

Accreditation Development

Analysis and interpretation of online
survey findings

October 2010

A Report to MLA by Hopkins Van Mil: **Creating Connections**

Contents

Executive Summary	
Introduction	5
Methodology	7
Detailed findings	
1 Organisational risk awareness	12
2 Resource Plan	17
3 Volunteer management procedures	21
4 Learning offer and opportunities	26
5 Access assessment and access policy	31
6 Understanding of primary audience and identification of developing audience	35
7 Collection Development Policy	39
8 Collection Information Policy	44
9 Collection Access Policy	47
10 Collection Care Policy	50
11 Environmental sustainability	54
Conclusion	57
Appendix 1 – Accreditation Survey Questions	59

Executive Summary

Introduction

The Museums, Libraries and Archives Council (MLA) commissioned Hopkins Van Mil: Creating Connections (HVM) to interpret the findings of an online survey devised and analysed by Fusion Research + Analytics. Data from the survey was collected and analysed between May and September 2010, the survey was available for six weeks. HVM's reporting was completed in October 2010.

The survey was sent to 891 potential participants, of which 337 responded - giving a response rate of 38%. A further 92 accessed the survey from the MLA website. The following report presents the findings of the quantitative data drawn from responses to the survey questions and qualitative findings from comments made by 44% of respondents.

This study should be seen as one step in the journey in developing Accreditation. MLA commissioned both qualitative and quantitative research from Jura Consulting and Hopkins Van Mil in 2009¹. The conclusions in this report raise questions for whoever takes over the management and development of Accreditation post MLA.

Main Findings

This report presents the findings of the analysis. The main findings are presented below. It should be noted that the sample size for some of the responses is small due to further segmenting answers. Bases showing the numbers of respondents are provided for each chart.

The background information about respondents' workplaces reveals a committed sector, with professionals staying in their jobs for a long time (72% have worked in this sector for ten years or more). It is also a sector comprising a large number of smaller museums with a large distribution of local authority and university museums (43% and 42%, respectively). A large majority (92%) of museums in the sample rely on volunteers.

Current status of compliance

Across all requirements, there were a high proportion of respondents (74 - 95%) who had some form of a plan in place to implement the requirement; whether it was completed / partially completed or not recently completed.

¹ The Development of Accreditation - Gauging the museum sector's response (MLA: September 2009) and Impact of the Museum Accreditation Scheme (MLA: October 2009)

Overall, when analysing this finding by size of museums, those with 100,000 annual visits are four and a half times (32%) more likely to not have any plans in place, compared to those with over 500,000 annual visits (7%).

Value placed on the requirements

A fairly high value was placed on the new requirements for Accreditation by respondents ranging from 68% of respondents rating the new requirement for resource plans as either highly or somewhat valuable to 77% of respondents rating collections development and collections information policies as highly or somewhat valuable.

Ease of implementation

There is a correlation between the ease of implementation and the size of museum as measured in number of annual visits. For example over a third (37%) of respondent museums with less than 10,000 visits a year would find the requirement somewhat or very difficult to implement compared to none of the museums with over 500,000 visits a year.

Level of training required

In general between just over a third (37% for those museums with under 10,000 visits per annum) and a little over half of respondents (58% for those with more than 500,000 visits) across the new Accreditation requirements stated a preference for a little training to support their compliance.

Environmental sustainability

Just over half (51%) considered a compulsory requirement on reducing impact on the environment as very or somewhat important. Some respondents expressed concern that compulsory requirements on reducing impact on the environment could increase the amount of work associated with complying with the standard and might extend the remit of the standard too wide.

Recommendations

The results of this research led Hopkins Van Mil to make the following recommendations to MLA for the Accreditation Scheme:

- 1 A number of comments made by survey respondents support the fact that Accreditation focuses attention on what needs to be done to get museums through challenging times (risk awareness / resource planning). HVM recommends that MLA and its successors work in partnership with existing support organisations¹ to promote Accreditation as a standard which helps to 'future-proof' organisations.
- 2 It is recommended that MLA invests time in ensuring there is clarity around the expectations for each requirement of the revised standard. The qualitative findings demonstrate ambiguity around understanding some terms such as 'resource plan' and 'organisational risk awareness'. Those applying for Accreditation, or renewing their information, need a better definition of what they are being encouraged to do to meet the standard.
- 3 The report findings show that the size of museums may influence how easy or difficult the new requirements are to implement. MLA, and those that develop the standard in the future, should consider the value in mentoring and peer support as a way of encouraging its practical implementation.
- 4 Tied to the previous recommendation is the need for a flexible approach to training provision across different sizes of museums. Survey results show that for most of the requirements, museums require 'a little training'. This points to a flexible programme of training support and guidance on where support is available.

¹ For example: Collections Trust, Museums Association, Renaissance, Creating Capacity

Introduction

1.1 The brief

The Museums, Libraries and Archives Council (MLA) commissioned Hopkins Van Mil: Creating Connections (HVM) to interpret the findings of an online survey devised and analysed by Fusion Research + Analytics. Data from the survey was collected and analysed between May and September 2010, the survey was available for six weeks. HVM's reporting was completed in October 2010.

This research provides an assessment of museums' views on 4 areas:

- 1 The existing status of individual Accreditation requirements
- 2 The perceived value of proposed Accreditation requirements
- 3 The ease of implementation of proposed Accreditation requirements
- 4 The level of training required to comply with proposed Accreditation requirements

In addition to the above quantitative measures, the survey also captured qualitative comments from museum stakeholders about their reactions to the new elements of the standard.

1.2 Accreditation background and context

Accreditation is the UK standard for museums. It has been developed from an earlier standard, Registration, and in both forms has been supporting the development of museum standards for 21 years. There are now 1,795 accredited museums in the UK while over 100 new museums are working towards applying for Accreditation for the first time. MLA has demonstrated its commitment to Accreditation since it took it over from the Museums & Galleries Commission in 2000. This commitment has been demonstrated in recent years through the Accreditation Development Project begun in December 2008 with initial sector consultation undertaken by MLA including consultation and scoping with key stakeholders from January to May 2009. This was followed by UK-wide consultation events with the sector from June to September 2009 and an online survey. The events were facilitated by Hopkins Van Mil, who reported on the findings and made recommendations to MLA¹. MLA responded to this report in January 2010 in *Accreditation: The Way Forward*². From July to October 2009 MLA also commissioned Jura Consultants to study the value of Accreditation³ by analysing impact surveys prepared and distributed by MLA together with

¹ *The Development of Accreditation - Gauging the museum sector's response*, Hopkins Van Mil: MLA September 2009

² *Accreditation: The Way Forward*, MLA January 2010

³ *The Impact of the Museum Accreditation Scheme*, Jura Consultants :MLA October 2009

interviews with 20 Accredited museums conducted by the study team. These reports are all available on MLA's website¹.

Using the findings of these two studies, the MLA set up targeted working groups to review the current standard. The groups concluded their work in March 2010. The work of these studies and further analysis by the working groups provided a foundation for the development of the next phase of the scheme. This aims to improve Accreditation so that it:

- Evolves to address current and future issues
- Becomes more relevant to museums
- Embraces the views of consumers
- Streamlines the process for participants
- Supports strategic advocacy for museums²

This current study which should be seen as one part on the journey of the development of Accreditation. It should also be seen in the context of the economic and political climate in which it is being written. On 26 July 2010 the Secretary of State for Culture, Media and Sport announced that MLA would be abolished, 'to focus efforts on front-line, essential services and ensure greater value for money' whilst making a commitment that, 'Government support for museums, libraries and archives will continue'³. At the time of writing further announcements from the Comprehensive Spending Review were being awaited. What is known is that the Minister for Culture has said that MLA functions will be scrutinised to consider, 'how it can be effectively delivered by another organisation.'⁴ So whilst it appears clear that Accreditation will continue post April 2012, it is not yet clear how it will be managed or by whom.

This means that this report, in conjunction with work around the development of the revised standard, plays an important function in informing any successor body of sector views on the Accreditation Scheme, its development and role in continuing to raise standards for the long-term.

¹ http://www.mla.gov.uk/what/raising_standards/accreditation/Developing_accreditation

² *Accreditation: what next?* Isabel Wilson, MLA's Project Manager: Quality & Standards, 6 October 2010 at the Museums Association Conference

³ *Review of Arms Length Bodies* DCMS, 26 July 2010

⁴ Speech to the Museums Association Conference, 5 October 2010

Methodology and context

The initial contact with each potential respondent was made via e-mail. MLA's e-mail sample contained 893 potential respondents. The e-mail was addressed personally to the respondent asking them to take the survey and provide their feedback on proposed developments to Accreditation. The e-mail surveys were launched in three waves; the first wave launched on Monday 17th May 2010 and the third and final wave was sent on Tuesday 25 May 2010. Three survey reminders were sent out to the e-mail sample list over a six week period to increase response rates. The deadline for return of e-mail based surveys was Friday 25th June 2010.

