used online giving or crowdfunding to raise funds in 2017-18.

70% (56) of museums received monies through additional fundraising, many from more than one source, the results of which can be seen in figure 22. 30% (24) of museums reported that they did not receive any further income from fundraising.

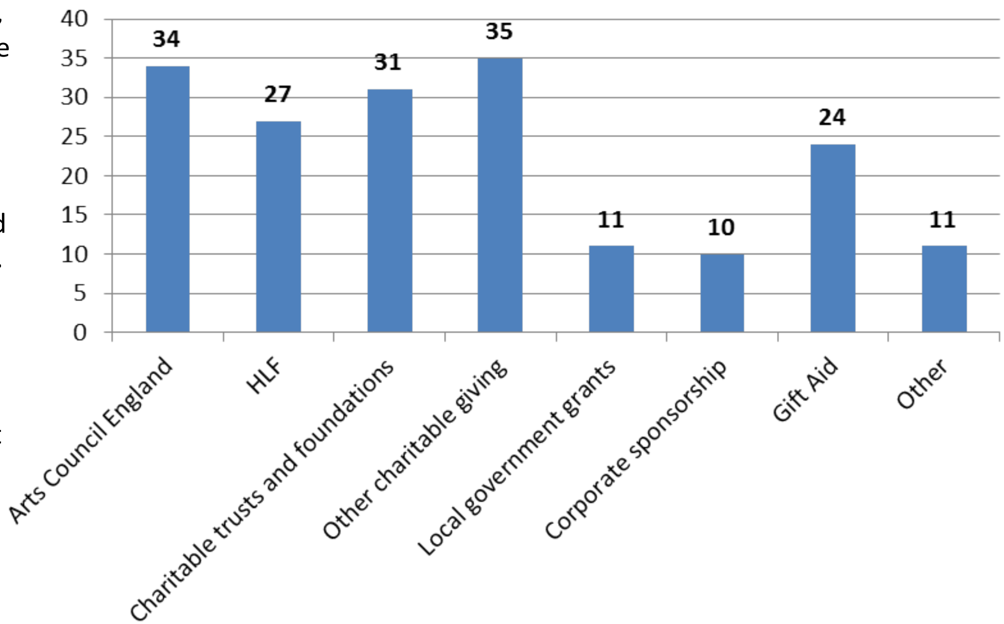
Museums were asked whether they had received additional funds through a variety of funding sources:

- Arts Council England and Heritage Lottery Fund
- Charitable trusts and foundations, such as the Pilgrim Trust
- Other charitable giving such as Friends schemes or donations
- Local government grants (non-core funding)
- Corporate sponsorship offering cash donations
- Gift Aid
- Any other which they were asked to specify

Answers to the latter question included: Rusland Horizons; the Royal Society; University funding; HEFCE; Copeland Community Fund; legacies and bequests; and MDNW's Sustainable Improvement Fund.

8% (6) of museums said that they had used online giving in the last 12 months but did not provide further information on the sources of online giving.

Figure 22: Additional sources of funding 2017-18



MDNW has been collecting data on the sources of additional funding for museums between 2014-2016 which is shown below:

- Local authority grants; Parish council grants; Public Health department; Arts Council England; HLF; European Union; DCMS Wolfson; Green Museums; British Museum Portable Antiques Scheme; Magna Carta Trust; V&A Grant Purchase Fund; Connect Cumbria (Learning Networks); Copeland Community Fund; Copeland Fund; Leverhulme Fund; Paul Mellon Studies in British Art; Esmee Fairbairn Fund; Friends, donations and corporate sponsorship support.

Museums also reported receiving subsidy from the following:

- Rent, rebate and maintenance; other non-property; subsidy or grant; rent-free occupancy of premises; business rate relief.

Highlights:
Port Sunlight Village Trust, Merseyside

Port Sunlight Village Trust (PSVT) are guardians of a unique and beautiful village, working with its community to ensure a great quality of life for residents and to celebrate William Lever's legacy through cultural and learning experiences for all. Port Sunlight Museum is central to delivering PSVT's mission. Its collections focus on the social history of the village and the Lever Brothers factory.

