



# Museum survey of heads of cultural services

September 2016



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## Summary

During September 2016, the Local Government Association (LGA) conducted a survey of heads of cultural services in England to inform the LGA's official response to the autumn 2016 Department for Culture Media and Sport Review of Museums.

## Methodology

The survey was conducted using an online form. An email containing a unique link was sent to heads of cultural services in the 274 councils in England for whom contact details were available. The survey was in the field between 30 August and 23 September 2016. The survey was completed by 83 councils, a response rate of 30 per cent.

## Museum audit

The 83 responding authorities were responsible for a total of 187 museums. Nearly half (47 per cent) were responsible for just one museum whilst a quarter (25 per cent) were responsible for two or three museums.

Ninety two per cent of the 187 museums were accredited or partly accredited; six per cent were not accredited. Most of the 187 museums (70 per cent) were run directly by the authority, with a further 17 per cent run by a Trust on behalf of the authority.

## Review of services

Three quarters (75 per cent) of respondents said that their authority had reviewed its museum services since 2010. Those respondents who said their authority had carried out a review were asked what the outcome of this review was. The most common outcome was a reduction in the number of full time equivalent staff employed directly by the authority (40 per cent), followed by a reduction in opening hours (37 per cent).

## New ways of working

Respondents were asked the extent to which local authority museum provision in their area had adopted various ways of working since 2010. The most commonly adopted way of working was income generation, with 84 per cent saying that the museum provision in their area was adopting this to a great or some extent. This was followed by partnership working with another cultural facility in the area and sharing expertise and advice with another museum, both at 77 per cent.

## Corporate priorities

The survey then went on to look at cultural provision more generally, asking respondents how embedded or not authority museums and culture were within their authorities current corporate priorities. The vast majority felt that museums and culture were at least partly embedded, with 43 per cent answering 'fully embedded' and 48 per cent answering 'partly embedded'.

Respondents were then asked to indicate the extent to which museums and culture in their authority were contributing to corporate priorities. Tourism was the area that was most commonly contributed to, with 94 per cent saying that museums and culture in their area contributed to this to a great or some extent. This was followed by learning (90 per cent) and place making and regeneration (also 90 per cent).

### Main challenges

Respondents were asked to list the two main challenges for museum(s) and cultural provision in their local authority between now and 2020. The challenges identified included funding and budget pressures, issues with service provision such as delivering new service models, delivering a new or improved museum and gaining recognition of the contribution of museums to the wider local authority.

### Main opportunities

Respondents were asked to list the two main opportunities for museum(s) and cultural provision in their local authority between now and 2020. The largest number of comments focussed around accessing, increasing and generating further funding or income and developing creative ways in which to do so. Another common theme was a desire to increase partnership and collaborative working both within the community and with other bodies, as well as using museums to help develop a sense of place.

## Introduction

During September 2016, the Local Government Association (LGA) conducted a survey of heads of cultural services in England to inform the LGA's official response to the autumn 2016 Department for Culture Media and Sport Review of Museums.

## Methodology

The survey was conducted using an online form. An email containing a unique link was sent to heads of cultural services in the 274 councils in England for whom contact details were available. The survey was in the field between 30 August and 23 September 2016; reminders were sent to non-responding councils during the data collection process.

The survey was completed by 83 councils, a response rate of 30 per cent. This level of response means that these results should not be taken to be more widely representative of the views of all councils. Rather, they are a snapshot of the views of this particular group of respondents.

Table 1 breaks down the response rate by region. The table shows a fairly consistent response across regions, although with a slightly higher than average response from Yorkshire and Humber and slightly lower from the East Midlands.

|                      | <b>Respondents</b> | <b>Total sample</b> | <b>Response rate (%)</b> |
|----------------------|--------------------|---------------------|--------------------------|
| East of England      | 13                 | 37                  | 35                       |
| East Midlands        | 8                  | 35                  | 23                       |
| Greater London       | 9                  | 28                  | 32                       |
| North East           | 3                  | 10                  | 30                       |
| North West           | 11                 | 35                  | 31                       |
| South East           | 17                 | 58                  | 29                       |
| South West           | 7                  | 29                  | 24                       |
| West Midlands        | 8                  | 23                  | 35                       |
| Yorkshire and Humber | 7                  | 19                  | 37                       |
| Total                | 83                 | 274                 | 30                       |