Potential respondents were also invited to access the survey via the MLA website. One bespoke event was organised by MLA, with participation by a representative group of Regional Accreditation Advisers and Museum Development Officers. Other events to encourage take-up were organised regionally. The website survey was identical to the e-mail based survey and responses from both surveys were merged into one database for analysis. In total, 429 survey responses, or 48% of the total MLA Accreditation sample, were collected.

Of the 429 respondents a range of museum professions or roles were included, with the majority being curators. The vast majority of respondents have worked in the sector for more than 10 years.

In addition to the above quantitative measures the survey also captured qualitative comments from museum stakeholders about their reactions to the new standard. In total, 15 telephone interviews were conducted amongst survey respondents to further probe stakeholder reactions to the new Accreditation requirements.

2.1 Survey: background information

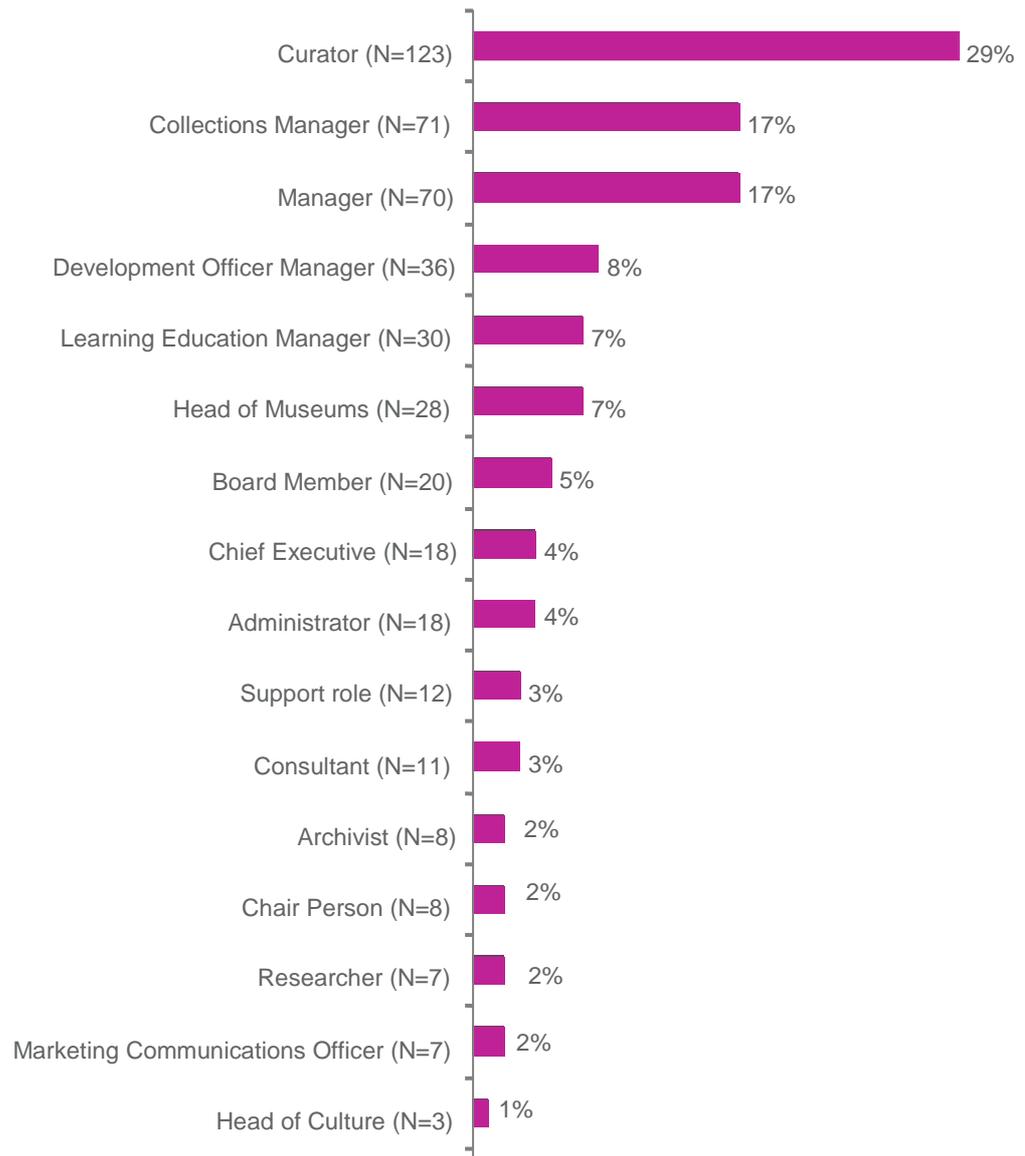
The survey asked respondents to complete background questions on their:

- Current role
- Working hours and status
- Museum type
- UK region
- Approximate number of visits per annum
- Length of career in the cultural sector

Current role

Chart 1.1 demonstrates the various roles undertaken by respondents to the survey, the most frequent role included 'curator' (29%) followed by 'collections managers'. 13% of respondents also said they were volunteers (not shown)

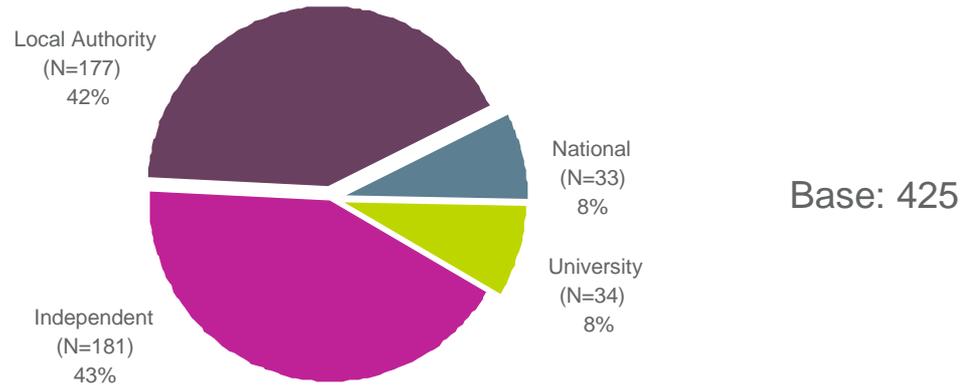
Chart 1.1: Current role



Museum type

As shown in Chart 1.3, respondent museum type was dominated by Independent Museums (43% of respondents) and Local Authority museums (42% of respondents).

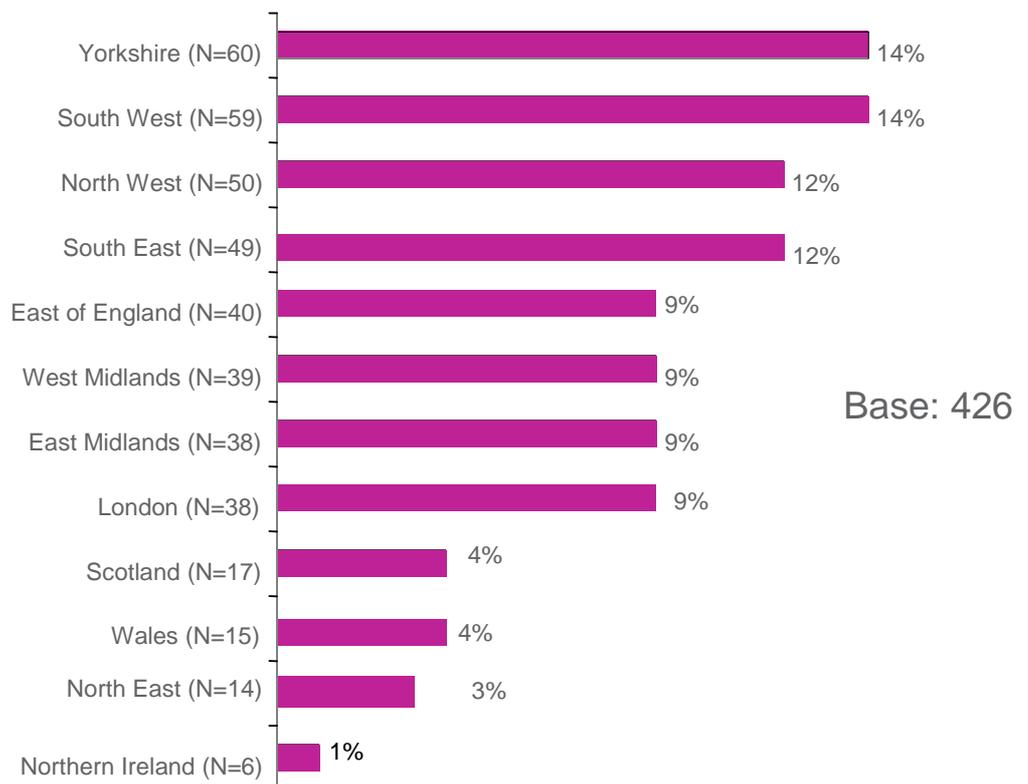
Chart 1.3: Museum type



Regional Spread

Respondents are well distributed across the UK with the South West and Yorkshire representing the largest percentage of respondents at 14% each.