PSVT is at a pivotal moment in its history. The Unilever grant that underpinned its work since foundation was due to be withdrawn and generating new income from visitors became essential. Since 2015 grants from MDNW and Arts Council England's Resilience Fund have allowed PSVT to define its purpose and strategic direction, review its operating model, look at its social role within Port Sunlight village, investigate the potential to develop the offer for group visitors (which currently comprise one-third of visitors), pilot new activities within a newly-acquired cottage in the village and review its collections to improve the way in which it tells the story of village residents, by ensuring their stories are reflected in the collections and that they are part of the interpretation of the stories. This work has culminated in the Trust's first five year Strategic Plan to ensure PSVT is thriving and resilient in the future.

Photo credit: Simon Critchley 2014

Workforce

Paid staff

Museums were asked to provide 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. 84% (67) of museums provided data on both of these questions.

- 90% (76) of respondent museums employed a total of 2,971 paid staff
- 86% (72) of respondent museums employed 1,746 FTE paid staff
- 35% (29) of museums reported actual figures for paid staff, whilst the remaining 56% (47) reported that their figures were estimates
- 45% (38) of museums employed between 1 – 10 paid members of staff, based on figures provided for total head count
- 25% (21) reported that they employed between 11 – 30 paid members of staff
- 8% (7) reported that they employed between 31 – 50 paid members of staff
- 6% (5) reported that they employed between 51 – 70 paid members of staff
- 5% (4) reported that they employed over 100 paid members of staff, the highest number reported being over 1,000
- FTEs at museums ranged from 1 FTE to 820 FTEs

Equality, Diversity and Inclusion

Museums were also asked an additional question around their workforce focusing on equality, diversity and inclusion. Museums were asked whether or not they had an Equality and Diversity Action Plan (EDP):

- 64% (54) reported that their museum organisation did have an EDP
- 26% (21) reported that their museum organisation did not have an EDP
- 9% (7) of respondents reported that they did not know

Employment impacts

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

- These museums created 3,216 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 and is often the key to operating a wide range of services irrespective of the size, location or type of museum provision.

- Museums reported a total of 3,075 volunteers, based on the responses of 98% (82) of museums
- This ranged from 1 to 256 volunteers per museum
- 5% (4) of museums reported that they are entirely volunteer run
- The total number of volunteer hours recorded was 201,643 by 83% (70) of respondent museums
- 16% (13) of museums reported actual figures for volunteer hours, whilst 68% (57) reported estimates, meaning that the true number of hours is likely to be much higher than reported

Volunteer hours are estimated to have contributed around £1,344,000. This value is based on a calculation of £50 per day using guidance issued by the Heritage Lottery Fund (now National Lottery Heritage Fund).

Annual survey of museums 2017-18

Definitions and methodology

Deadweight
Value or impact that would have occurred without the museum

Direct effects
Actual jobs and spending created by a museum

Displacement
The proportion of museum value or impact accounted for by reduced value or impact elsewhere in the local area

Indirect and induced impacts
Supply chain linkages, and income multiplier effects on local employment and incomes created in local areas as a result of the activities of a museum.

Income
All sources of income received by the museum including all earned income through trading, fundraising and grants, donations and public subsidy.

Leakage
The proportion of value or impact that benefit those outside of the museum's local area

Volunteer impact calculation
The economic value of volunteer hours is applied using the Heritage Lottery Fund's (now National Heritage Lottery Fund) approach of £50 per volunteer day.
The calculation for the equivalent Full Time Equivalent (FTE) post for reported volunteer hours is based on a 37 hour week across the year.

Bibliography

Association of Independent Museums (AIM), 2014, Economic impact calculation
This methodology was developed by DC Research from regional and national tourism datasets. Further information can be found online
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https://www.visitbritain.org/annual-survey-visits-visitor-attractions-latest-results

MDNW annual benchmarking report 2013-14
https://museumdevelopmentnorthwest.files.wordpress.com/2012/06/annual-benchmarking-report-2013-14.pdf

MDNW annual benchmarking report 2014-16
https://museumdevelopmentnorthwest.files.wordpress.com/2018/04/benchmarking-report-2014-16.pdf

Museum Development North West support

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

'The 'making more of collections' course provided help and advice to care for and engage audiences with collections. A very good course which enabled staff to implement changes more effectively.'

Astley Hall, Lancashire

'The work and support from Museum Development North West is crucial to a small volunteer managed museum like Congleton. It provides a professional sounding board through the advice and professional expertise it is able to give, access to bespoke training opportunities which the museum would other wise not be able to access.'

