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Measuring the performance of museums in Northern Ireland

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This paper provides an overview of the museums sector in Northern Ireland, including some of the measures used to indicate performance. Some comparisons are made with museums elsewhere in the UK and Ireland. Details of the distribution and type of museums is provided, along with a summary of the different kinds of collections which they hold. Visitor numbers, contribution to educational initiatives and economic performance are also examined.

Key Points

- There are 42 Accredited museums in Northern Ireland. England has 1315 Accredited museums, Scotland has 256, and Wales has 96. In the Republic of Ireland, 54 institutions have been Accredited through the Museum Standards Programme, though this scheme is relatively new.
- Per capita, there is one Accredited museum for every 44,000 people in Northern Ireland; this compares with one museum per 41,000 people in England, one per 21,000 people in Scotland, and one per 32,000 people in Wales. In the Republic of Ireland, there is one MSPI-Accredited museum per 85,000 people.
- Northern Ireland has 20 local authority museums, nine independent museums, seven National Trust museums, three national museums and three military museums.
- A survey of museum collections in Northern Ireland in 2007 found that there are approximately 1.8 million objects held by Accredited museums. This compares with 12 million objects and specimens in Scotland, and 5.2 million artefacts in Wales.
- In terms of staffing levels, it was reported in 2011 that 140 full-time and 55 part-time staff were employed in local museums in Northern Ireland. For the same year, the local museums sector engaged 315 volunteers.
- Figures suggest that visitor numbers have increased steadily at local museums over the last twenty years, reaching a high point in 2012 of 629,393. Combining these with the figure for national museums, there were a total of 1,533,479 museum visitors in 2012. This means that the average number of visitors per Accredited museum in Northern Ireland is 36,511.
- Comparisons with elsewhere in the UK are difficult due to methodological differences, but a very general comparison indicates that Northern Ireland has 36,511 visits per Accredited museum, England has 159,658 per museum, Wales has 109,921, and Scotland has 50,380.
- Survey evidence suggests that Northern Ireland has the lowest level of museum attendance in the UK.
- Across the 38 local museums in Northern Ireland, 21 had an education policy in place in 2011 and a total of 56,629 educational visitors attended a local museum in that year.
- In terms of access by low income groups, survey data indicates that the proportion of residents from the most deprived areas who visit museums is significantly lower (at 38%) than those from the least deprived areas (at 59%).
- The percentage of adults with a disability who have visited a museum in their lifetime is slightly lower (at 80%) than those without a disability (at 86%).

Executive Summary

There are 42 Accredited museums in Northern Ireland. England has 1315 Accredited museums, Scotland has 256 Accredited museums and Wales has 96.

In the Republic of Ireland, a Museum Standards Programme for Ireland was commenced relatively recently. Through this scheme, 54 institutions have either interim or full accreditation.

Per capita, there is one Accredited museum for every 44,000 people in Northern Ireland. There is one museum per 41,000 people in England, one per 21,000 people in Scotland, and one per 32,000 people in Wales. In the Republic of Ireland, there is one MSPi-Accredited museum per 85,000 people, though as this scheme is relatively recent this figure may be subject to change.

Northern Ireland has 20 local authority museums, nine independent museums, seven National Trust museums, four national museums and three military museums. This is largely in proportion to the different museum types found throughout the UK, though the UK as a whole tends to have higher numbers of independent museums than local authority museums.

A survey of museum collections in Northern Ireland in 2007 found that there are approximately 1.8 million objects held by Accredited museums. This compares with 12 million objects and specimens in Scotland, and 5.2 million artefacts in Wales.

The survey found that the majority of these 1.8 million objects are held by national museums (1,446,187), with local authority museums holding 175,928, and independent museums 173,200. A number of resource pressures were identified by this survey; for example, 81% of museums have not fully documented their collections and just 42% of museums described their stores as well organised and sufficient for their current collection.

In terms of staffing levels, it was reported in 2011 that 140 full-time and 55 part-time staff were employed in local museums in Northern Ireland. For the same year, the local museums sector engaged 315 volunteers.

The Museums Accreditation Scheme which exists throughout the UK is designed to define good practice according to a minimum level of agreed standards. These standards cover such areas as how the museum is run, how it manages its collections, and the experience of users. All museums seeking Accreditation must prove that they continue to meet the requirements of the scheme by sending an Accreditation return to the assessing organisation every two to three years. Museums Accreditation can also be a condition of funding.

DCAL published a Museums Policy for Northern Ireland in 2011. Since then, there have been no published assessments of the performance of Northern Ireland's museums against the various strategic priorities within the policy.

Figures suggest that visitor numbers have increased steadily at local museums over the last twenty years, reaching a high point in 2012 of 629,393. When these figures for local museums are combined with a total of 904,086 visitors to Northern Ireland's national museums, there were a total of 1,533,479 museum visitors in 2012. This means that the average number of visitors per Accredited museum in Northern Ireland is 36,511.

Comparisons with elsewhere in the UK are difficult due to methodological differences, but a very general comparison indicates that Northern Ireland has 36,511 visits per Accredited museum, England has 159,658 per museum, Wales has 109,921, and Scotland has 50,380.

Calls have been made by both the Northern Ireland Museums Council and the previous Committee for Culture, Arts and Leisure for there to be improvements in the capture and analysis of visitor data in museums.

On the basis of survey evidence, the UK-wide Understanding Society study concluded that in terms of the percentage of people who said they had visited a museum in the previous 12 months, Northern Ireland has the lowest level of attendance of the four regions.

There have been no assessments of the economic contribution of museums in Northern Ireland since 2003. At that time, a Price Waterhouse Coopers report concluded that Accredited museums collectively attracted 800,000 visitors in 2001, of whom 152,000 were from outside the region. Total income amounted to around £17.3 million in 2000/01, and the total expenditure of the sector is around £16.2 million, of which 85% is spent in Northern Ireland.

More recently, some local museums have taken steps to assess their own economic contribution. For example, Down County Museum used a toolkit created by the Association of Independent Museums to estimate their economic contribution in 2011. Using this toolkit, the museum concluded that it has a total gross visitor impact of £837,542 in the local economy, and that in terms of expenditure on supplies and services it has a total spend of £149,666.

In 2009, the Learning within Museums in Northern Ireland report found that 25 local museums in Northern Ireland provided some form of curriculum-related resources and activities. However, the study also concluded that at the time relatively few museums put education at the core of their activities and more could be done to encourage museums to develop and formally adopt a learning policy for their institution.

A more recent study of museums found in 2011 that across the 38 local museums in Northern Ireland, 21 had an education or learning policy in place and that a total of

56,629 educational visitors attended a local museum in that year. By some margin, the majority of attendees at educational programmes in museums were at Key Stage 1 and Key Stage 2 level.

In terms of access by low income groups, survey data indicates that the proportion of residents from the most deprived areas who visit museums in Northern Ireland is significantly lower (at 38%) than those from the least deprived areas (at 59%).

In 2007-08, there was a 12 percentage point difference in museum attendance between adults living in the most and least deprived areas of Northern Ireland. By 2011-12, this difference was 21 percentage points.

The percentage of adults with a disability who have visited a museum in their lifetime is slightly lower (at 80%) than those without a disability (at 86%).

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Annex 1: The requirements for Museum Accreditation

Annex 2: List of Accredited Museums in Northern Ireland

1 The Northern Ireland museums sector

1.1 Number and distribution of museums

There are 42 Accredited museums in Northern Ireland. Outside of the Belfast area, there is at least one Accredited institution for each parliamentary constituency¹.