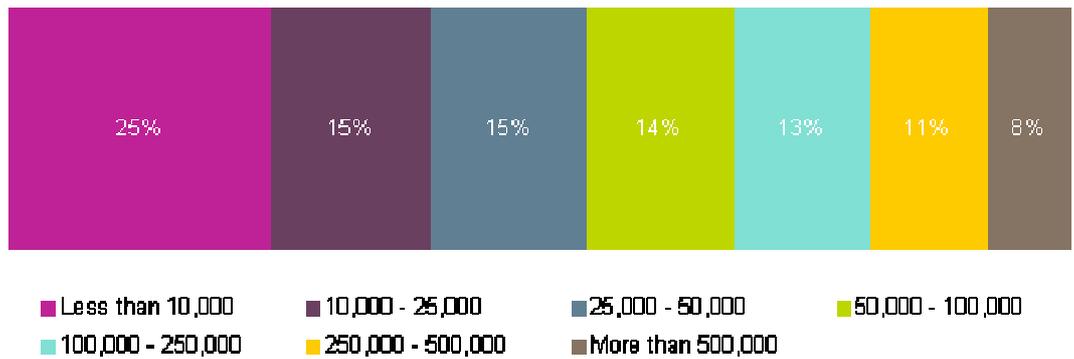
Chart 1.4: Regional spread of respondents



Approximate number of visits per annum

As illustrated in Chart 1.5, 25% of respondents work in museums which have less than 10,000 visits a year and 19% have more than 250,000 visits.

Chart 1.5: Annual visit distribution

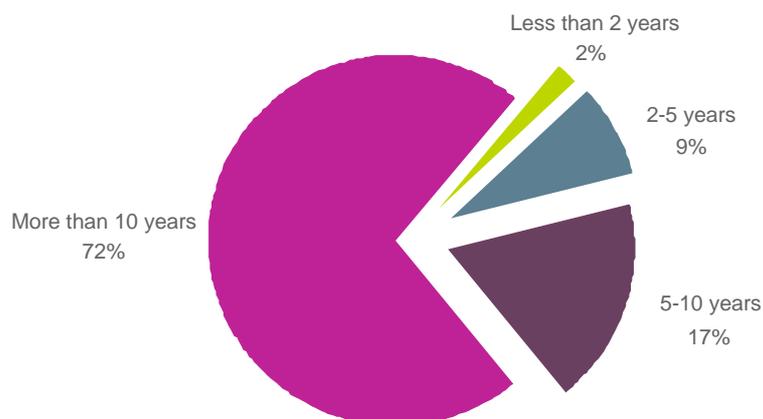


Base: 401

Length of career in the cultural sector

The majority (72%) of the respondents reported that they had been working in the cultural sector for more that ten years (chart 1.6).

Chart 1.6: Length of career in the cultural sector



Base: 428

2.2 Survey structure

The survey was structured around the eleven Accreditation requirements. Each respondent was invited to provide their views on any of the requirements they wished. Listed in Figure 1.7 is the number of survey responses received for each Accreditation requirement. It is important to note that not all respondents completed each section of the questionnaire, 'N=' represents the number of respondents who completed that particular section. Figure 1.7 demonstrates the number of respondents for each survey requirement. There was a fairly high level of interest in answering each of the requirement questions in the survey (the lowest being the Resource Plan at 65%, the highest being the suite of collections policy requirements at 80%). This indicates a desire on behalf of respondents to express their views on the development of Accreditation, and an interest in ensuring that it is tailored to suit their needs.

Figure 1.7: Number of responses by accreditation requirement

Accreditation requirements	No. of respondents in sample	% of total sample size	Margin of error (95% confidence)
Collections development policy	345	80%	+/-5.3%
Collections access policy	344	80%	+/-5.3%
Collections information policy	342	80%	+/-5.3%
Collections care policy	341	79%	+/-5.3%
Environmental sustainability	318	74%	+/-5.5%
Volunteer management procedures	310	72%	+/-5.6%
Understanding of primary audience and identification of developing audience	295	69%	+/-5.7%
Learning offer and opportunities	295	69%	+/-5.7%
Organisational risk awareness	294	69%	+/-5.7%
Access assessment and access policy	292	68%	+/-5.7%
Resource plan	279	65%	+/-5.9%

Detailed findings

The survey can be found at Appendix 1. What follows is a summary of the findings under each of the requirements of the development of Accreditation. Where possible these have been cross-referenced against type of museum and number of visits per annum.

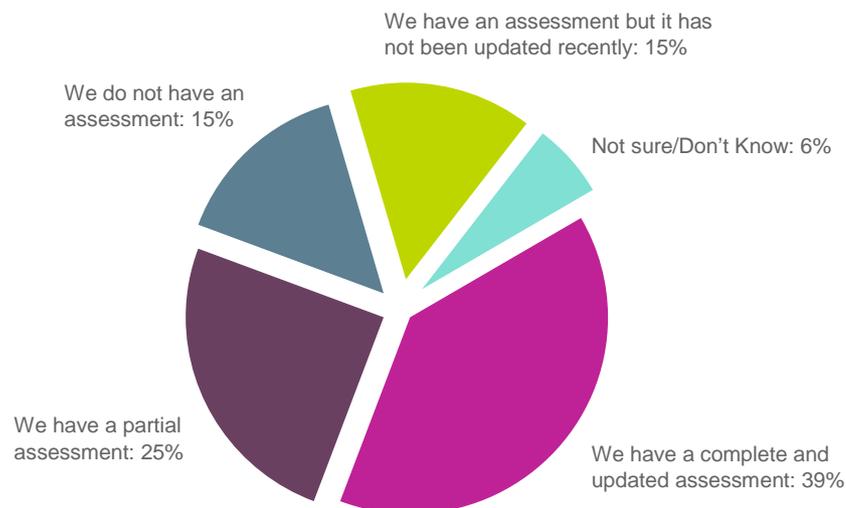
1 Organisational risk awareness

Risk awareness is seen in the revised standard as an important part of forward planning. Museums will be asked for evidence that they are risk aware as part of their forward planning.

Current risk awareness

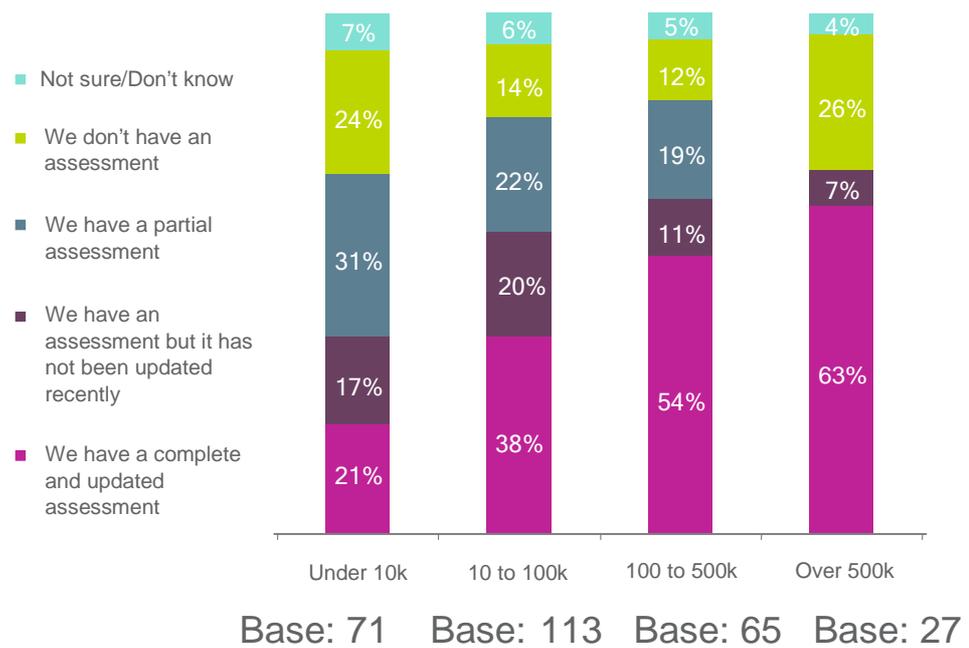
Respondents were asked to what extent their organisation has a complete and updated assessment. The results are presented in chart 1.0 which shows that 79% of respondents have an assessment, that is completed and updated/partially updated, or an assessment that has not been updated recently. 15% of respondents said that they did not have an assessment at all. This is an encouraging indication of the sector's preparedness for the future and acceptance that museums operate in a challenging environment.

Chart 1.0: Organisation's current status



A clear correlation can be seen when a comparison is made between the type of museum and whether or not a risk awareness assessment has been made. 91% of national museums have some sort of assessment, whether complete or partial, 73% of university museums are in a similar position. These are still relatively high numbers with such mechanisms in place. In Chart 1.1 a comparison is made between the percentage of museums with risk assessments by number of annual visits. Here, a quarter of museums with less than 10,000 visits (24%) don't have an assessment in place compared to 0% of those over 500,000 visits a year. This highlights the importance of tailoring requirements to the type and scale of museum operation, having flexibility for the evidence required, and clarity in explaining what level of risk awareness is appropriate to different museums.