Congleton Museum, Cheshire

'I find MDNW an incredibly helpful and supportive organisation, they are reliable and knowledgeable. I plan to continue to tap into their expertise and network to grow as a professional.'

Greater Manchester Police Museum and Archive, Greater Manchester

'The gallery has been involved in the 'Banish the Backlogs' programme (with Collections Trust) which has helped [us] to organise [our] backlog and work towards developing new policies and procedures for documentation.'

Haworth Art Gallery, Lancashire

'We have received formal support through grants and training as well as informal advice. In 2018-19 we are benefitting from collections and audience development support which is enabling us to deliver our new 5 year plan.'

Port Sunlight Village Trust, Merseyside

'[I] have always found their advice excellent. One of the many things that the staff are great at is putting you in touch with other museums who have done, or are doing, the same project as you so you can ring them up and ask for advice. As a small museum with few staff, it is always appreciated that there is a professional body that you can contact to ask about anything relating to museums whether it is collections management, employing consultants or Accreditation and they will get back to you with sound advice.'

Lancashire Infantry Museum, Lancashire

'We have had frequent support from MDNW […] As well as the funding and development programmes being incredibly helpful for us as a low-budget seasonally open small museum, we feel reassured that we have the MDNW to consult and advocate for us.'

Smithy Heritage Centre, Merseyside

'I have always found […] MDNW to be competent, approachable, professional, and helpful, giving sound advice and guidance towards peers in other museums facing similar problems [and that they] are proactive.'

Ruskin Museum, Cumbria

'MDNW are a fantastic source of up-to-date museum activity, funding, courses, advice and liaison. They are easy to contact and very approachable, they have helped us enormously and [we] will continue to look to them as experts in the field to support best practice and ensure that our museum develops forward on a strong footing.'

The Whitaker, Lancashire

Update from Museum Development North West

2017-18 was the third benchmarking survey carried out by MDNW, the previous two covered 2013-14 and 2014-16. The surveys are carried out to gain a picture of the state of the regional museums sector at the present time and to track any changes and trends from the previous surveys.

Different methods of analysis have been applied by South West Museum Development (SWMD) so a direct comparison between surveys is not possible, but the three surveys together give a flavour of regional trends. See our website for the reports on the previous surveys - https://museumdevelopmentnorthwest.wordpress.com/publications/.

58% of Accredited museums responded to this survey, an increase from 52% from the last one. As with previous surveys respondents evenly represented all counties in the North West and governance type, except for National Trust and English Heritage.

Update on 2014-16 benchmarking report

In the 2014-16 report we made a number of action points for MDNW to follow up on as well as recommendations for museums. The following is an update on these:

1) Continue annual or biennial survey to track trends in visitor numbers

It is a condition of our funding agreement with Arts Council England that we carry out an annual survey of museums

2) Recommendation for museums - Museums without accurate mechanism for counting total visitors look to find one by 2018

23 museums in this survey reported their visitor numbers as estimates, an increase from the previous survey – keep in as a recommendation

3) Support museums through a continuing 'Knowing Your Audiences' programme so 100% of North West Accredited museums are aware of the options available to them to use audience data collection in their planning

In 2018-19 we carried out an audience data collection survey to gauge current use and interest in various systems and will develop a programme of support based on the results of the survey

4) Continue to deliver programme of support around ACE Goal 3, resilience, in 2018-22

In 2018-19 we allocated grants to 18 projects through our Sustainable Improvement Fund, held our sixth annual funding fair and worked with AIM to support their workshops for effective boards and to promote the Charity Finance Group. From 2019 we will take part in a national Museum Development business diagnostic project helping museums to self-assess their work and make improvements

5) From 2018 implement a collections development programme to include sustainable collecting, responsible collections management, collections reviews and rationalisation

We worked with Collections Trust to run Banish the Backlogs to help museums address documentation backlogs. In 2018-19 we ran the first phase of our Re:collections contemporary collecting programme. Phase two in 2019-20 will include more museums who will trial our new contemporary collecting toolkit. Our work with Collections Trust in 2019-20 will focus on review and rationalisation

6) Work with ACE-funded Ready to Borrow programme, Collections Trust, Touring Exhibitions Group, national museums and other bodies to promote opportunities for museums to achieve Government Indemnity and increase the number of significant loans coming into the region