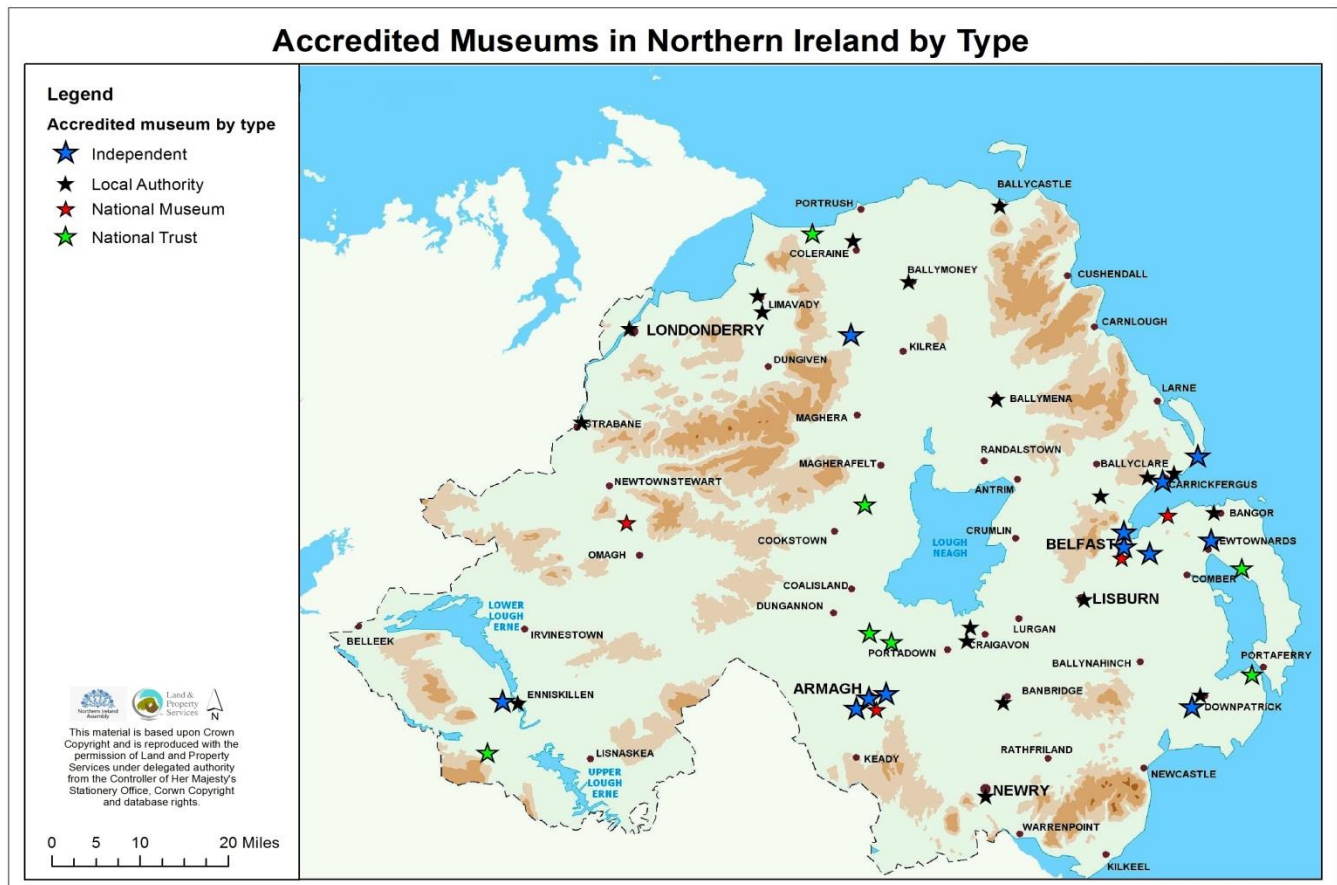


Figure 1: The distribution of Northern Ireland's 42 Accredited Museums by type

England has 1315 Accredited museums, Scotland has 256 Accredited museums and Wales has 96.

The Republic of Ireland, via the Heritage Council of Ireland, operates the Museum Standards Programme for Ireland (MSPI). There are 54 institutions in the Irish museum sector which have either interim or full accreditation under the MSPI scheme².

Between February 2011 and February 2015, the number of Accredited museums in Northern Ireland has remained unchanged at 42. Over the same period, the number of

¹ Northern Ireland Museums Council. *Museums already in the Accreditation Scheme*, retrieved 20 April 2015
<http://www.nimc.co.uk/accreditation/existing-accredited-museums/>

² The Heritage Council. *MSPI participants*, retrieved 20 April 2015
<http://www.heritagecouncil.ie/museums-archive/heritage-council-initiatives/museums-standards-programme-for-ireland/mspi-participants/>

Accredited museums in the UK dropped by 3.4%, with a decrease of 4.1% and 4.5% in England and Scotland respectively, and an increase of 7.9% in Wales³.

Per capita, there is one Accredited museum for every 44,000 people in Northern Ireland. This is below the average provision for the UK, which is one museum per 37,000 head of the population. On a regional level, there is one museum per 41,000 people in England, one per 21,000 people in Scotland, and one per 32,000 people in Wales. In the Republic of Ireland, there is one MSPI-Accredited museum per 85,000 people, though as this scheme is relatively recent this figure may be subject to change.

	Total Accredited museums	Population per Accredited museum
England	1315	41,000
Northern Ireland	42	44,000
Scotland	256	21,000
Wales	96	32,000

Table 1: Accredited museums in the UK

1.2 Governance

DCAL provides funding to two different museums bodies, with each having a separate and distinct role in the provision of governance and leadership of museums.

National Museums Northern Ireland (NMNI) was established under the Museums and Galleries (Northern Ireland) Order 1998. Its purpose is to ‘care for and present inspirational collections that reflect the creativity, innovation, history, culture and people of Northern Ireland’⁴. NMNI has three sites at the Ulster Museum, Ulster Folk and Transport Museum, and the Ulster American Folk Park. Responsibility for the Armagh County Museum was handed over to the local council in 2015.

By contrast, the Northern Ireland Museums Council (NIMC) is an Executive Non Departmental Public Body and also a registered Company Limited by Guarantee with charitable status in the Companies (NI) Order 1986. Its mission is to ‘support local museums in Northern Ireland in maintaining and improving their standards of collections care and services to the public, and to promote a coherent framework of museum provision’⁵. NIMC has no formal governance function, but provides advice, guidance and some funding to local museums. It also administers the Museums Accreditation Scheme for Northern Ireland.

³ Arts Council England. *Statistical report: Accreditation*, 5 March 2015, retrieved 20 April 2015
http://www.artscouncil.org.uk/media/uploads/accreditation-stats/Statistical_Report_-_2015-03-05_Accreditation.pdf

⁴ National Museums Northern Ireland. *About Us*, <http://www.nmni.com/Home/About-Us> Retrieved 17 May 2011

⁵ Northern Ireland Museums Council. *Our Role*, <http://www.nimc.co.uk/what-we-do/> Retrieved 13 May 2015

1.3 Departmental funding for museums

The majority of DCAL's funding for museums in Northern Ireland is allocated through resource funding for National Museums Northern Ireland and the Northern Ireland Museums Council. In recent years, funding allocations have been as follows:

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	2015/16 £m
NMNI	17.68	16.31	15.52	15.98	11.14
NIMC	0.27	0.26	0.27	0.27	0.24
Totals	17.95	16.57	15.79	16.25	11.38

Table 2: Allocations of funding by DCAL to the two museums bodies in Northern Ireland⁶

In addition to funding from DCAL, museums also derive funding from their local councils, from donations, from commercial income, as well as from a range of trusts and other funding bodies.

1.4 Types of museums and their coverage

In the UK, there are a number of categories into which museums are divided. Common across all regions are:

- **National** – museums which attempt to appeal to all audiences and cover a broad range of topics and subject areas. They are primarily funded directly by Government and their governance is the responsibility of the relevant department.
- **Local authority** – museums which are funded and governed by their local authority or council. Whilst their coverage can be varied, they often focus on a subject area relevant to the geographic location in which they are situated.
- **National Trust** – properties and facilities which are under the stewardship of the National Trust.
- **Military** – these are institutions focused on various aspects of the military. Their funding can come from a number of sources, including charitable donations and grants from related organisations such as the Army Museums Ogilby Trust.
- **Independent** – these are museums which are independently funded and governed but which can meet the criteria required for accreditation.

There are also a few categories which are region-specific and therefore not comparable with Northern Ireland. These are English Heritage, National Trust Scotland, and Historic Scotland. Cadw, the Welsh national heritage agency, provides expertise and, in some cases, grants to Accredited Welsh institutions but, as it doesn't

⁶ Information taken from: DCAL. 2011. *Department of Culture, Arts and Leisure Budget 2011-15*: http://www.dcalni.gov.uk/final_budget_allocation.pdf; DCAL. 2014. *Revised Budget Allocations - 2013/14 and 2014/15*: www.dcalni.gov.uk/budget_allocations_for_2013-14_2014-15.doc; DCAL. 2015. *Budget 2015-16: Consultation on Savings Delivery Plans and Equality Impacts*: <http://nia1.me/2m2>

directly manage these facilities, Cadw-aided institutions are not counted as a separate category in the Arts Council England figures.