Chart 1.1: Organisation's Current Status by Annual Visits



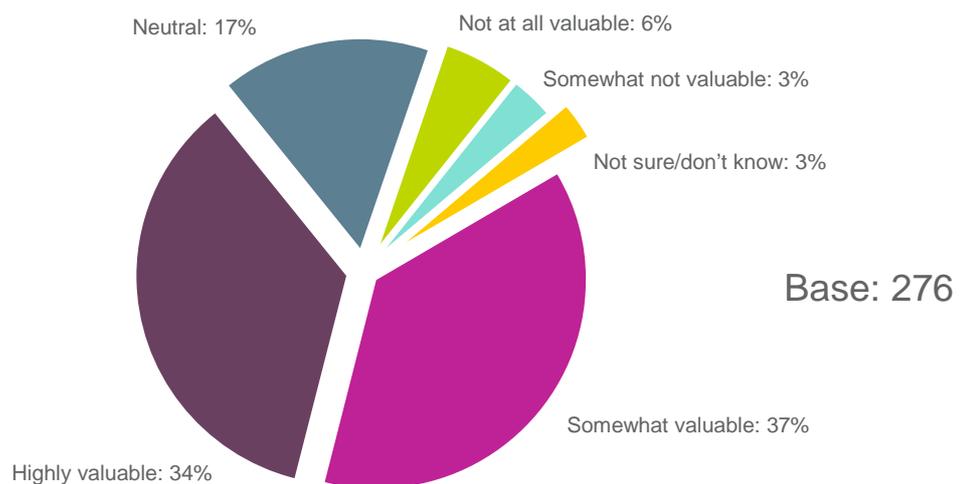
Value of new risk awareness requirement

These findings are supported further when taken in conjunction with the value museums place on risk awareness. In chart 1.2 we see that 71% find this requirement highly or somewhat valuable. Only 9% of respondents to this question found it somewhat not valuable or not valuable at all. This is supported by comments made by respondents:

'Accreditation is becoming more focused on forward planning, risk assessment and awareness all of which should aid an organisation to respond as effectively as possible in the light of increasingly challenging budgets for public services.'

'The introduction of risk assessment tied to planning I think is a useful element to focus realistic aims.'

Chart 1.2: Value of new requirement



Requirement implementation

There are a high number of museums who have assessments in place, and a similarly high number that place a value on risk awareness. Slightly different results are revealed when looking at whether or not a museum will be able to implement a new requirement on risk awareness. In chart 1.3 almost half of respondents (48%) would find it either easy or somewhat easy to implement. The ease of implementation compared to the number of annual visits (chart 3.4) reveals that over a third (37%) of those with less than 10,000 annual visits would find this requirement very or somewhat difficult to implement. None of those with over 500,000 annual visits rated ease of implementation as very or somewhat difficult.

Chart 1.3: Ease of implementation of new requirement

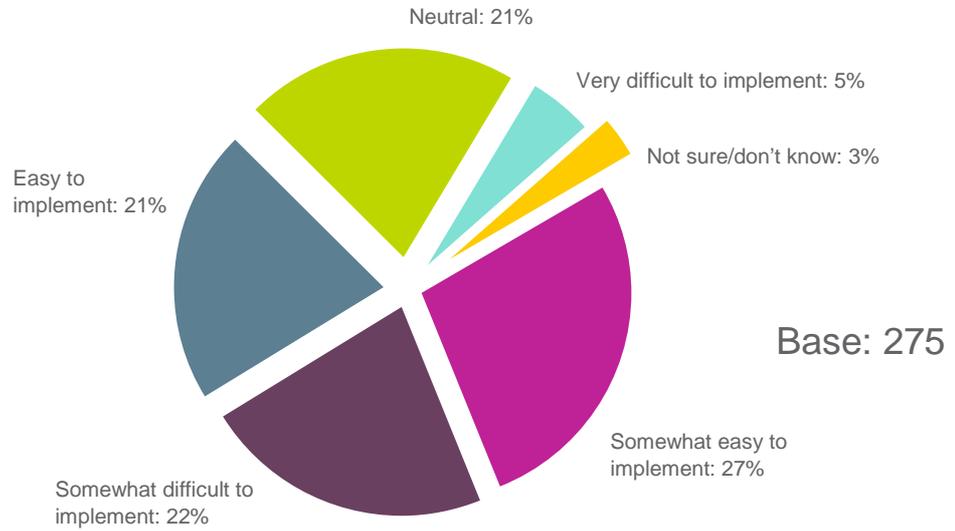
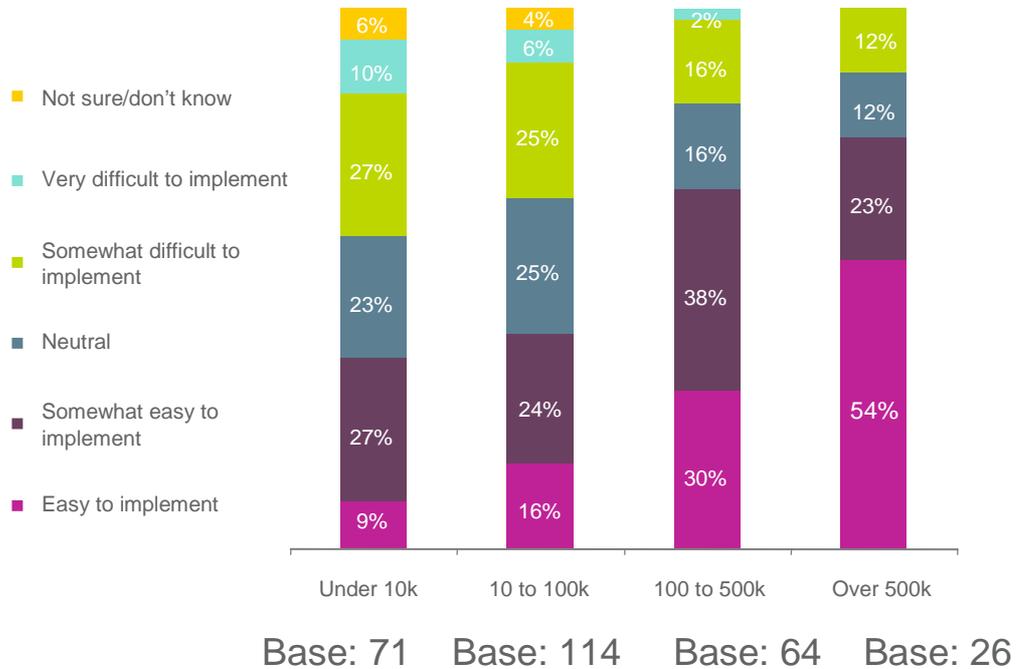


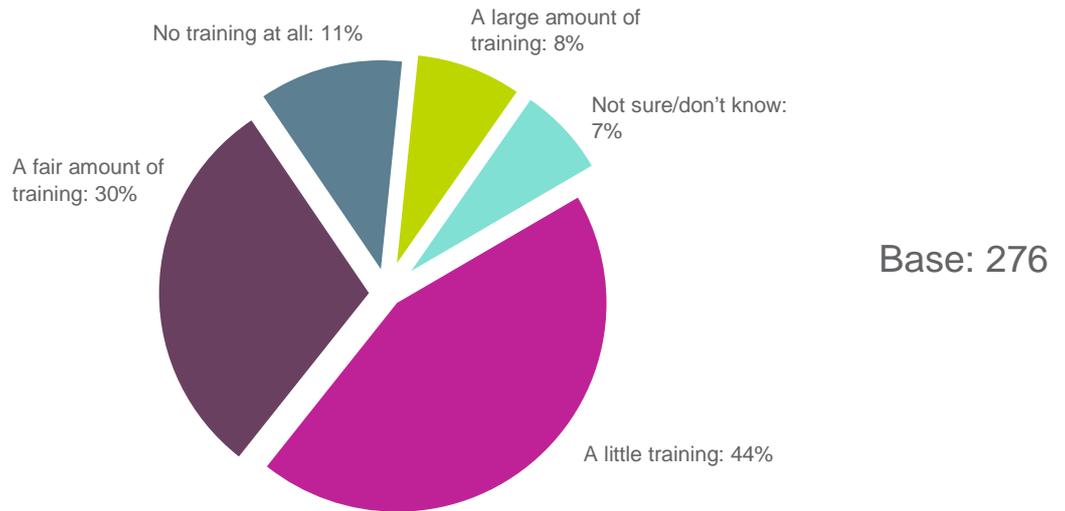
Chart 1.4: Ease of implementation of new requirement by annual visits