A breakdown of response rate by authority type is shown in Table 2. There was some variation in the response from different authority types, with a lower response from districts and a higher response from unitary authorities.

|                       | <b>Respondents</b> | <b>Total sample</b> | <b>Response rate (%)</b> |
|-----------------------|--------------------|---------------------|--------------------------|
| District              | 39                 | 162                 | 24                       |
| London Borough        | 9                  | 28                  | 32                       |
| Metropolitan District | 13                 | 34                  | 38                       |
| Unitary Authority     | 22                 | 50                  | 44                       |
| Total                 | 83                 | 274                 | 30                       |

Please note the following when reading the report:

- Where tables and figures report the base, the description refers to the group of people who were asked the question. The number provided refers to the number who answered each question. Please note that bases vary throughout the survey.
- Throughout the report, percentages in figures and tables may add to more than 100 per cent due to rounding.
- The following conventions are used in tables: ‘\*’ - less than 0.5 per cent; ‘0’ – no observations; ‘-’ – category not applicable/data not available.

## Museums

This section provides detailed aggregated results for each survey question.

### Museum audit

Respondents were asked how many museums their authority was responsible for in its local authority area. Responding authorities were responsible for a total of 187 museums. As Table 3 shows, nearly half (47 per cent) were responsible for just one museum whilst a quarter (25 per cent) were responsible for two or three museums.

| <b>Table 3: How many museums is your authority responsible for in your local authority area?</b> |                 |
|--|-----------------|
| <b>Number of museums</b>   | <b>Per cent</b> |
| 0  | 8               |
| 1  | 47              |
| 2-3  | 25              |
| 4-5  | 11              |
| 6-7  | 5               |
| 8-9  | 4               |

Base: all respondents (83)

Respondents were asked, of the museums that their authority was responsible for in their local authority area, how many were accredited.<sup>1</sup> Ninety two per cent of the 187 museums were accredited or partly accredited; six per cent were not accredited.

| <b>Table 4: Of the museums that your authority is responsible for in your local authority area, how many are accredited?</b> |                 |
|--|-----------------|
|  | <b>Per cent</b> |
| Accredited or partly accredited  | 92              |
| Not accredited   | 6               |
| Don't know   | 2               |

Base: all respondents (83)

### Governance arrangements

Respondents were asked how many of the museums for which their authority was responsible, had each of the different governance arrangements listed in Table 5.

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<sup>1</sup> Arts Council England administer museum accreditation in England.

Most of the 187 museums (70 per cent) were run directly by the authority, with a further 17 per cent run by a Trust on behalf of the authority.

Eleven per cent were categorised as having ‘other’ governance arrangements. Examples given by respondents under this category included the authority acting as trustee for a museum, a museum being run as part of a service level agreement with the main museum in the area and a museum being run by an authority in partnership with a Trust who own the collection.

**Table 5: How many of the museums that your authority is responsible for, have the following governance arrangements?**

|   | Per cent |
|---|----------|
| Run directly by the authority   | 70       |
| Run by a Trust on behalf of the authority                             | 17       |
| Run solely by volunteers on behalf of the authority                   | 3        |
| Run by a community group/social enterprise on behalf of the authority | 1        |
| Other   | 11       |
| Unknown   | 0        |

Base: all respondents (83)

## Review of services

As Table 6 shows, three quarters (75 per cent) of respondents said that their authority had reviewed its museum services since 2010.

**Table 6: Has your authority reviewed its museum services since 2010?**

|            | Per cent (%) |
|------------|--------------|
| Yes        | 75           |
| No         | 23           |
| Don't know | 2            |

Base: all respondents (83 respondents)

Those respondents who said their authority had carried out a review were asked what the outcome of this review was. The most common outcome was a reduction in the number of full time equivalent staff employed directly by the authority (cited by 40 per cent of respondents), followed by a reduction in opening hours (37 per cent). Eleven per cent said that there had been no change to provision (see Table 7).