In 2016-17 MDNW ran a 'Getting Loan Ready' programme with the British Museum for 11 museums to help them understand the process of borrowing from nationals. In 2016-18 we administered ACE's Ready to Borrow programme and nine projects were awarded funding, including five of the participants from Getting Loan Ready. Two North West museums also received a Touring Exhibitions Group *Preparing to Borrow* bursary for 1-2-1 mentoring support to successfully complete a loan application. Two of the Ready to Borrow participants also made successful applications to the first round of Art Fund's Weston Loan programme

7) Build museums' suggestions for future support into the planning of our training programmes, 2017-18 and 2018-22

We use feedback from our benchmarking survey and workshops to plan our training programme. Since April 2018 all Museum Development providers have been using a nationally agreed evaluation framework to measure pre- and post-workshop feedback. Our training programme for 2019-20 has been based on this and the results of our audience data collection and workforce training survey, carried out in 2018-19

8) Continue to work with Curious Minds to promote the opportunities the Bridge organisation can provide museums for strengthening their offer to children and young people

We are a strategic partner, alongside Youth Focus North West, in the Curious Minds managed 'Hope Streets' programme, a National Lottery Heritage Fund Kick the Dust five-year project

9) In 2018-19 and 2020-21 support museums through our new 'Family Friendly' programmes

We ran our first Family Friendly programme in 2018-19 and will be re-running it again in 2019-20

10) (from 2013-14 report) In a future survey look at museum attitudes to investment in staff/volunteer CPD – has reduced capacity made it more difficult to attend training or are staff being more encouraged to diversify their skills base?

This is now being addressed through the national Museum Development Business Diagnostic programme which aims to support organisational resilience. The phase one pilot of the programme in 2018-19 involved seven museums in the North West

SWMD weren't provided with the data from the previous surveys, so we have done some comparison ourselves. The main findings are:

Audiences

In 2017-18 absolute figures were **8,347,475**, up from **6,606,982** visitors in 2015-16. More museums completed the 2017-18 survey than the previous, but the biggest visitor increases are seen in Greater Manchester and Merseyside where the larger museums are located.

This is not an exercise to compare the visitor figures of museums against each other. Each museum's percentage change of year on year figures has been calculated to look for overall trends. For smaller museums, it will take a small change in visitor figures to reflect a sizeable percentage change; the effect is less noticeable in larger museums. However, the headline figures for total visits to museums in the North West are dependent on the change in figures for a small number of our largest museums.

Figure 7 in the report shows the total number of visits by county. The table in the next column shows the comparison from the 2015-16 figures of our last survey.

*Tatton Park completed a return for 2015-16 but not one for 2017-18. If their visitor figures for 2015-16 are taken out of the calculations then the reduction in visitor numbers from 2015-16 to 2017-18 is 20%. Cheshire West Council's return for 2015-16 included figures for the Lion Salt Works (LSW) which was not Accredited. If LSW figures are included in the 2017-18 figures then the reduction in visitor figures becomes 13%.

**This increase is partly due to Imperial War Museum North's figures being counted in the 2017-18 survey but not 2015-16.

	2015-16	2017-18	% change
Cheshire*	785,442	262,077	67% decrease
Cumbria	529,746	394,132	26% decrease
Greater** Manchester	1,994,696	2,978,386	49% increase
Lancashire	493,601	606,113	23% increase
Merseyside	2,803,497	4,106,767	46% increase
Total	6,606,982	8,347,475	26% increase

Local authority museums

Three single site museums reported increases in visitor figures, of 4%, 47% and 134% across the two year period. In previous surveys most single site local authority museums that saw decreases in visitor figures saw relatively small falls of 1-5%. In this survey the seven single site local authority museums that saw visitor figures fall, the decreases were between 5% and 42%.

For multiple-site museum services we have not applied any comparison to venues from Lancashire County Museums Service because some of their museums went through a major change of closure and temporary reopenings, or being open for school visits only, in the comparison period.

Other multi-site museum services provided data for this survey but not the previous, so comparisons couldn't be made; another multi-site service has one venue closed for refurbishment which would affect any comparison of visitor figures.

Independent museums

The picture across independent museums is more positive. Five larger or multi-site independents reported increased figures ranging from 3% to 20%. Six smaller museums also reported increases in visitors* within a similar range. 10 individual independent museums or multi-site services also reported decreases in visitors, between 4% and 19%.