Level of Training Needed To Comply With New Risk Awareness Requirements

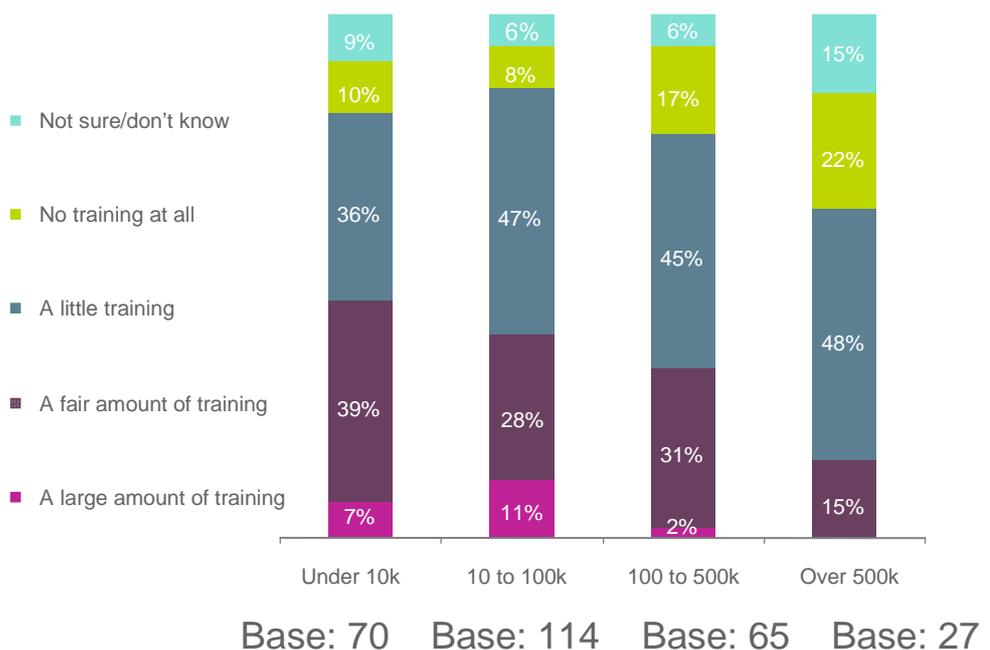
Turning to the training required to comply with a risk awareness requirement reveals 44% of respondents who want 'a little training' to be able to support their work in this area, with 11% saying they would require no training at all.

Chart 1.5: Level of training to comply with new requirement



82% of museums with a smaller number of annual visits (less than 10,000) have stated that they require training for the new requirement compared with 60% of museums with over 500,000 visits a year.

Chart 1.6: Level of training to comply with new requirement by annual visits



2 Resource plan

Chart 2.0 shows that 79% of respondents have a resource plan completed, partially updated, or not updated recently.

Chart 2.0: Organisation's current status

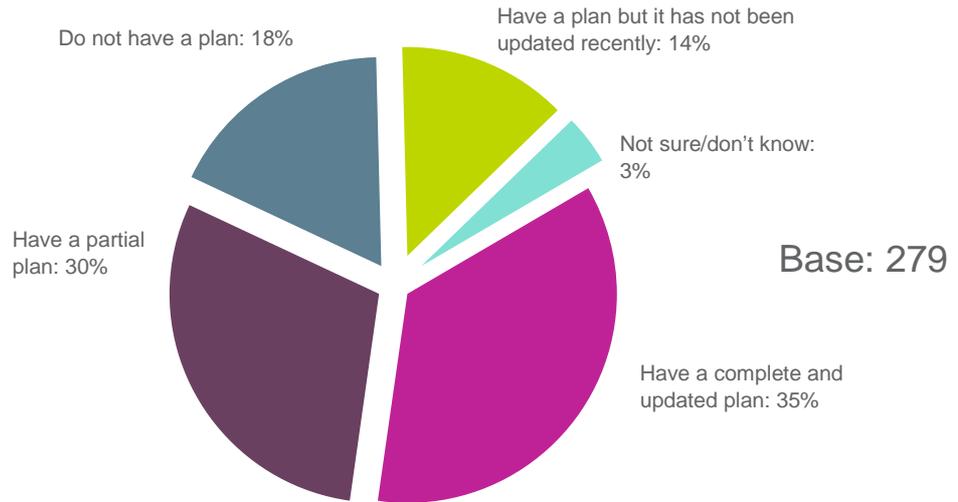
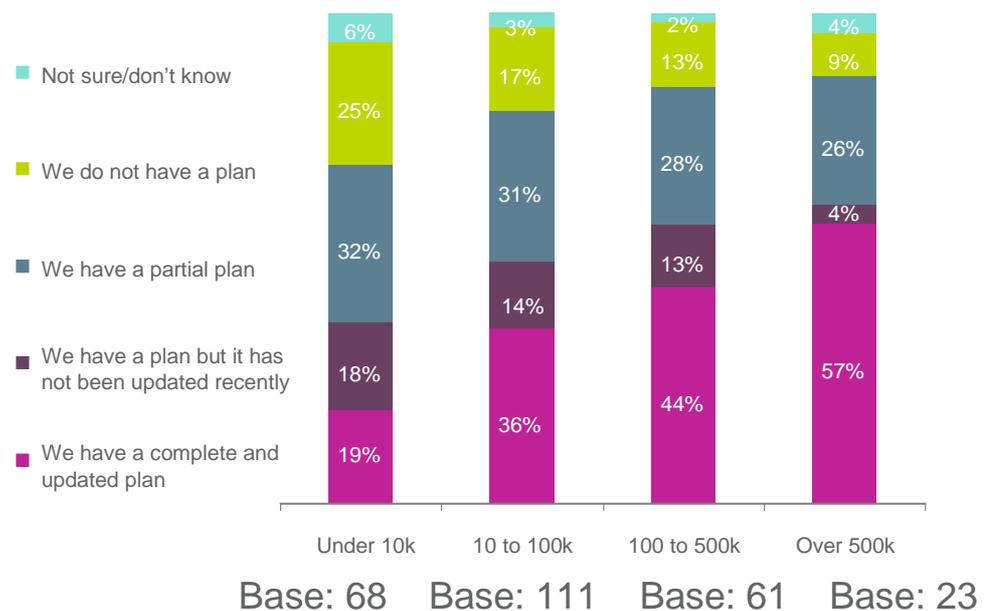


Chart 2.1 shows 87% of museums with over 500,000 annual visits either have a complete and updated plan or one not recently updated /partial plan.

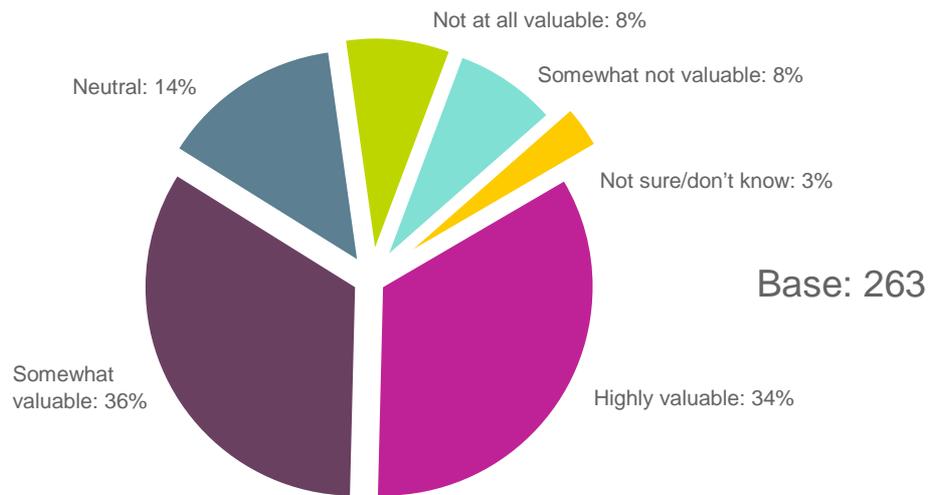
Chart 2.1: Organisation's current status by annual visits



Value of resource plan to organisation

The value placed on the resource plan is fairly high with 68% saying that they would find it highly valuable or somewhat valuable. Just 8% said they would find the requirement not at all or somewhat not valuable.

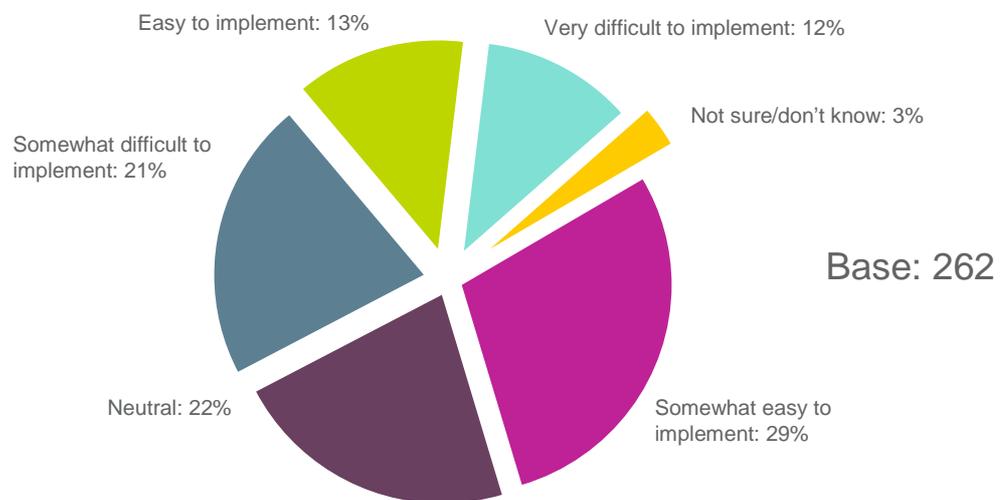
Chart 2.2: Value of new requirement



Ease of implementation of new requirement on resource plan

42% of respondents said they would find it easy or somewhat easy to implement a new resource plan requirement; 12% said they would find it very difficult.