Just over a third of respondents (34 per cent) selected the ‘other’ answer option. The outcomes described by these respondents were varied but included the following:

- “Remove physical museum and a move to a more outreach service.”
- “New capital development and proposals for change of governance.”
- “Introduction of charges for services.”
- “Reduced opening has had a positive impact as the Trust works differently, more events take place, business plan drawn up, and developing their own strategy.”
- “Further capital investment.”



- “More use of volunteers.”
- “Changes in opening patterns.”

| Table 7: If yes, what was the outcome of the review?                                      |              |
|---|--------------|
|   | Per cent (%) |
| Reduction in full time equivalent staffing employed directly by the authority             | 40           |
| Reduction in museum opening hours   | 37           |
| Introduction of a new governance arrangement  | 16           |
| Merging of museum provision in the authority with another museum and/or cultural services | 16           |
| Reduction in the number of museums in the authority                                       | 10           |
| Increase in opening hours   | 10           |
| Opening of new museum(s)  | 8            |
| Increase of entrance fees (if applicable)   | 6            |
| Introduction of entrance fees   | 5            |
| Other   | 34           |
| No change to provision  | 11           |
| Don't know  | 3            |

Base: all respondents whose authority had carried out a review since 2010 (62 respondents)  
Please note that responses will sum to more than 100 as respondents could select multiple answer options

## New ways of working

Respondents were asked the extent to which local authority museum provision in their area had adopted the ways of working listed in Table 8, since 2010. The most commonly adopted way of working was income generation, with 84 per cent saying that the museum provision in their area was adopting this to a great or some extent<sup>2</sup>. This was followed by partnership working with another cultural facility in the area and sharing expertise and advice with another museum, both at 77 per cent.

A small number of respondents specified other new ways of working that had been adopted since 2010, and these responses included the following:

- “Merged museum and archives provision. Participated in scheme to employ apprentices. Increased number of volunteers working with service.”
- “Adoption of a volunteer model to provide front of house customer services.”
- “Partnership working with other arts and community organisations.”
- “Innovative partnership working and events.”
- “Working with ACE and supporting collaborative actions between the 4 independent museums.”

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<sup>2</sup> Whilst the individual ‘great’ or ‘some’ answer options displayed in Table 8 appear to sum to 85 per cent, this is due to the fact the figures in the table have been rounded to the nearest whole number. Please note that this may also occur in other parts of the report where answer categories are combined.

- “...put great deal of effort into the raising of funds through charitable arm, more than previously.”
- “...looked at a joint post with one of the universities.”
- “Forward Plan to develop museum and improve long-term sustainability.”

**Table 8: To what extent has authority museum provision in your local area adopted the following ways of working since 2010?**

|  | Great or some extent | Great extent | Some extent | No extent | Don't know | Not applicable |
|--|----------------------|--------------|-------------|-----------|------------|----------------|
|  | %                    | %            | %           | %         | %          | %              |
| Income generation  | 84                   | 33           | 52          | 7         | 2          | 6              |
| Partnership working with another cultural facility in your area              | 77                   | 22           | 55          | 16        | 1          | 6              |
| Sharing expertise and advice with another museum                             | 77                   | 22           | 55          | 13        | 2          | 7              |
| Sharing collections with another museum                                      | 51                   | 11           | 40          | 36        | 2          | 11             |
| Shared services  | 36                   | 6            | 30          | 46        | 1          | 17             |
| Being commissioned by another council service or partner to deliver projects | 33                   | 4            | 29          | 52        | 5          | 11             |

Base: all respondents (83 respondents)

## Corporate priorities

The survey then went on to look at cultural provision more generally, asking respondents how embedded or not authority museums and culture were within their authorities current corporate priorities. Fifty-nine respondents answered this question. As Table 9 shows, the vast majority of these respondents felt that museums and culture were at least partly embedded, with 43 per cent answering ‘fully embedded’ and 48 per cent answering ‘partly embedded’.