In the 2013-14 survey, most local authority and independent museums had relatively stable figures, seeing increases or decreases within +/-5% change, suggesting museums were maintaining visitor figures despite decreasing resources. The overall figures for 2014-16 suggested the same, but statistics for individual museums were different, with a larger number of museums than before seeing bigger percentage swings either increasing or decreasing. This trend seems to have continued in 2017-18, with more dramatic changes in visitor figures.

Within the totals, the statistics are heavily influenced by a small number of the biggest museums in the region; those counted as 'extra large' in the survey account for 83% of total visitors. Large swings either way for these museums will have a dramatic impact on the regional numbers.

Audience data for planning

In our previous survey we asked about audience data collection methods. This was not within the scope of the survey carried out by SWMD so earlier this year we sent out a separate survey to all Accredited and working towards museums which are not nationals, NPOs, NT or EH (106 museums), asking about audience data and workforce needs. 49 responses were received representing 65 museums. The results of the audience data collection questions will form an audience data programme for later this year.

*Two of these smaller museums reported increases of 36% and 300%, but both of these estimate visitor figures. The other museums' increases ranged from 4% to 20%

Impact of museums

The data collected through the survey was used by SWMD to calculate museums' contribution to the local economy using AIM's economic impact toolkit (www.aim-museums.co.uk/content/research_papers/) . This was measured using Level 1 economic value of visitors calculations, including local area visitor spend assumptions broken down by county. Their calculation for the gross visitor impact on the North West economy was just over **£100m**. In 2015-16 we calculated the gross visitor impact as **£156m**. Whilst we have both used the same toolkit, SWMD only calculated the economic impact of 'Local' and 'Day' visits, we also incorporated 'Overnight' visits into our calculations. If the same method using 'Overnight' calculations had been applied, the economic value for 2017-18 data would have been much higher.

On page 19 of this report SWMD have for the first time calculated the impact of spend on goods and services by museums in the region, totaling over £21m.

Resources

Charging models

Each survey asked if museums charge for admission. In addition to given responses we did our own research, taken from websites, to compile a comprehensive list of museums which charge and those that don't, and how much they currently charge (prices correct April 2019)**/***.

**We have used standard adult charge, not concessions, special offers or combined tickets for multiple sites. For some sites one admission gives entry for a year. For those who charge, sometimes local residents or children go free. If a museum is usually free but charges for special exhibitions/events we have counted them as free general admission

***One museum was free in 2017-18 and introduced charging from early 2019. For the purposes of this report we have counted it as free

44% (64) of museums charged for admission; the same as 2013-16. One asked visitors to 'Give what you can' rather than set a charge, four museums were closed for refurbishment etc. 39% of museums advertised on their website that they were free to visit, and we have assumed that the 20 museums that didn't make it clear on their website were also free to visit, bringing the number of free museums to 50%.

41 museums have put their admission charges up since 2016. National Trust and English Heritage Accredited properties have proportionally made the biggest increases, some by more than £5. Local authority and smaller independent museums have made the smallest increases, typically 25p to £1.

If National Trust and English Heritage sites are removed from the calculation, then **58% of museums that charge have an admission fee of £5 or less**. This is down from two-thirds of charging museums in 2013-14, so where museums charge, the admission price is tending to go up. The greatest increase in admission prices was in Cumbria, due to the concentration of National Trust and English Heritage properties in the county.

When we looked at museum websites for their admission charges, we found that some were not as clear as they could be:

- On 20 museum websites we couldn't find any information about whether they charged or were free
- On many websites charging/free information was only found several clicks away from the home page
- Two museums didn't state anywhere on their website that they were free; the information appeared on their leaflet, downloadable from the website
- When we carried out these checks in 2016 only seven didn't make charging/free clear on their website

Collections

Collections data was not gathered in this survey but we have been using our own evaluation, including our new collections health check, with every museum taking part in any of our collections programmes.

Regional workforce development support

Access to training and development was not covered in the survey administered by SWMD, but this was assessed alongside audience data collection in a separate survey sent out earlier this year.

From April 2018 we have been keeping more detailed records about attendances at workshops. In 2018-19 70% of North West Accredited museums which are not nationals, NPOs, English Heritage or National Trust (106 museums) attended at least one workshop organised by MDNW.