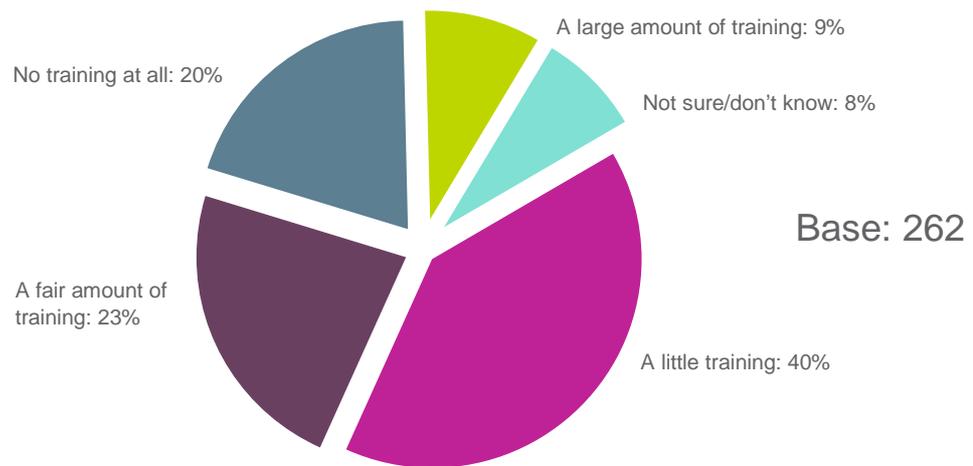
Chart 2.3: Ease of implementation of new requirement



Level of training needed to comply with new resource planning requirement

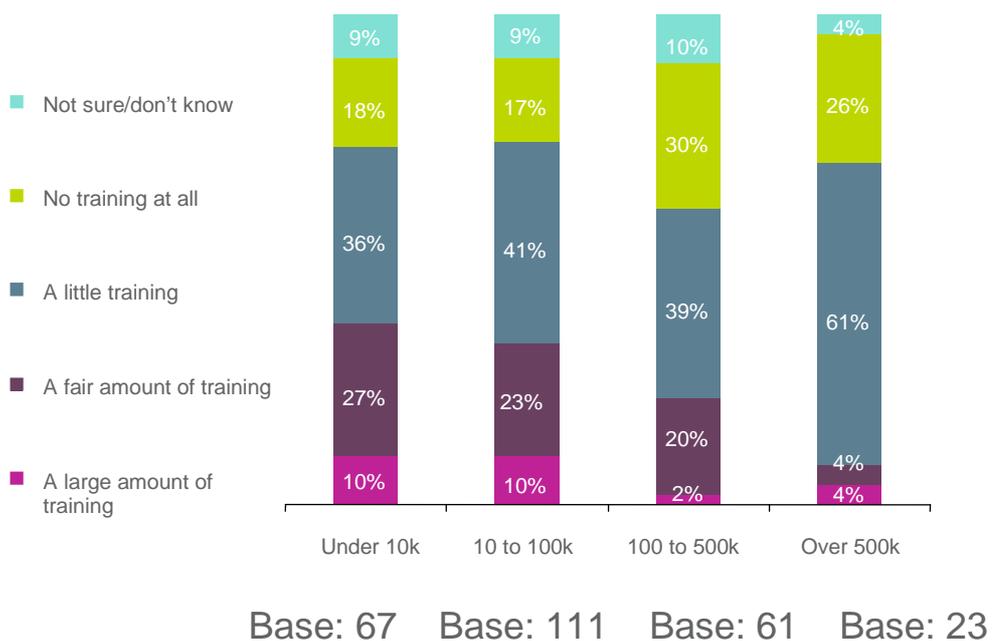
Despite nearly half of respondents finding the new requirement easy to implement, 72% would require some sort of training to comply with a resource plan requirement. The majority (40%) are asking for a little training as opposed to a large amount (9%).

Chart 2.4: Level of training to comply with new requirement



73% of respondents with less than 100,000 annual visits are most likely to want some level of training to comply with the new accreditation requirement.

Chart 2.5: Level of training to comply with new requirement by annual visits



The explanation of resource plan given to survey respondents was as follows:

'An indicative resource plan identifies your best estimation of the money and people you have available to you during the period that the forward plan covers. Money includes all income streams and people includes both those who are unpaid (volunteers) as well as paid. Your resource plan should demonstrate that your organisation is sustainable.'

From some of the comments received in response to the question it seems that there is a need for improved clarity of language to ensure that people really understand that 'resource plan' is about both people and money and what exactly will be required of them to comply with this new requirement. Comments included:

'Eliminate need for Resource plan. This forces us through the contortions of public sector accounting procedures irrelevant to organisations which plan with up-to-date market data.'

'The resources planning will be well nigh impossible for most local authority museums to comply with - we do not normally know what our budget for the year is until some way into the first quarter of each financial year.'

One final comment is included here in the context of the resource plan,

'In the current economic environment it is going to be challenging to find the capacity and resources to implement best practice.'

This highlights the importance of resource planning to ensure that museums have considered how they will plan for the challenges ahead and leads to the first recommendation.

Recommendation 1: Promoting Accreditation as a tool for future proofing museums

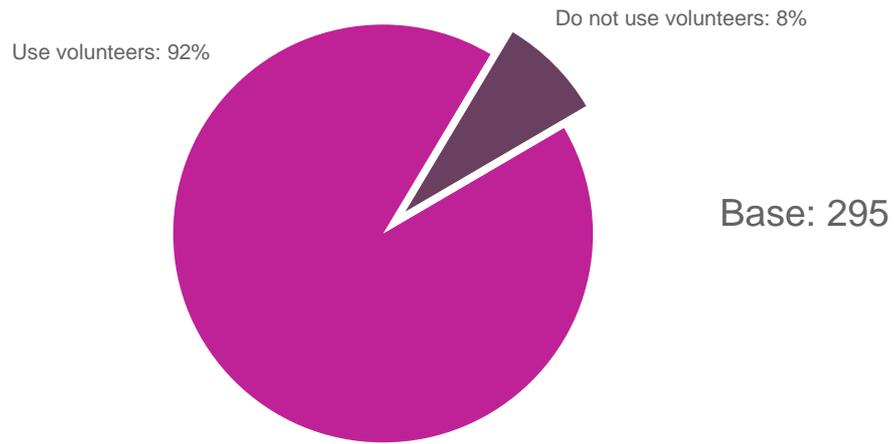
A number of comments made by survey respondents support the fact that Accreditation focuses attention on what needs to be done to get museums through challenging times (risk awareness / resource planning). HVM recommends that MLA and its successors work in partnership with existing support organisations¹ to promote Accreditation as a standard which helps to future proof organisations.

¹ For example: Collections Trust, Museums Association, Renaissance, Creating Capacity

3 Volunteer management procedures

The vast majority of respondents rely on volunteers (92%)

Chart 3.0: Is your organisation supported by volunteers



Current status of volunteer management procedures

Chart 3.1 shows that nearly all respondents (92%) have volunteer management procedures, either complete and updated; partial; or not recently updated.