Northern Ireland has 20 local authority museums, nine independent museums, seven National Trust museums, three national museum and three military museums. This mix is largely in proportion to the numbers of specific museum types found throughout the UK, though the UK as a whole tends to have higher numbers of independent museums than local authority museums. The only other region that, like Northern Ireland, has more local authority museums than independent museums is Wales.⁷

With regards to the Republic of Ireland, museums achieving MSPI accreditation are not put into discrete categories on publicly-available reports, therefore a meaningful comparison is not possible.

1.5 Collections

A survey of museum collections in Northern Ireland in 2007 established that there are approximately 1.8 million objects held in its 38 Accredited museums⁸. This compares with 12 million objects and specimens in Scotland, and 5.2 million artefacts in Wales.

The survey found that the majority of these 1.8 million objects are held by national museums (1,446,187), with local authority museums holding 175,928, and independent museums 173,200. A number of resource pressures were identified by this survey, including the following:

- 81% of museums have not fully documented their collections;
- 42% of museums stated that at the current rate of acquisition, they would need to increase their storage immediately;
- 76% of curators spend less than 10% of their time on research.

The proportion of collections held by each of the different types of museum in Northern Ireland is as follows (overleaf):

⁷ Arts Council England, *Statistical report: Accreditation*, 5 March 2015, retrieved 21 April 2015
http://www.artscouncil.org.uk/media/uploads/accreditation-stats/Statistical_Report_-_2015-03-05_Accreditation.pdf

⁸ Northern Ireland Museums Council. 2007. *Survey of Museum Collections in Northern Ireland*.
http://www.nimc.co.uk/crossfire/files/page_8/6_file.pdf

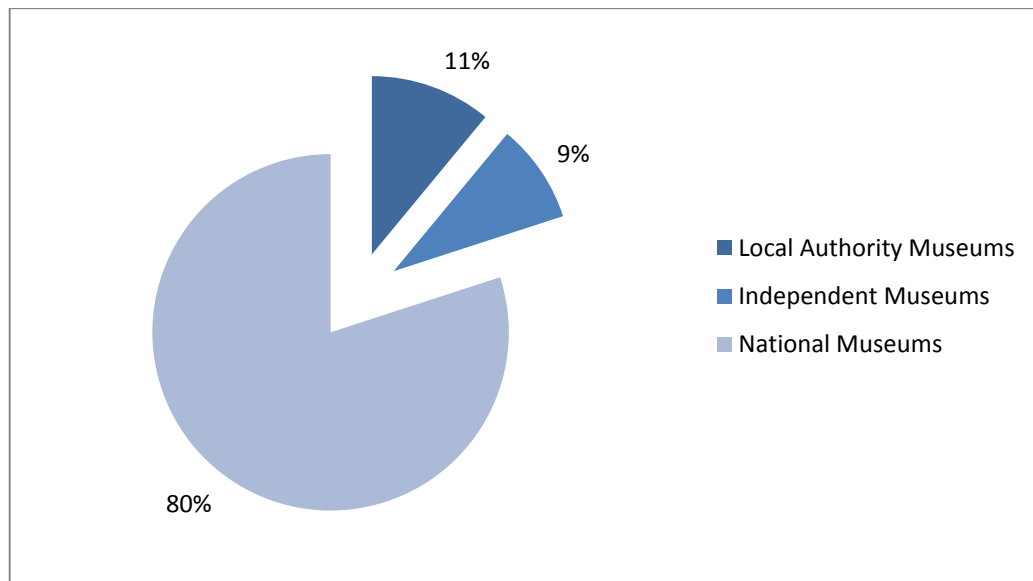


Figure 2: Collections held by type of museums in Northern Ireland

These collections can be made up of a wide variety of different object types.

Collection type	Number of objects			Total
	Independent	Local council	National	
Archaeology	22,352	8,725	276,7000	307,777
Archives	94,850	122,357	571,052	788,259
Coins, medals, tokens	12,315	3,283	48,834	64,432
Costume, textiles	5,5419	7,362	34,993	47,774
Social history	15,594	13,521	71,885	101,000
Decorative and applied art	6,648	4,843	19,546	31,037
Fine art	2,970	2,988	10,083	16,041
Scientific collections	304	1,495	378,530	380,329
Industry, commerce	922	7,490	16,200	24,612
Transport, maritime	140	1,597	11,897	13,634
Warfare, defence, weapons, accessories	11,664	1,657	3,287	16,608
Ethnography	22	610	3,180	3,812
TOTAL	173,200	175,928	1,446,187	1,795,315

Table 3: A summary of object types held within museum collections in Northern Ireland

The following table and chart provide a breakdown of these collections across 12 different categories (overleaf):

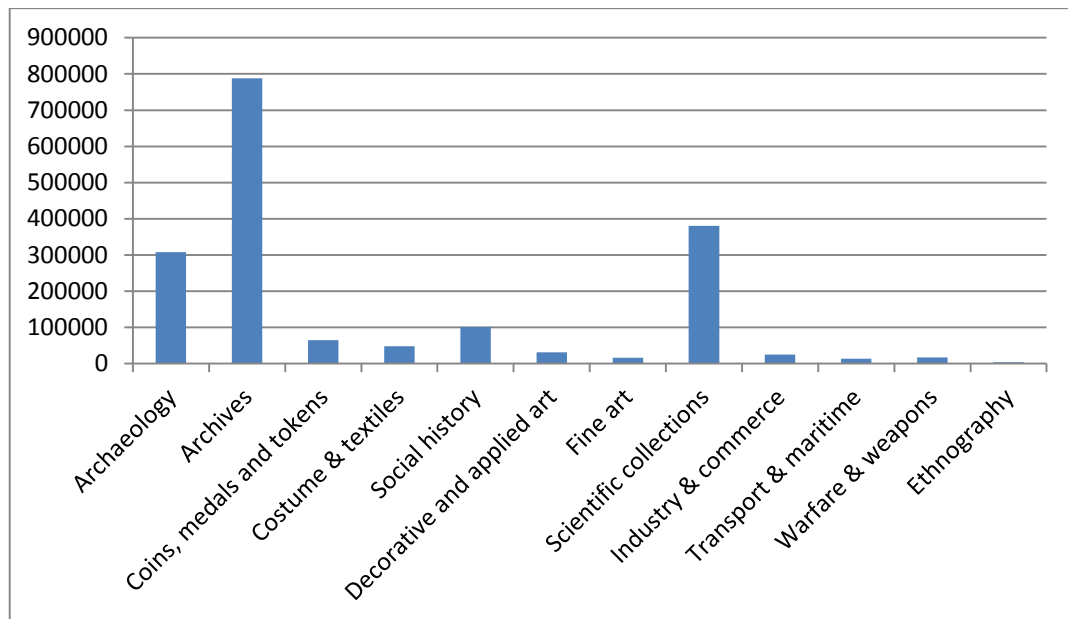


Figure 3: A breakdown of collection types in Northern Ireland's museums

Of the 1.8 million objects held in museum collections, 23% have been classified as being of international significance. Archaeological collections make up around 17% of the total held by Accredited museums, and are the third largest collection type. 90% of archaeological collections are held in two of the national museums⁹.

The NIMC survey reported that collections management across Northern Ireland's museums had generally improved since 2005. However, in 2007 just 42% of museums described their stores as well organised and sufficient for their current collection. While 92% of museum staff have a basic understanding of environmental factors which may damage the collections, only 45% have full monitoring programmes in place.

1.6 Staff and volunteer levels

The following figures, collected and published by NIMC as part of *Mapping Trends in Northern Ireland's Local Museums*, indicate the numbers of permanent full-time and part-time staff working in local museums (but not in the National Museums) up until 2011:

	Permanent Full-time			Permanent Part-time		
	2001	2006	2011	2001	2006	2011
Local Authority museums	68	73	79	23	18	23
Independent museums	39	40	61	24	37	32
Total	107	113	140	47	55	55

Table 4: Permanent staff employment in local museums in Northern Ireland¹⁰

⁹ Northern Ireland Museums Council. 2007. *Survey of Museum Collections in Northern Ireland*. http://www.nimc.co.uk/crossfire/files/page_8/6_file.pdf p6.