Although we remain the main training provider for North West museums, people also attended training run by AIM, Collections Trust, Curious Minds, Museums Association, Audience Agency, local CVS, GEM, Arts Fundraising & Philanthropy, Institute of Fundraising, Culture24, Charity Finance Group and training provided by local authorities.

The feedback from the 2019 survey will be incorporated with our other data from the national evaluation framework and our own training needs analysis to shape the 2019-20 training programme.

2017-18 action points and recommendations

1) Continue annual or biennial survey to track trends in visitor numbers

2) Recommendation for museums - Museums without accurate mechanism for counting total visitors look to find one by 2020

3) Support museums through Goal 2 programmes so all North West Accredited museums are aware of the options available to them to use audience data collection in their planning

4) Continue to deliver programme of support around ACE Goal 3, resilience, in 2018-22

5) Recommendation for museums – review museum website to ensure basic visitor information, including if the museum charges or is free, is easy to find on the homepage

6) From 2018 implement a collections development programme to include sustainable collecting, responsible collections management, collections reviews and rationalisation

7) Build museums' suggestions for future support into the planning of our training programmes, 2019-22

8) Continue to work with Curious Minds to promote the opportunities the Bridge organisation can provide museums for strengthening their offer to children and young people

With thanks to the following museums for submitting returns

Cheshire

Congleton Museum
Englesea Brook Chapel & Museum of Primitive Methodism
Museum of Policing in Cheshire
Nantwich Museum
National Waterways Museum, Ellesmere Port
Warrington Museum & Art Gallery
Warrington Museum of Freemasonry
Cheshire West & Chester Council: Grosvenor Museum, Weaver Hall Museum, Stretton Watermill and non-Accredited site Lion Salt Works)
Silk Heritage Trust: Macclesfield Silk Museum, Silk Museum and Paradise Mill, and West Park Museum

Cumbria

Armitt Museum and Library
Brantwood
Helena Thompson Museum
Keswick Museum & Art Gallery
Millom Discovery Centre
Penrith and Eden Museum
Quaker Tapestry
Ruskin Museum
Tullie House Museum and Art Gallery
Wordsworth Trust (Dove Cottage)
Lakeland Arts: Abbot Hall Art Gallery , Blackwell, The Arts & Crafts House, and Museum of Lakeland Life and Industry

Greater Manchester

Bury Art Museum & Sculpture Centre
Galley Oldham
Greater Manchester Police Museum and Archive
Imperial War Museum North
Museum of Transport, Greater Manchester
Museum of Scienece and Industry (MOSI)
National Football Museum
People's History Museum
Saddleworth Museum and Art Gallery
The Fusilier Museum and Learning Centre
Touchstones Rochdale
Salford Community Leisure: Ordsall Hall and Salford Museum & Art Gallery
Stockport Museums Service: Bramall Hall, Chadkirk Chapel, Hat Works Museum, Staircase House, Stockport Air Raid Shelters, Stockport Museum
Tameside Museums Service: Astley Cheetham Art Gallery, Portland Basin Museum, Tameside Central Art Gallery
University of Manchester: Manchester Museum, The Whitworth

Lancashire

Astley Hall
British Commercial Vehicle Museum
Gawthorpe Textiles Collection
Harris Museum & Art Gallery
Haworth Art Gallery
Judges' Lodgings
King's Own Royal Regimental Museum
Lancashire Infantry Museum
South Ribble Museum
The Whitaker
Towneley Hall Art Gallery & Museum
Lancashire County Museums Service: Clitheroe Castle, Cottage Museum, Helmshore Mills Textile Museum (Higher Mill), Helmshore Mills Textile Museum (Whitaker Mill) Lancaster City Museum, Lancaster Maritime Museum, Museum of Lancashire, Queen Street Mill Textile Museum

Merseyside

Birkenhead Priory & St. Mary's Tower
Border Force National Museum
Garstang Museum of Archaeology
International Slavery Museum
Lady Lever Art Gallery
Merseyside Maritime Museum
Mersey Fire and Rescue Service Heritage and Education Centre
Museum of Liverpool
Port Sunlight Village Trust
Prescot Museum
Smithy Heritage Centre
Sudley House
The Atkinson
The Victoria Gallery & Museum
Walker Art Gallery
Williamson Art Gallery &Museum
World Museum Liverpool

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