Chart 3.1: Organisation's current status

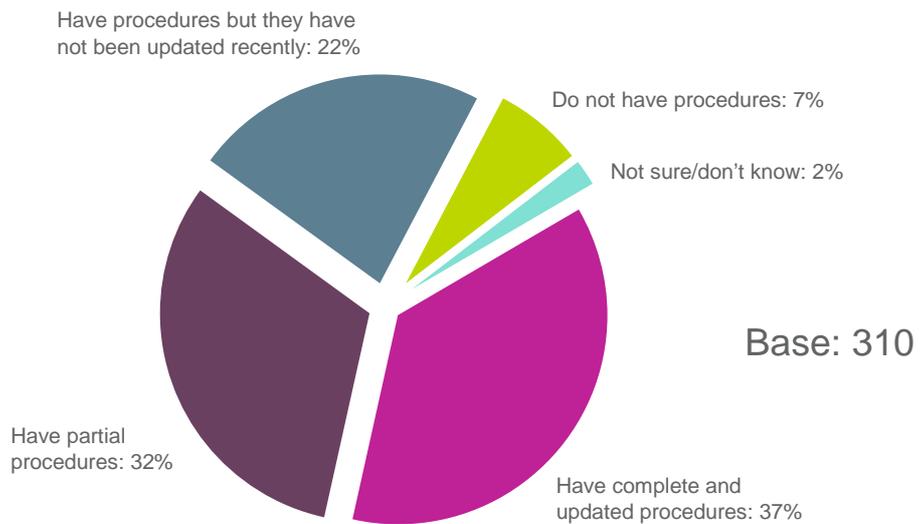
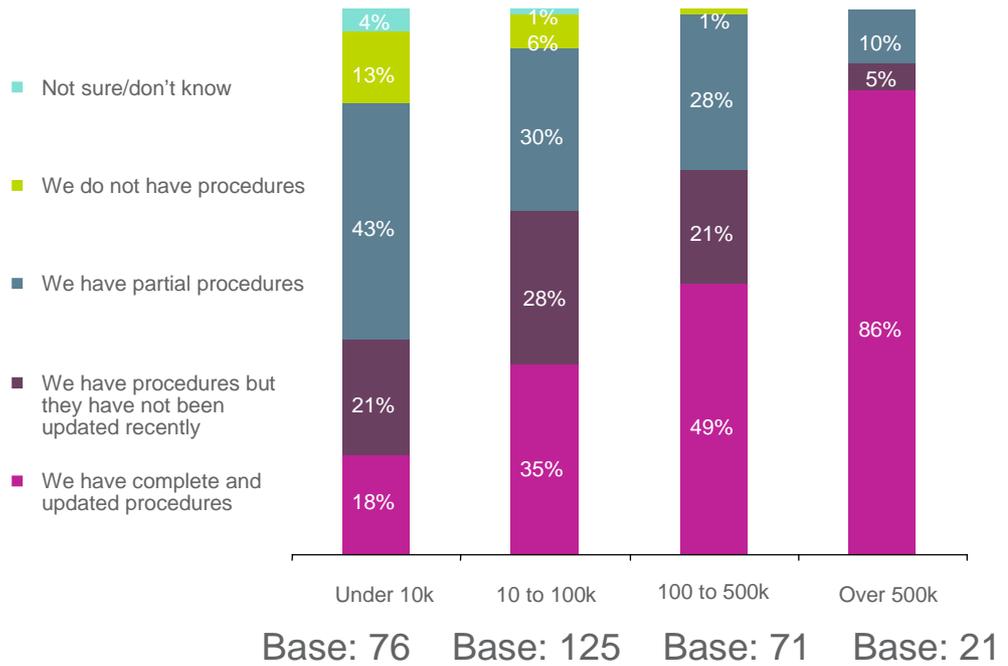


Chart 3.2 demonstrates that 86% of museums with over 500,000 annual visits have complete and updated procedures with 18% of museums with under 10,000 annual visits in the same position.

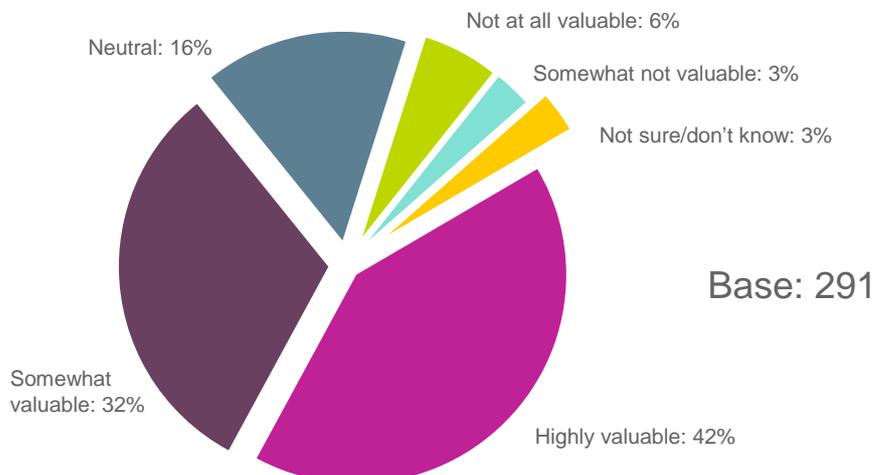
Chart 3.2: Current status by annual visits



Management Procedures

74% of respondents found value in this new requirement (chart 3.3)

Chart 3.3: Value of new requirement



Ease of implementation of volunteer management procedures

Over half of the respondents (53%) believe they would find the new requirement either easy or somewhat easy to implement with 26% finding difficult /very difficult.

Chart 3.4: Ease of implementation of new requirement

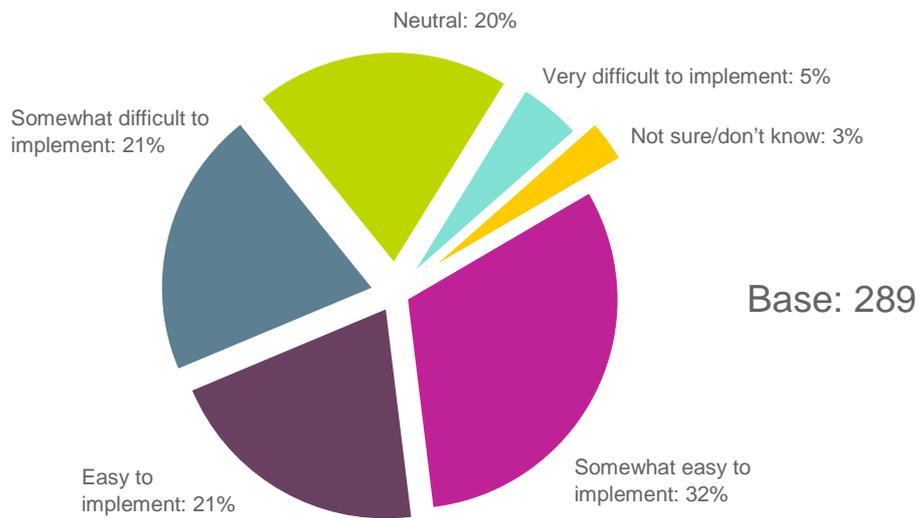
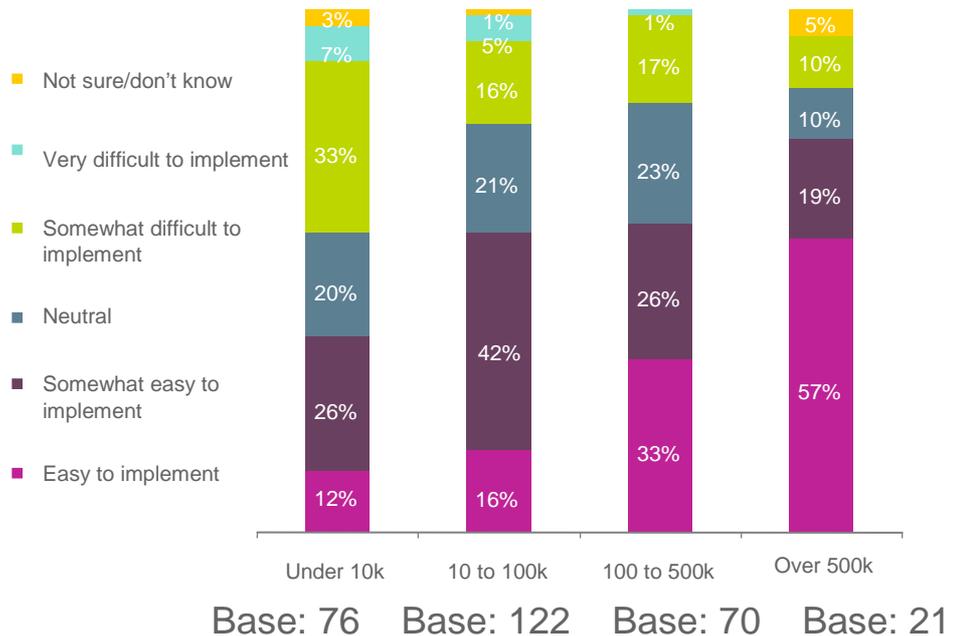


Chart 3.5 shows that 76% of museums with over 500,000 annual visits considered this new requirement either easy or somewhat easy to implement; 36% of museums with under 10,000 annual visits said the same. 42% of respondent museums with between 10,000 and 100,000 annual visits believe the requirement will be somewhat easy to implement.