¹⁰ Northern Ireland Museums Council. 2012. *Mapping Trends in Northern Ireland's Museums*. Belfast: <http://www.nimc.co.uk/research-and-publications/download-publication/12/mapping-trends-in-northern-irelands-local->

These figures indicate that there was an 8% rise in the number of permanent, full-time staff in local authority museums between 2006 and 2011, but a 52% rise in independent museums.

	Temporary/Seasonal			Volunteers		
	2001	2006	2011	2001	2006	2011
Local Authority museums	14	19	20	10	13	16
Independent museums	81	94	158	151	157	299
Total	95	113	178	161	170	315

Table 5: Temporary staff employment and volunteers in local museums in Northern Ireland¹¹

It can be seen from these figures that the number of seasonal or temporary staff employed in museums has risen significantly, with a 58% rise across the sector. Almost all of these posts were in independent museums. However, it should be stated that both of these tables provide figures up to 2011, and may not therefore be representative of the full extent of the economic downturn. NIMC has indicated that it plans to repeat this data collection exercise in 2015¹².

Numbers of staff and volunteers are reported differently by National Museums Northern Ireland, but as an indication of the difference of scale between local and national sites, NMNI state that 282 volunteers were engaged in museum activities in 2013-14¹³.

In terms of wages among museum staff, the following is a summary of the salary band of staff in local museums in 2011.

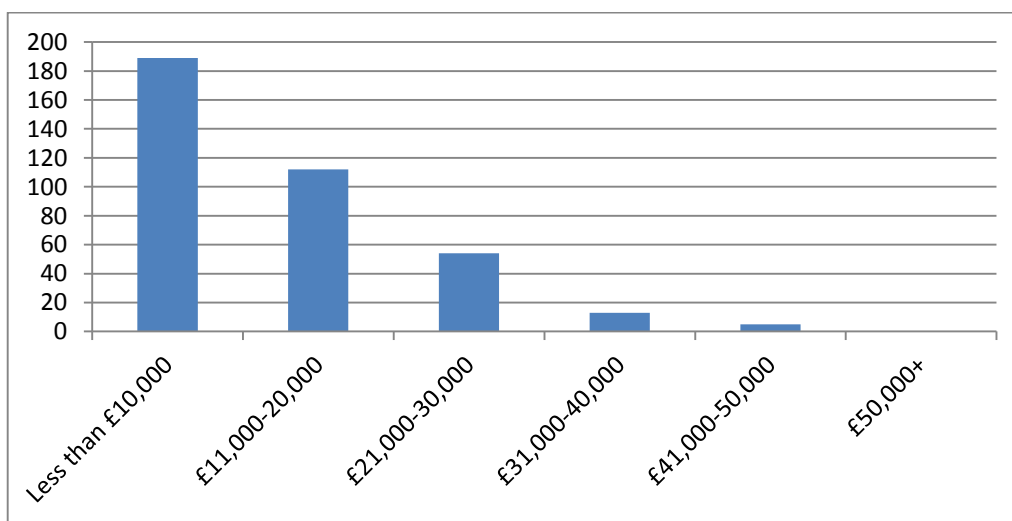


Figure 4: Gross salary levels paid to staff in local museums in Northern Ireland

[museums-2012.pdf](#) p5; see also Northern Ireland Museums Council. 2010. *Volunteering in Local Museums in Northern Ireland*: <http://nia1.me/2m3> and Northern Ireland Museums Council. 2010. *Staffing and Employment Trends within Northern Ireland's Museums*: <http://nia1.me/2m4>

¹¹ Northern Ireland Museums Council. 2012. *Mapping Trends* (as above): p6.

¹² Committee for Culture, Arts and Leisure. Minutes of Proceedings. 19.3.15. Briefing from Northern Ireland Museum Council regarding Savings Delivery Plans: <http://www.niassembly.gov.uk/globalassets/documents/cal/minutes/minutes-of-meeting-held-on-19th-march-2015.pdf>

¹³ Figure taken from NMNI annual report 2013-14.

2 Measuring museum performance

2.1 The Accreditation scheme

Museums in the UK can apply for Accreditation under the Accredited Museum Scheme. This scheme is administered by Arts Council England, in partnership with Museums Galleries Scotland, Northern Ireland Museums Council, and CyMAL in Wales.

Accreditation is a system designed to define good practice and a minimum level of agreed standards. It provides a benchmark which all qualifying museums must achieve and maintain. Overall, the aims of the system are as follows:

1. To encourage all museums and galleries to achieve agreed standards in:
 - how they are run;
 - how they manage their collections; and,
 - the experiences of users.
2. To encourage confidence in museums as organisations that manage collections for the benefit of society and manage public funds appropriately.
3. To reinforce a shared ethical and professional basis for all museums.

In terms of eligibility, to be Accredited a museum must:

- Meet the Museums Association's 1998 definition of a museum (ie 'Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society');
- Hold a long-term collection of artefacts;
- Have a formal constitution;
- Provide two years of relevant accounts;
- Make sure that they meet all relevant legal, ethical, safety, equality, environmental and planning requirements;
- Be committed to forward planning to improve the service for users.

The specific standards which must be achieved for Accreditation are set out in Annex 1. An outline of those standards is as follows:

1. Organisational health:

- 1.1 Clear statement of purpose
- 1.2 Acceptable constitution for the governing body
- 1.3 Appropriate management arrangements
- 1.4 Effective forward planning

- 1.5 Secure occupancy of all premises containing collections
- 1.6 Demonstration of financial basis
- 1.7 Appropriate workforce, in numbers and experience, for the museum's responsibilities and plans
- 1.8 Access to professional advice and input to policy development and decision making
- 1.9 Clear, workable emergency plan
- 1.10 Organisational approach to environmental sustainability

2. Collections:

- 2.1 Satisfactory arrangements for the ownership of collections
- 2.2 Development policy
- 2.3 Documentation policy
- 2.4 Care and conservation policy
- 2.5 Documentation plan
- 2.6 Care and conservation plan
- 2.7 Documentation procedures
- 2.8 Expert assessment of security arrangements

3. Users and their experiences:

- 3.1 Good-quality services and development
- 3.2 User-focused experience
- 3.3 Effective learning experiences

It is a condition of many grant-making bodies that a museum must be Accredited before it can receive funding. As an example of the significance of Accreditation, Northampton Museums Service had their Accreditation removed by Arts Council England (ACE) following the sale of an ancient Egyptian statue¹⁴. ACE's panel found that the process leading up to the sale and the sale itself were in contravention of the Accreditation standard. As a result of this, Northampton Museum and Art Gallery and Abington Park Museum have been removed from the Accreditation scheme for a minimum period of five years. This is likely to limit the range of funding options available to those museums. Croydon Museums also lost its Accreditation status following the sale of part of its collection in 2013¹⁵.

In Northern Ireland, the Accreditation Scheme for Museums is managed by the Northern Ireland Museums Council. All museums seeking Accreditation, including each

¹⁴ Kendall, G. 1.8.14. 'ACE strips Northampton Museums Service of Accreditation', *Museums Journal*. Museums Association.

¹⁵ Steel, P. 5.12.13. 'Croydon stripped of Accreditation', *Museums Journal*. Museums Association.

of the National Museums, must prove that they continue to meet the requirements of the scheme by sending an Accreditation return to the assessing organisation every two to three years¹⁶.

Accreditation in the Republic of Ireland is carried out by the Heritage Council of Ireland under the Museum Standards Programme for Ireland (MSPI). The scheme came about due to requests from the Irish museum sector and pilot studies were carried out in 2004. It wasn't until 2007, however, that the scheme was formally launched and the first accreditation certificates were awarded. The number of institutions in the programme has expanded steadily since then. The primary difference between the MSPI and the Accredited Museum Scheme is that the MSPI is voluntary, whereas the Accredited Museum Scheme in the UK can often be a condition of funding.

2.2 The Northern Ireland Museums Policy

A museums policy for Northern Ireland was launched by DCAL in March 2011¹⁷. It contains sections on developing audiences; education and learning; collections development, care, management and use; and infrastructure, investment and resources.