**Table 9: Now thinking about cultural provision more generally, how embedded or not are authority museums and culture within current corporate priorities?**

|                 | Per cent |
|-----------------|----------|
| Fully embedded  | 43       |
| Partly embedded | 48       |
| Not embedded    | 5        |
| Don't know      | 2        |
| Not applicable  | 2        |

Base: all respondents (58 respondents)

Respondents were then asked to indicate the extent to which museums and culture in their authority were contributing to corporate priorities within the areas listed in Table 10. Tourism was the area that was most commonly contributed to, with 94 per cent saying that museums and culture in their area contributed to this to a great or some extent. This was followed by learning (90 per cent) and place making and regeneration (also 90 per cent).

**Table 10: To what extent are authority museums and culture contributing to corporate priorities within the following areas?**

|                               | Great or some extent | Great extent | Some extent | No extent | Don't know | Not applicable |
|-------------------------------|----------------------|--------------|-------------|-----------|------------|----------------|
|                               | %                    | %            | %           | %         | %          | %              |
| Tourism                       | 94                   | 47           | 47          | 2         | 0          | 4              |
| Learning                      | 90                   | 47           | 43          | 5         | 0          | 5              |
| Place making and regeneration | 90                   | 37           | 53          | 6         | 0          | 4              |
| Economic growth               | 87                   | 28           | 59          | 6         | 4          | 4              |
| Community cohesion            | 84                   | 18           | 66          | 11        | 1          | 4              |
| Health and wellbeing          | 83                   | 12           | 71          | 12        | 1          | 4              |
| Devolution                    | 10                   | 0            | 10          | 60        | 13         | 17             |

Base: all respondents (83 respondents)

## Main challenges

Respondents were asked to list the two main challenges for museum(s) and cultural provision in their local authority between now and 2020. Seventy nine respondents took the opportunity to provide detail on what they considered to be the main challenges.

- Funding and budgets:** Around two thirds of all respondents cited one or more of their main challenges to be funding and/or budget pressures. These included a lack of, reduction of or loss of funding; pressures on core budgets, reduced budgets and the pressures of local authority settlements, and reduction in settlements, on museum(s) and cultural museum provision. Many cited issues with capital funding, raising capital for major projects or development and longstanding needs not being met.
- The issue of funding was said to have impacts on service due to uncertainty and loss of trained or specialised staff.
- In addition challenges were identified around securing external funding and tapping into alternative funding (philanthropy), and the increased competition for external grant funding, as well as abilities to match external funding bids.
- Service provision:** For several respondents their main challenge was service provision. This was split between:
  - Status quo:** ensuring continuity and sustainability, maintaining current delivery, and provision, free access and maintaining expectations of services
  - Change:** delivering new service models, development of cultural provision, improvement, increased relevance, rationalisation of services, keeping services up to date; delivering with less staff, reducing operational costs
  - Quality:** ensuring quality services and programmes. Managing increased demand

- Some respondents reported that one of their main challenges was the delivery of a new museum or the development, expansion or improvement of an existing one.
- **Governance, Trusts and local authorities:** Local authority recognition was a challenge for a number of the respondents in terms of recognition of the contribution of museums to wider strategies, corporate and community priorities, regeneration opportunities and local authority recognition of their role despite not being a statutory service. Some highlighted the challenge of securing their place within a shifting landscape and gaining advocacy and support, as well as challenges around the culture of local government and commissioning models.
- Governance was also listed, including the challenges of alternative and new governance models, the use of trusts and choosing the right models as well as dealing with governance reviews sometimes as a result of structural changes.
- **Income:** Several authorities considered generating or increasing income to be one of their main challenges. This was sometimes connected to increased visitor numbers, marketing, developing their site/s as a commercially viable business, asset management and ensuring sustainability.
- **Buildings:** A small number of respondents identified their museum(s) buildings as a main challenge, this was due to costs of ongoing maintenance in order to maintain the buildings or a building's dilapidation.
- **Other:** Other challenges included archiving of collections; engaging and use of volunteers, staff capacity and increasing visitor numbers.