With regard to museums performance, the museums policy contains a wide range of strategic priorities which may be of relevance. The following is a small selection of examples:

- **DA1:** To increase the number and diversity of people visiting Northern Ireland's museums;
- **DA7:** To increase the number and range of volunteering opportunities across the museum sector;
- **EL3:** To ensure that high quality museums services are consistently available across Northern Ireland;
- **EL6:** To strengthen the commitment of museums to community engagement;
- **CD2:** To establish clear priorities amongst museums, both individually and collectively, for the development and protection of their collections;
- **CD5:** To encourage more partnerships between museums by way of increasing public access to objects and collections;
- **ILR1:** To strengthen governance, management and leadership across the museums sector;
- **ILR4:** To clarify how and what museums, both individually and collectively, contribute to local and central government objectives.

¹⁶ Accreditation Scheme for Museums and Galleries in the United Kingdom: Accreditation Standard. http://www.nimc.co.uk/fs/doc/Accreditation_standard.pdf p14.

¹⁷ DCAL. 2011. Northern Ireland Museums Policy: http://www.dcalni.gov.uk/pdf_version_of_final_museums_policy.pdf

The NIMC publication *Mapping Trends in Northern Ireland's Local Museums* contained some information which could be used to examine progress towards the objectives of the Northern Ireland Museums Policy (though not for the National Museums). However, the policy has not been subjected as a whole to a published evaluation or monitoring exercise.

However, some indication of museums performance can be gleaned from data available elsewhere, either for the museums sector as a whole or for individual instances. The following sections summarise what data is available.

2.3 Visitor numbers

Providing a direct comparison of visitor numbers for the various regions proves difficult, as the methodologies used for collating these figures across the regions are inconsistent. The Association of Leading Visitor Attractions (ALVA) compiles detailed visitor numbers for its members but this doesn't include all or even most Accredited museums in the United Kingdom.

In Northern Ireland, visitor numbers are gathered by local museums and compiled by the Northern Ireland Museums Council¹⁸. National Museums Northern Ireland also collates figures for its three (previously four) institutions.

The overall total visitor numbers for Northern Ireland's local museums from 1994-95 to 2012-13 are as follows:

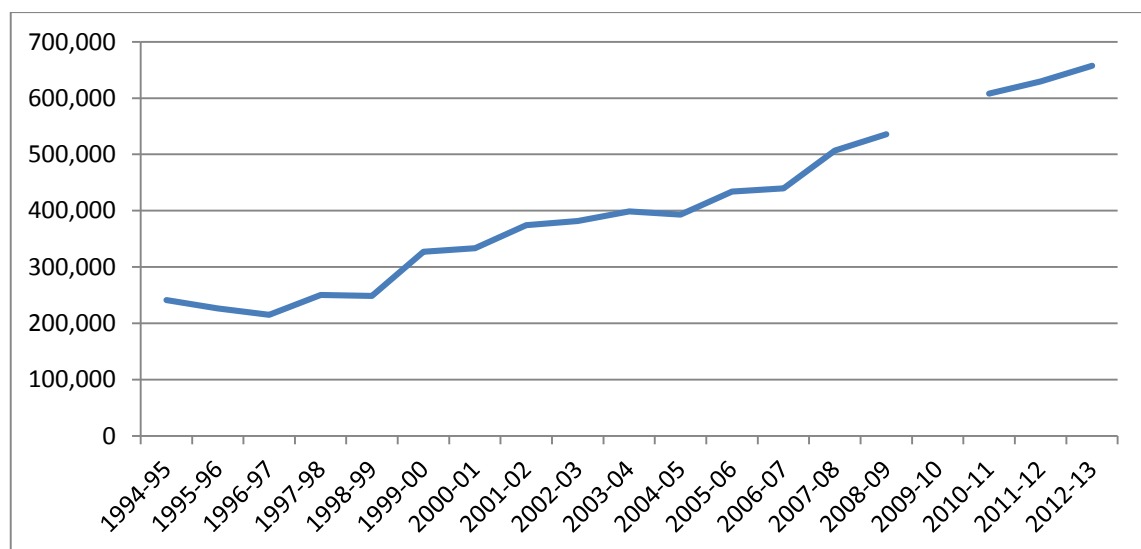


Figure 5: Visitor numbers for Northern Ireland's local museums¹⁹

¹⁸ Northern Ireland Museums Council, *Northern Ireland's Local Museum Visitor Numbers*, retrieved 23 April 2015 <http://www.nimc.co.uk/research-and-publications/download-publication/13/museum-visitor-numbers-2012.pdf>

¹⁹ Figures provided by the Northern Ireland Museums Council following an information request by the Assembly Research and Information Service; figures for 2009-10 are not currently available.

A more detailed breakdown of visitor numbers for the two most recent years for which data is available is as follows (overleaf):

Museum	2011	2012
Andrew Jackson and US Rangers	1088	1379
Armagh Public Library	4400	5924
Ballycastle Museum	3037	3046
Ballymoney Museum	12824	14639
Carrickfergus Museum	18866	11803
Coleraine Museum	2210	2953
Craigavon Museum Service: Waterside House	10226	14365
Craigavon Museum Service: Barn Museum	4500	3198
Derry - Tower Museum	24620	20900
Derry - Harbour Museum	4835	closed
Down County Museum	33219	31331
Downpatrick & County Down Railway	10000	9033
F.E. McWilliam Gallery & Studio	40559	50612
Fermanagh County Museum	26498	31981
Flame: The Gasworks Museum of Ireland	1969	1421
Green Lane Museum	6874	8006
Inniskillings Museum	See Fermanagh (joint ticketing)	See Fermanagh (joint tickets)
Larne Museum	5048	4247
Lisburn Museum	47347	44439
Mid-Antrim Museum	27990	30457
National Trust: Ardress	7000	6126
National Trust: Argory	37500	38290
National Trust: Castle Ward	15740	38000
National Trust: Florence Court	36000	35865
National Trust: Hezlett House	3500	4000
National Trust: Mount Stewart	27567	29000
National Trust: Springhill House	22761	18807
Naughton Gallery at Queen's	21065	12000
Newry and Mourne Museum	35443	34719
North Down Museum	54177	69148
Police Museum	2412	1868
Railway Preservation Society	9500	To be declared
Royal Irish Fusiliers Museum	10504	10847
Royal Ulster Rifles	1500	3126
Sentry Hill	6040	6500
Somme Heritage Centre	31000	30823
Strabane Museum Service	400	270

Total	608,219	629,393
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Table 6: Visitor numbers for local museums in Northern Ireland

It can be seen from this table that overall there was an increase in visitor numbers of 3% from 2011 to 2012. However, this overall increase masks some complexity in the data, with 16 museums indicating a decline in the number of visitors.

In terms of the museums controlled by National Museums Northern Ireland, total visitor numbers for recent years are as follows:

	2011-12	2012-13	2013-14
Total NMNI visitors	846,557	904,086	728,249

Table 7: Visitor numbers for NMNI sites²⁰

When the figures for local museums are combined with a total of 904,086 visitors to Northern Ireland's national museums recorded by National Museums Northern Ireland²¹, there were a total of 1,533,479 museum visitors in 2012. This means that the average number of visitors per Accredited museum in Northern Ireland is 36,511.

England and Wales both use a select number of base institutions upon which to derive their figures. Both of these regions use 'Museums and Galleries' as a discrete category, meaning that the visitor numbers in this area do not separate out Accredited institutions and also include figures for institutions which are not considered museums. In 2012 in England, 68,972,528 visitors were recorded against 432 base institutions, giving an average visitor number of 159,658²². In 2013 in Wales, 4,616,715 visitors were recorded against 42 base institutions, giving an average visitor number of 109,921²³.

Compared to the average visitor numbers for Accredited museums in Northern Ireland, the figures for England and Wales appear very high. This is likely due to the category under which museum visits are recorded including galleries, and non-Accredited institutions being able to submit visitor figures. However, it does make obtaining a meaningful comparison between these regions and Northern Ireland difficult.

In Scotland, visitor trends are measured by the Moffat Centre of Glasgow Caledonian University. The most recent publicly available figures are from 2010, covering 148 institutions of both museum and gallery types. The figures cover a four-month period from January to April which extrapolates into 7,456,341 visitors for 2010, resulting in an

²⁰ These figures are taken from National Museums Northern Ireland annual reports, and do not include figures for W5.