## Main opportunities

Respondents were asked to list the two main opportunities for museum(s) and cultural provision in their local authority between now and 2020. Seventy nine respondents took the opportunity to provide detail on what they considered to be the main opportunities.

The largest number of comments focussed around accessing, increasing and generating further funding or income and developing creative ways in which to do so. Another common theme was a desire to increase partnership and collaborative working both within the community and with other bodies:

- **Accessing, increasing and generating funding and developing creative methods for income generation:** For example European and other funding bids, developing a fundraising foundation/charitable arm, increasing fundraising opportunities (e.g. special exhibitions with entry charges), increasing public/private sector investment and running events and looking to grow commercial activities (e.g. weddings).
- **Increasing partnership and collaborative working both within the community and with other bodies:** Respondents described opportunities

from increasing community participation and community engagement, increasing stakeholder engagement (e.g. arts partners, museum trusts) and collaborative working.

- **Using museums to help develop a sense of place/cultural identity:** Respondents saw opportunities from developing an understanding of the difference museums can make to an area, as well as supporting social regeneration by embedding culture within the economic development of an area. One respondent talked about developing a cultural strategy with other museums to promote other cultural activities in the area.

Other opportunities identified by respondents were:

- Developing an **educational and child friendly** focus/offer to engage young people, providing holiday activities and developing outreach programmes.
- Developing creative new ways to **innovate and make museums relevant** to the community, including the use of digital technology.
- **Increasing linkages with other services** e.g. housing, libraries, culture, arts, archives, sport, parks and health and wellbeing.
- Opening of **new museums**, and development of collections.
- Moving to new **governance and delivery** models, establishing a revised corporate vision and looking at more flexible museum job roles.

## Innovative practice

Respondents were asked to provide details of any innovative practice around museum and cultural provision that they would like to share with the LGA to feed into this work area; 44 respondents provided details, and these fell under the following broad themes:

- **Partnership working:** for example one authority has based their corporate approach to arts and culture on their arts plan, which has adopted the vision for arts and culture developed by a group of local arts and cultural organisations. This alignment is starting to come to fruition through, for example, the development of a local cultural education partnership.
- Another authority has developed a project that brings together four partners including the council's arts and heritage service, a regional film and television archive, regional image bank and a university to create a new cultural attraction in the heart of the city.
- **Shared Assets:** one museum has been co-located in a library/community facility, whilst another in the same area has been co-located with a theatre.
- Another authority has developed a 5-10 year plan for the development of their museums as key local authority assets contributing across the wider agenda,

seeking to define a new model for local authority museums which is community rather than collections focussed.

- **Diversifying income:** one authority is looking at investment to bring back properties on sites to help create holiday lets and enable new income streams, whilst also working with international and national institutions to attract 'blockbuster' summer exhibitions.
- Another authority is enhancing their commercial offering by having flexible galleries and bringing in events like vintage fairs to attract a different audience.
- **Community delivery:** one Heritage Lottery funded project is getting out into communities, helping to train people in research and writing skills and encouraging the crowdsourcing of information from the general public so that they can upload their own stories online.
- Another authority is working with community groups to involve people with the museum, for example through special exhibitions, by bringing local collectors to work alongside museum staff in delivering exhibitions, and in outreach (for example a recent historical re-enactment event and a partnership between a museum and two rural parishes, which attracted grants and reached a wider audience).
- **Diversifying workforce:** One authority has created a new hybrid role which combines traditionally separate collections knowledge and education skills roles. They also have a training programme which encourages a more diverse workforce to enter the museum sector, and are looking at opportunities to work more closely with the university sector to deliver vocational course content.

## Learning

Respondents were invited to provide details of approaches that their authority had taken with regard to museum and cultural provision that had not worked as well as had been expected, and to give the reasons for this. Thirty-three comments were received and these covered a range of issues:

- **Working with cultural partners:** Several comments were about the challenges of partnership working. Challenges included increased cost with little benefit, differing priorities, a lack of capacity within the council to maximise opportunities and a lack of capacity within the partnership organisation to effectively carry out their role.
- **Volunteers:** Challenges with volunteering included ageing volunteers and the need for succession planning, volunteers unwilling to take on management roles, and one council that investigated volunteer development but realised that to make this work would require more professional staffing rather than less.