²¹ National Museums Northern Ireland, *Annual Report and Accounts 2012 – 2013*, retrieved 23 April 2015

<http://www.nmni.com/Documents/NMNI/Annual-Report-2012-13>

²² Visit England, *Full Attractions Listing 2013*, retrieved 23 April 2015

http://www.visitengland.com/sites/default/files/downloads/full_attractions_listing_for_website_v4_national_glass_centre.xls

²³ Welsh Government, *Visits to Tourist Attractions in Wales 2013 Revised*, 23 September 2014, retrieved 23 April 2015
<http://gov.wales/docs/caecd/research/2014/140923-visits-tourist-attractions-2013-revised-en.pdf>

average visitor number per institution of 50,380. Again, this average is likely inflated by non-Accredited galleries being included in the visitor numbers²⁴.

In the Republic of Ireland, the Department of Arts, Heritage and the Gaeltacht recorded 3.6 million visitors across the cultural institutions to which they provide funds in 2013. This does not refer solely to MSPI-Accredited museums, and the Heritage Council, which oversees the MSPI scheme, does not provide figures on visitor numbers to its sites. This means that it isn't possible to provide a meaningful comparison to the Northern Ireland museum sector.

Although the average number of visitors to Northern Ireland museums appears much lower than the other regions, it is important to highlight to what extent the methodology used in those regions can impact the numbers. Using a similar approach to England and Wales, which put museums and galleries in the same category, and using a small group of baseline institutions, the average number of visitors to Northern Ireland museums and galleries increases from 36,511 to 51,525.²⁵

Calls have been made by both the Northern Ireland Museums Council and the previous Committee for Culture, Arts and Leisure for there to be improvements in the capture and analysis of visitor data by museums²⁶.

A different perspective on this may be gained from a UK-wide longitudinal household study called Understanding Society. Survey evidence from this study enables the comparison of levels of engagement in culture, arts and leisure across the UK. The following chart illustrates the percentage of people who said they had visited a museum in the previous 12 months.

²⁴ Moffat Centre, *Scottish Visitor Attraction Barometer Report January – April 2010/9*, retrieved 23 April 2015 http://www.moffatcentre.com/media/moffatcentre/documents/visitorattractionreports/Jan-AprVAB10_3.pdf

²⁵ Department of Enterprise, Trade and Investment Northern Ireland, *Northern Ireland Visitor Attraction Survey*, 4 July 2013, retrieved 23 April 2015: http://www.detini.gov.uk/visitor_attraction_survey_2012.pdf

²⁶ Northern Ireland Museums Council. 2009. *Learning within Museums in Northern Ireland: Learning Report*: p5; Committee for Culture, Arts and Leisure. 2011. *Review into the Impact and Value of Museums in Northern Ireland*. Fifth Report: http://archive.niassembly.gov.uk/culture/2007mandate/reports/2010/Report_38_10_11R.htm#3

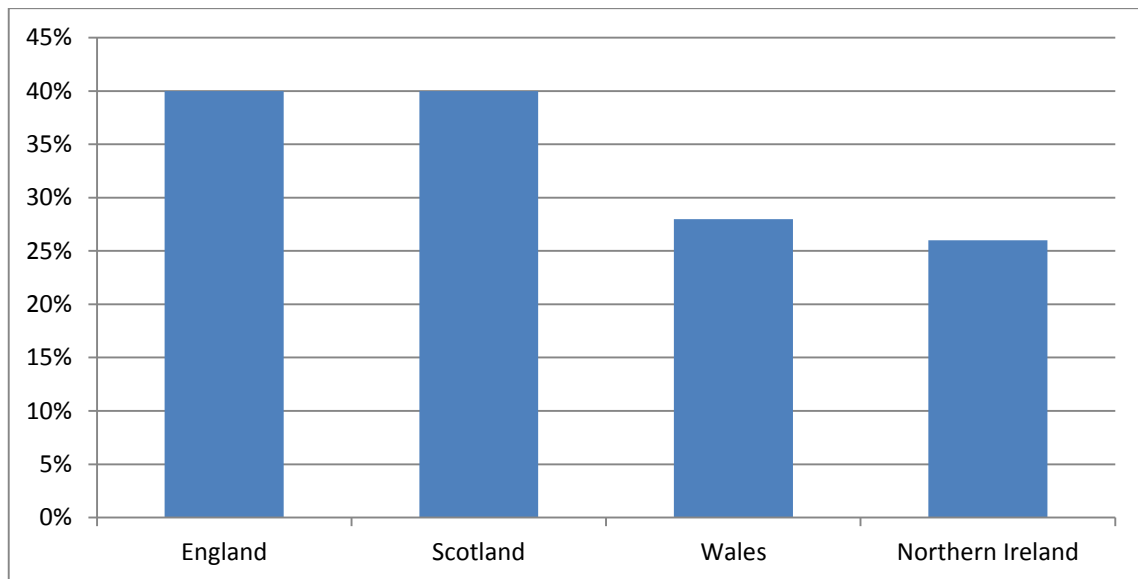


Figure 6: Percentage of adults who said they had visited a museum in the last 12 months²⁷

It can be seen from this that Northern Ireland has the lowest level of attendance of the four regions.

2.4 Economic contribution

The only tailor-made review of the economic impact of museums in Northern Ireland was conducted in 2003 by Price Waterhouse Coopers, commissioned by the Heritage Lottery Fund and with guidance from Northern Ireland Museums Council.²⁸ This review sought to illustrate the contribution museums make to the economic life of Northern Ireland, but also to develop an understanding in the sector of the importance of demonstrating this contribution.

The methodology adopted was essentially a multiplier analysis which calculated not only the revenue generated directly by the museum in terms of entrance fees, food and drink, but also the wider effects of direct and indirect employment. The study also involved consultation with key stakeholders, and the resulting report presented both figures for the economic impact of the whole sector, and three specific case studies: the Ulster American Folk Park, the Lisburn Museum and Linen Centre, and Downpatrick Railway Museum. In terms of the economic impact of the sector, the following is a summary of the key figures:

- At the time there were 38 Accredited museums; these attracted 800,000 visitors in 2001, of whom 152,000 were from outside the region;

²⁷ Devine, P & Dowds, L. 2013. *Understanding society: Culture, arts and leisure in the UK regions: Draft Final report*. Belfast: Access, Research, Knowledge Northern Ireland: http://www.dcalni.gov.uk/understanding_society_dcal_report.pdf p24.

²⁸ Price Waterhouse Coopers. 2003. *An Initial Review of the Economic Impact of Museums in Northern Ireland: Final Report*. Heritage Lottery Fund.

- Total income amounted to around £17.3 million in 2000-01, equating to around 0.1% GDP; and,
- The total expenditure of the sector is around £16.2 million, of which 85% is spent in Northern Ireland.

In terms of assessing the full economic impact of museums consistently in the future, it was concluded that data would have to be collected on such factors as:

- Direct and indirect employment;
- Details of any franchised operations that are dependent on a museum;
- Expenditure within the local economy;
- Visitor numbers; and,
- Visitor spend.

It was also concluded that in addition to the (then) 38 Accredited museums, a further 400 organisations existed at the time which could be considered museums²⁹, and that, 'it is impossible to accurately estimate the full impact of the total museum sector without further in-depth, primary research'³⁰.

In 2008, Price Waterhouse Coopers, in collaboration with the Northern Ireland Statistics and Research Agency, conducted a piece of research designed intended to examine a model for understanding the social and economic value of public libraries, museums, arts and sport in Northern Ireland.³¹ The study reproduced some headline economic figures for museums from a 2003 Heritage Lottery Fund report³², and also highlighted a number of potential social benefits, including those associated with tourism, education, health, regeneration, and social inclusion.³³ However, two key recommendations highlighted the need for further research to be carried out:

- The last significant research regarding the economic benefits of museums in Northern Ireland was conducted in 2003. This research infrastructure is dated and the sector would benefit greatly from guidance from DCAL regarding a more frequent evaluation framework.
- Little research has been undertaken regarding the social benefits of museums in Northern Ireland and an effective social evaluation tool could be developed and rolled out on a consistent basis across Northern Ireland's museums sector.

The second stage of the study was intended to populate the model developed during stage one. However, in spite of the conclusion in the stage one report that 'sufficient data is available in which to examine the economic benefits across each of the

²⁹ NISRA. 2000. 'Omnibus survey', in *DCAL Local Museum and Heritage Review*, March 2001.

³⁰ Price Waterhouse Coopers. 2003. *An Initial Review of the Economic Impact of Museums in Northern Ireland: Final Report*. Heritage Lottery Fund: p31.

³¹ DCAL, NISRA & PriceWaterhouseCoopers. 2008. *Social and Economic Value of Public Libraries, Museums, Arts and Sport in Northern Ireland Phase I: Designing a Model*.

³² DCAL, NISRA & PriceWaterhouseCoopers. 2008. *Social and Economic Value of Public Libraries, Museums, Arts and Sport in Northern Ireland Phase I: Designing a Model*: pvii.

³³ DCAL, NISRA & PriceWaterhouseCoopers. 2008. *Social and Economic Value of Public Libraries, Museums, Arts and Sport in Northern Ireland Phase I: Designing a Model*: pviii.

business areas', it was later decided that in fact the available data for economic modelling was *not* sufficient, that too many assumptions would have to be made from pre-existing studies, and that only the area of libraries would be suitable for economic modelling to take place³⁴.

It would seem that no major assessment of the economic and social impact of museums has been carried out since this attempt, meaning that there has been no concerted study since 2003.

However, some local museums have taken steps to assess their own economic contribution. For example, Down County Museum used a toolkit created by the Association of Independent Museums³⁵ to estimate their economic contribution in 2011³⁶. Using this toolkit, the museum concluded that the museum has a total gross visitor impact of £837,542 in the local economy; that it creates total direct, indirect and induced employment value in the local economy of 19 jobs; and that the museum has a total direct, indirect and induced spend of £149,666, comprising £111,900 in direct spend and an additional £37,766 in indirect and induced spend.

2.5 Learning outcomes

In 2009, the Northern Ireland Museums Council published entitled *Learning within Museums in Northern Ireland*⁶⁷. This report provided an overview of learning provision across all Accredited museums in Northern Ireland, including the extent to which coordinated learning programmes were taking place and the nature of collaboration between museums and schools. This report followed a similar study by the Welsh Government's museums, libraries and archives body, CyMAL, which undertook a comprehensive study of learning provision within museums in Wales in 2006³⁸.

The 2009 study found that at that time, 25 local museums in Northern Ireland provided some form of curriculum-related resources and activities.

However, the study also found that of 37 Accredited local museums which participated in the survey, only five explicitly referred to 'education' and only four referred to 'learning' in their mission statements. Only ten had written policies for education, learning, access or outreach which had been formally adopted by the museum's governing body³⁹.

The *Learning within Museums in Northern Ireland* report stated that,

³⁴ Assembly Research and Library Services. February 2008. 'Research paper: Economic modeling of value impacts of DCAL investment'.

³⁵ Association of Independent Museums. 2010. *The Economic Value of the Independent Museums Sector – Annex 3: Toolkit*: <http://nia1.me/2m7>

³⁶ Down County Museum. 2011. *The Economic Impact of Down County Museum*. Downpatrick: Down County Museum.

³⁷ Northern Ireland Museums Council. 2009. *Learning within Museums in Northern Ireland: Learning Report*: p5.

³⁸ CyMAL. 2007. *Spotlight on Museums 2006*. Aberystwyth: <http://nia1.me/2ln>

³⁹ Northern Ireland Museums Council. 2009. *Learning within Museums in Northern Ireland*: p25.

It would appear that further steps could be taken to consolidate learning as a fundamental activity within museums' statements and plans and in integrating such purpose within the purview of all museums staff⁴⁰.

Twenty-nine of the 37 museums cited a lack of staff and time and a shortage of dedicated education officers as the key constraint in developing curriculum-related programmes. Twenty stated that they felt constrained by a lack of expertise, the main issue being lack of specialist expertise in certain areas of the curriculum.

The report made a number recommendations in this regard, including the following:

Museums and their governing bodies develop and formally adopt a learning policy for their institution. In this regard the need for legislation regarding the provision of educational services within museums by local authorities should be examined.

The Northern Ireland Museums Policy, published in 2011, states under 'Strategic Priority 2: Education and Learning' an intention 'To provide educational programmes which complement and support the work of the formal education sector'⁴¹.

A more recent study of museums, again carried out by the Northern Ireland Museums Council and published in 2011, found that across the 38 local museums in Northern Ireland, 21 had an education or learning policy in place that had been agreed by the governing body. The table below provides a breakdown of the numbers and level of attendees. It can be seen from this that a total of 56,629 educational visitors attended a local museum in 2011. By some margin, the majority of attendees at educational programmes in museums were at Key Stage 1 and Key Stage 2 level.

Stage	Local authority museums (18/20 museums)		Independent museums (12/17 museums)	
	Number of sessions given	Total attendance	Number of sessions given	Total attendance
Pre-school	0	0	0	0
Foundation	10	250	16	522
Key Stage 1	44	1163	221	9418
Key Stage 2	426	10478	158	5075
Key Stage 3	106	2637	12	170
Key Stage 4	41	1019	6	
Post 16	55	609	0	0
			[plus number not broken down by stage]	4172
Non-curriculum	228	8893	60	860

⁴⁰ Northern Ireland Museums Council. 2009. *Learning within Museums in Northern Ireland: Learning Report*: p26.

⁴¹ DCAL. 2011. *Northern Ireland Museums Policy*: http://www.dcalni.gov.uk/pdf_version_of_final_museums_policy.pdf p13.

Outreach to schools	67	3760	47	1308
Outreach to groups other than schools	96	5845	14	450
TOTALS		34,654		21,975

Table 8: Educational programmes run by local museums in Northern Ireland, as reported in 2011⁴²

Figures for educational visitors are reported differently by National Museums Northern Ireland (NMNI). Total numbers of participants in organised learning visits for recent years at NMNI sites are as follows:

	2011-12	2012-13	2013-14
Number of participants in organised learning visits	148,278	127,517	119,461

Table 9: Participants in organised learning visits at NMNI sites⁴³

2.6 Access by low income groups

In 2013, DCAL published a piece of research which examined the impact of poverty on attendance at museums in Northern Ireland⁴⁴. Using data from the Continuous Household Survey and the Young Persons' Behaviour and Attitude Survey, the report concluded people living in the 10% least deprived areas were more likely to attend museums than those living in all other areas. The proportion of residents from the most deprived areas who visited a museum was significantly lower (at 38%) than those from the least deprived areas (at 59%)⁴⁵.

In 2007-08, there was a 12 percentage point difference in museum attendance between adults living in the most and least deprived areas of Northern Ireland. By 2011-12, this difference was 21 percentage points.

It was also found that people who had never worked, people on low pay and people with qualifications were less likely to attend museums. This picture is reinforced among young people, with those entitled to free school meals significantly less likely to visit a museum than those who are not.

Moreover, people living in the most deprived areas were more likely than people living in the least deprived areas to state that cheaper admission prices and better public transport links would encourage them to attend museums.

2.7 Disability access

⁴² Northern Ireland Museums Council. 2012. *Mapping Trends* (as above): p15.

⁴³ Figures taken from National Museums Northern Ireland annual reports; they do not include figures for W5.

⁴⁴ DCAL. 2013. *Impact of Poverty on Attendance at Museums in Northern Ireland*. NISRA: http://www.dcalni.gov.uk/quick-links/research-and-statistics-3/research-publications/museums_poverty_2013.htm

⁴⁵ Bateson, O. 2013. *Impact of Poverty on Attendance at Museums in Northern Ireland*. Belfast: Department of Culture, Arts and Leisure & Northern Ireland Statistics and Research Agency.

Evidence from the Continuous Household Survey⁴⁶ suggests that the proportion of adults who do not have a disability and had been to a museum in their lifetime (86%) was higher than those who have a disability and had ever been to a museum (80%).

Adults who have a disability were more likely than those who do not have a disability to state that 'better public transport links/access to transport' would encourage them to visit museums more.

The Mapping Trends in Northern Ireland's Local Museums report found that in 2011, 45% of museums provided an induction loop system. Of the local authority museums, four stated that at the time they had members of staff able to sign for visitors with hearing difficulties⁴⁷.

⁴⁶ DCAL. 2014. *Experience of Museums and Science Centres by Adults in Northern Ireland*. NISRA/DCAL. DCAL Findings 10/2014-15: http://www.dcalni.gov.uk/museums_bulletin_chs_201314.pdf

⁴⁷ Northern Ireland Museums Council. 2012. *Mapping Trends* (as above): p10.