- **Marketing:** Issues with marketing were highlighted due to resource restrictions (with the local authority identifying the museum as a visitor attraction but failing to promote it in its general visitor-related promotional campaigns largely due to a lack of resources) and approach, for example in one case the centralisation of the marketing department led to a loss in flexibility and responsiveness previously provided by an in-house team.
- **Governance:** Respondents gave some examples of where initiatives to change the governance or running of institutions have faced problems. For example in one case, as the result of a budgetary exercise, several small museums were offered to the voluntary sector to run which failed due to a lack of available capacity and skills. Another respondent explained that a 'stop-start' approach to alternative governance over a number of years has been challenging, especially as the financial situation has meant limited resources were available to support implementation.
- **Seeking funding/generating income:** One respondent cited a disappointing rejection of a funding application whilst another stated that fundraising is very challenging within a standard local authority structure. Engaging with the business community around sponsorship and patronage was cited by another respondent to have been positive but hard work.
- **Staffing and other cuts:** Related to the point above, some respondents cited issues associated with staffing and budget pressures. For example:
  - One respondent explained that In order to maintain specialist expertise within the service it was decided at the last round of budget reductions to have senior specialist staff working as duty managers on a roster to help with frontline delivery. This has caused pressure on their specialist work (even with a reduced expectation due to the other commitments) and stresses within the team, so has not worked as well as hoped, although the expertise has been retained within the service.
  - Another stated that, in museums, 90 per cent of the cost is in the building and in staff to open the building so even a small percentage cut in funding can mean having to reduce services or public access.
- Finally, other issues mentioned included:
  - challenges around **outsourcing** of services (for example leading to a lack of control or not reaping cost savings)
  - problems with **buildings** that are not fit for purpose
  - council unwillingness to engage in more **innovative approaches** to delivery.

## Final comments

Finally, respondents were invited to provide comments on any issues that were not covered by the survey. Twenty five comments were received; these were wide ranging and covered the following issues:



- **Collections**, including the cost and space implications of needing to care for, catalogue and store collections, and the need for museum planning to include a fixed rate of growth for stores. One respondent said:

“We are trying to focus on redefining our role and reducing the focus on collections, developing a focus on communities as it is clear that if we became/remained collection focussed our local authority would quickly 'pull the plug'.”

- **Innovation and transformation**, for example the need to innovate in order to maintain services, the need to ensure that museums are relevant to all the local community (e.g. running education sessions, outreach work, pop-up museums) and the need to balance human and financial capital to effectively deliver local history, local cultural connections and good standards of display, interpretation, curator skills and digitisation.
- **Prioritising museums** was mentioned by a couple of respondents, who emphasised the importance of putting out the message that culture is an important aspect of local authority services, and not just a 'nice to have'. Another respondent highlighted that culture and heritage is not just an economic driver through tourism, but can promote a wider agenda such as, for example, environmental sustainability.
- **Funding and costs** were mentioned again by some respondents, with one highlighting the impact of the loss of European Funding as a result of 'Brexit'. Another stated that the local authority had reduced their grant funding, but this had been replaced by Parish Council funding. One respondent highlighted the impact that financial pressures are having in their area:
 

“We have always relied a great deal on volunteers for reception duties, activities and helping behind the scenes but staff cuts mean that we do not have sufficient staff capacity to run and supervise more opportunities for volunteers to get involved. Having an adequate core of appropriately qualified staff to match your collections and services is essential and there is no getting round that - if museums are to thrive and involve local communities more, staffing levels must be adequate.”
- Finally, one respondent highlighted that the continuation of Arts Council England (ACE) funding for the regional museums development programme has been significant in providing sector expertise, training for staff and volunteers and continued partnership and network building opportunities.



## Annex A: Questionnaire

1. Please check the details below and update them if they are incorrect

First name \_\_\_\_\_  
Surname \_\_\_\_\_  
Role \_\_\_\_\_  
Organisation \_\_\_\_\_  
Email address \_\_\_\_\_

### Numbers of museums

2. How many museums is your authority responsible for in your local authority area?

Please write the number as digits in the space provided below

\*A number must be entered:

### Accredited / non accredited

3. Of the museums that your authority is responsible for in your local authority area, how many are accredited?

Please write numbers in as digits, in the spaces provided below

Please do not include commas

Answers must sum to total number of museums entered at question 2

Accredited or partly accredited \_\_\_\_\_  
Not accredited \_\_\_\_\_  
Don't know \_\_\_\_\_

### Governance arrangements

4. How many of the museums that your authority is responsible for, have the following governance arrangements?

Please write numbers in as digits (numbers of museums per arrangement/s)

Please do not include commas.

Answers must sum to total number of museums entered at question 1

Run directly by the authority \_\_\_\_\_  
Run by a Trust on behalf of the authority \_\_\_\_\_  
Run solely by volunteers on behalf of the authority \_\_\_\_\_  
Run by a community group/ social enterprise on behalf of the authority \_\_\_\_\_  
Other- Please state in box below: \_\_\_\_\_  
Unknown governance arrangement \_\_\_\_\_

## Review of services

5. Has your authority reviewed its museum services since 2010?

Please select one of the following;

- Yes [Keep position]
- No [Keep position]
- Don't know [Keep position]

To those respondents who answered yes:

6. If yes, what was the outcome of the review?

Please select all that apply:

- |  |  |
|--|--|
| <input type="radio"/> No change to provision [Exclusive]   | <input type="checkbox"/> Introduction of entrance fees             |
| <input type="checkbox"/> Reduction in the number of museums in the authority                                       | <input type="checkbox"/> Increase of entrance fees (if applicable) |
| <input type="checkbox"/> Introduction of a new governance arrangement  | <input type="checkbox"/> Opening of new museum(s)                  |
| <input type="checkbox"/> Merging of museum provision in the authority with another museum and/or cultural services | <input type="checkbox"/> Increase in opening hours                 |
| <input type="checkbox"/> Reduction in museum opening hours   | <input type="checkbox"/> Other (please state)                      |
| <input type="checkbox"/> Reduction in fte staffing employed directly by the authority                              | <input type="radio"/> Don't know [Exclusive]                       |

## Adopted new ways of working

To all respondents:

7. To what extent has authority museum provision, in your local authority area, adopted the following ways of working since 2010?

Please select one answer per row

|  | To a great extent        | To some extent           | To no extent             | Don't know               | Not applicable           |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Shared services  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Income generation  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sharing expertise and advice with another museum                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sharing collections with another museum                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Partnership working with another cultural facility in your area              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Being commissioned by another council service or partner to deliver projects | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (please state) _____   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### Current corporate priorities

8. Now thinking about cultural provision more generally, how embedded or not are authority museum(s) and culture within current authority corporate priorities?

Please select one answer

- Fully embedded
- Partly embedded
- Not embedded
- Don't know
- Not applicable

### Contributing to corporate priorities

9. To what extent are authority museum(s) and culture contributing to corporate priorities within the following areas:

Please select one answer per row

|                               | To a great extent        | To some extent           | To no extent             | Don't know               | Not applicable           |
|-------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Economic growth               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Place making and regeneration | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tourism                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health & Wellbeing            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Community cohesion            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Learning                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Devolution                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (please state)_____     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### Main challenges

10. Please list the two main challenges for museum(s) and cultural provision in your authority between now and 2020.

### Main opportunities

11. Please list the two main opportunities for museum(s) and cultural provision in your authority between now and 2020.

### Innovative practices

12. Please provide details of any innovative practice around museum and cultural provision that you would like to share with the LGA to feed into its work in this area.

### **Approaches taken**

13. Please provide details of approaches that your authority has taken with regard to museum and cultural provision that have not worked as well as had been expected and the reasons for this.

*Please note that the LGA will not share this.*

### **Final Comments**

14. Please use the space below to add anything else you would like to tell us about, that has not already been covered in the survey.



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We consider requests on an individual basis.