Annex 1: Requirements for Accreditation¹

1 Organisational health

'Accredited museums are responsible, responsive and resilient.'

1.1 Clear statement of purpose

The museum must be guided by a statement of purpose that defines why the museum exists and who it is for.

1.2 Acceptable constitution for the governing body

The museum must be a long-term organisation that exists to benefit the public and protect collections. It must have an appropriate and acceptable constitution for the governing body.

1.3 Appropriate management arrangements

The museum must be an effective organisation that is well managed and able to provide evidence of the following:

1.3.1 that it has a satisfactory management structure, from the governing body to the user;

1.3.2 that it has formally approved any authorities or responsibilities the governing body has delegated to sub-committees, members of staff or volunteers;

1.3.3 that the management structure makes sure there is appropriate professional input into decision making and policy development;

1.3.4 that succession procedures are sufficient to ensure business continuity and accountability;

1.3.5 the person or organisation that has powers to approve documents such as the forward plan and policies on managing collections; and,

1.3.6 any approved agreement under which a separate organisation runs the museum.

1.4 Effective forward planning

The museum must plan effectively for long-term success and to make sure it can adapt in a changing environment in order to survive. Its approved forward plans must include or cover the following:

1.4.1 the museum's statement of purpose;

1.4.2 a review of the previous forward plan;

1.4.3 an analysis of the environment in which it exists;

¹ *Accreditation Scheme for Museums and Galleries in the United Kingdom: Accreditation Standard:*
http://www.nimc.co.uk/fs/doc/Accreditation_standard.pdf

- 1.4.4 consultation and an analysis of views;
- 1.4.5 its key aims;
- 1.4.6 the specific objectives beneath each key aim;
- 1.4.7 how it will achieve its objectives;
- 1.4.8 a resource plan showing the people and money available to meet its objectives; and,
- 1.4.9 the date the plan will be reviewed.

1.5 Secure occupancy of all premises containing collections

The terms under which the museum occupies the buildings or sites must be long-term (usually at least 12 months) and be sufficient to keep the collections secure and allow effective forward planning.

1.6 Demonstration of financial basis

The museum must be able to show that it is financially stable and that it meets the relevant financial regulations or standards and the requirements of its constitution. The museum must have enough funds available, and collections must not be used as security for a loan.

1.7 Appropriate workforce, in numbers and experience, for the museum's responsibilities and plans

The museum must have an appropriate workforce to run it effectively. It must have effective employment procedures and roles in place to meet its responsibilities. The museum must have:

- 1.7.1 an appropriate workforce;
- 1.7.2 clear agreements for each member of the workforce, setting out their roles and responsibilities;
- 1.7.3 formal induction procedures for new recruits to ensure that all members of the workforce have basic information about the museum and understand their role in it; and,
- 1.7.4 appropriate development opportunities for its workforce.

1.8 Access to professional advice and input to policy development and decision making

The museum's governing body must have access to advice and guidance from a museum professional. If the museum does not employ a museum professional, it must have a written agreement between itself and a museum mentor.

1.9 Clear, workable emergency plan

The museum must be able to respond effectively to emergency or disaster situations. It must have an emergency plan, relating to all buildings that house collections and services, which includes or refers to:

- 1.9.1 arrangements for the workforce, visitors and collections;
- 1.9.2 risk assessments of threats;
- 1.9.3 information about how emergency plans are authorised, maintained, communicated, tested and made available to the workforce and emergency services;
- 1.9.4 evidence of how the museum works with the emergency services, and of any other relevant emergency plans; and,
- 1.9.5 an effective procedure for reviewing the emergency plan.

1.10 Organisational approach to environmental sustainability

The museum must be environmentally conscious. Its approach to minimising waste and reducing its effect on the environment is a matter for the governing body.

The museum must be guided by a policy statement about its approach to environmental sustainability, and that policy statement must be appropriate to its statement of purpose.

2 Collections

‘Accredited museums manage collections effectively and make them and the information they hold about them available to everyone.’

Collections within a museum must be managed in line with the museum’s statement of purpose, policies and strategic vision.

2.1 Satisfactory arrangements for the ownership of collections

The museum must take responsibility for all the collections it manages. The museum must be able to provide information on the size of the collections and the proportion of the collections owned by and on loan to it. Any risks relating to collections on loan to the museum should be dealt with through forward planning.

Collections management policies:

2.2 Development policy

The museum must have an approved policy for developing collections (also known as an acquisition and disposal policy). The policy must include:

- 2.2.1 the statement of purpose;
- 2.2.2 an overview of current collections;
- 2.2.3 themes and priorities for future collecting;
- 2.2.4 themes and priorities for rationalisation and disposal; and,
- 2.2.5 information about the legal and ethical framework for acquisition and disposal of items.

2.3 Documentation policy

The museum must be guided by a documentation policy statement. This may be part of a wider collections information policy.

2.4 Care and conservation policy

The museum must have an approved policy statement to guide its approach to collections care and conservation.

Collections management plans

2.5 Documentation plan

The museum must have plans to improve its collections documentation and documentation systems.

2.6 Care and conservation plan

The museum must have plans to help deliver improvements to collections care and conservation in line with the collections care and conservation policy.

Collections management procedures

2.7 Documentation procedures

The primary SPECTRUM procedures must be in place in the form of a documentation procedural manual that is available for inspection on request.

2.8 Expert assessment of security arrangements

The museum must obtain expert security advice for stored and exhibited collections at least every five years, and earlier if needed. It must plan to act on the advice over time.

3 Users and their experiences

‘Accredited museums are welcoming and accessible. They exhibit collections and have a planned approach to identifying and providing a good-quality service for a broad range of users.’

3.1 Good-quality services and development

The museum must offer and develop good-quality, stimulating services for users and potential users, in order to get the best out of its collections, resources and local area.

The museum must do the following:

3.1.1 understand who its users and non-users are;

3.1.2 evaluate and analyse information to assess users’ needs;

- 3.1.3** devise plans to broaden its range of users;
- 3.1.4** have a culture of customer care with arrangements in place to make sure all users are treated with courtesy and care;
- 3.1.5** take account of users' needs, guided by a policy statement setting out a commitment to give everyone access to collections and associated information; and,
- 3.1.6** respond to tourism and local priorities where appropriate.

3.2 User-focused experience

The museum must provide a welcoming, accessible environment, and appropriate services and facilities.

The museum must:

- 3.2.1** have adequate and accessible facilities to meet the needs of the expected number and range of users or provide information about nearby facilities;
- 3.2.2** have appropriate signs and directions inside and outside the building; and,
- 3.2.3** communicate effectively with users and potential users through a range of accessible marketing and promotional activities.

3.3 Effective learning experiences

Learning is a core purpose for museums. They use collections and associated information for exhibitions and learning opportunities.

The museum must:

- 3.3.1** exhibit the collections using a variety of interpretative methods;
- 3.3.2** provide access to the collections and associated information for research purposes and other forms of engagement; and,
- 3.3.3** provide effective and stimulating learning and discovery experiences focused on the collections.

Annex 2: List of Accredited Museums in Northern Ireland

Andrew Jackson/ US Rangers Centre
Address House
Argory, The
Armagh County Museum
Armagh Public Library
Ballycastle Museum
Ballymena Museum
Ballymoney Museum
Barn Museum
Carrickfergus Museum
Castle Ward
Coleraine Museum
Craigavon Museum Services
Down County Museum
Downpatrick And County Down Railway
F.E. Mc William Gallery and Studio
Fermanagh County Museum
Flame: The Gasworks Museum Of Ireland
Florence Court
Harbour Museum
Hezlett House
Irish Linen Centre And Lisburn Museum
Larne Museum
Limavady Museum
Mount Stewart
Museum of the Royal Irish Regiment
Newry And Mourne Museum
North Down Museum
Police Museum
Queen's University Belfast, The Naughton Gallery At Queen's
Railway Preservation Society Of Ireland
Royal Inniskilling Fusiliers Museum
Royal Irish Fusiliers Museum
Royal Ulster Rifles Museum
Sentry Hill
Somme Heritage Centre
Springhill
Strabane District Museum
Tower Museum
Ulster American Folk Park
Ulster Folk And Transport Museum
Ulster Museum