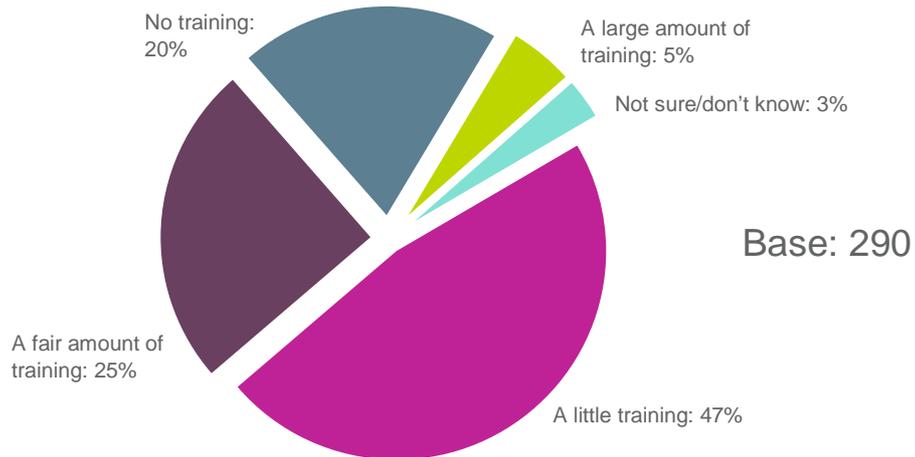
Chart 3.5: Ease of implementation of new requirement by annual visits



Level of training to comply with new volunteer management procedures

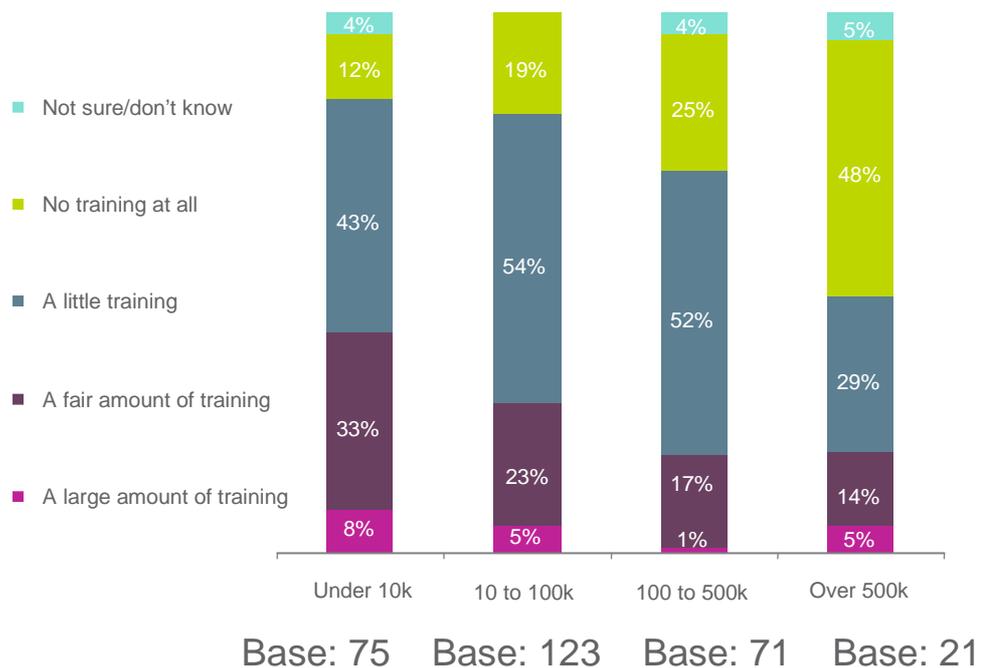
When asked about the level of training required to comply with a volunteer management procedures requirement (chart 3.6) most respondents need a little training (47%) or a fair amount of training (25%).

Chart 3.6: Level of training to comply with new requirement



There is a different picture depending on the number of annual visits. 48% of respondents receiving over 500,000 visits require no training at all; with 12% of those under 10,000 visits; and 19% of those between 10,000 and 100,000 not needing training. While the majority of museums do require some training, it is museums with under 500,000 visits that require the most, and museums with under 10,000 visits who have said they require a fair or large amount of training.

Chart 3.7: Level of training to comply with new requirement by annual visits



The qualitative comments from a sector which relies heavily on volunteers (see chart 3.0) reveal requests for understanding for the situation of volunteer-reliant museums:

'We are a small local history collection of just over 6,000 objects, mostly in store. I am employed 25 hours a week, with a paid museum assistant for 15 hours and an over-reliance on volunteers to enable us to deliver a service.'

'More account should be made of the fact that many small museums are run by volunteers.'

The majority of museums have volunteer management procedures in place (chart 3.1) but smaller museums with under 10,000 annual visits are much less likely to have a complete and updated plan (chart 3.2) and 33% of those museums would find a volunteer management procedure somewhat difficult to implement. A picture is drawn of museums which are reliant on volunteers, but smaller museums (as measured in the number of visits received annually) are less able to implement a volunteer management procedure and less likely to have one in place. It is recommended that volunteer management forms part of a suite of mentoring and exchange programmes between smaller and larger sized museums. MLA will also need to liaise with local authorities and other relevant organisations to reduce duplication and burden on smaller museums on this and other areas, for example organisational risk awareness and resource plans.

Recommendation on mentoring and peer support

The report findings demonstrate the correlation between the size of the museum and the ease with which it might implement a developed Accreditation Standard for volunteer management procedures and other areas. MLA and those that develop the standard in the future should consider the value in mentoring and peer support as a way of encouraging its practical implementation. This should not be seen as one-way traffic with larger museums providing support to smaller, but rather a two-way exchange of information, advice and guidance.

4 Learning offer and opportunities

Respondents were asked to consider the following definition of learning:

‘Learning is a process of active engagement with experience; it is what people do when they want to make sense of the world. Learning can include the development of skills, knowledge, understanding, values, ideas or feelings. Learning in the context of Accreditation means both formal and informal learning available to people of any age.’

Current status of learning offer and opportunities

Over half of respondents (52%) stated that they have a completed and updated learning offer with a further 38% having either a partial offer or an offer which has not been updated recently.

Chart 4.0: Organisation’s current status

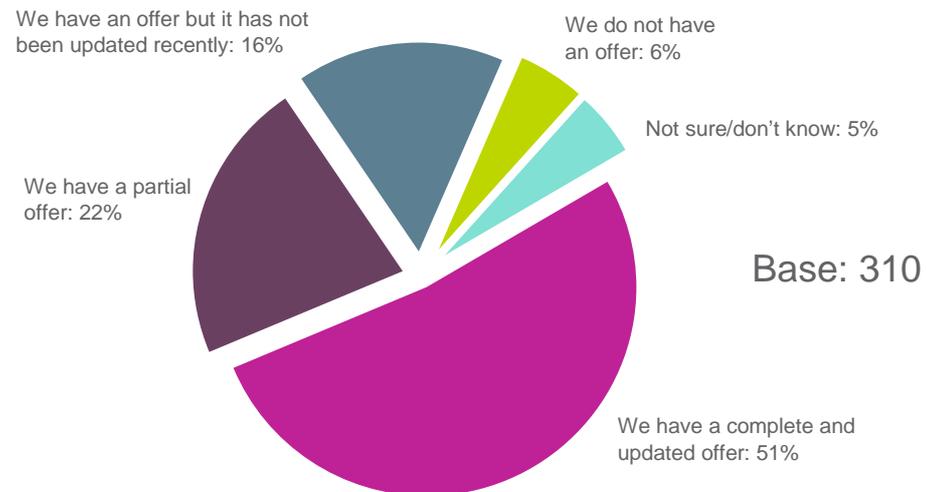
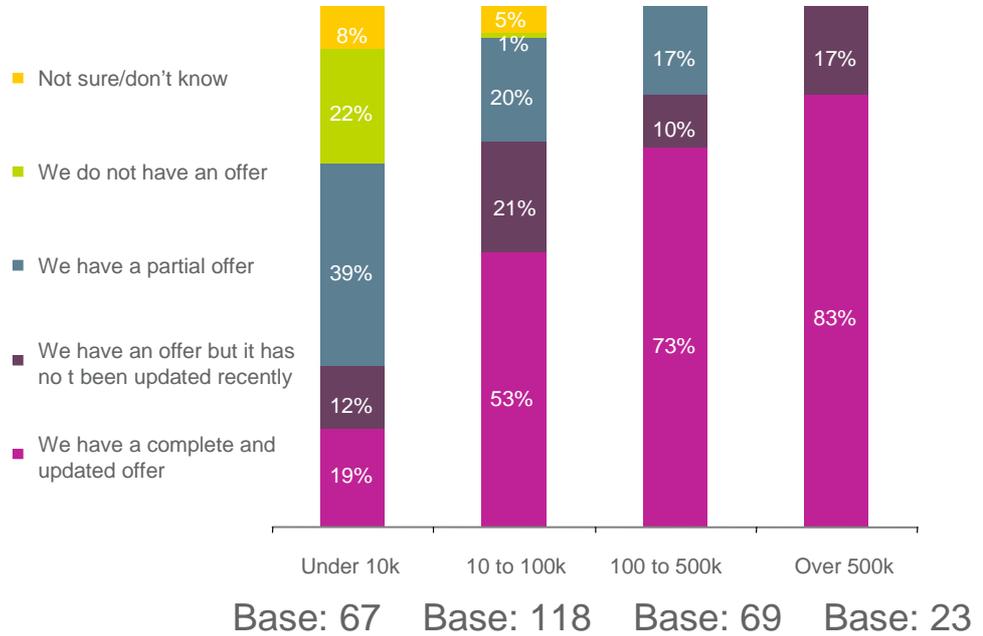


Chart 4.1 shows that 22% of museums with below 10,000 annual visits do not have a learning offer as defined by the question; with 70% of the same museums having some kind of learning offer either complete, partial or existing but not recently updated. All museums with over 500,000 annual visits have either a complete offer or an offer which has not been updated recently.

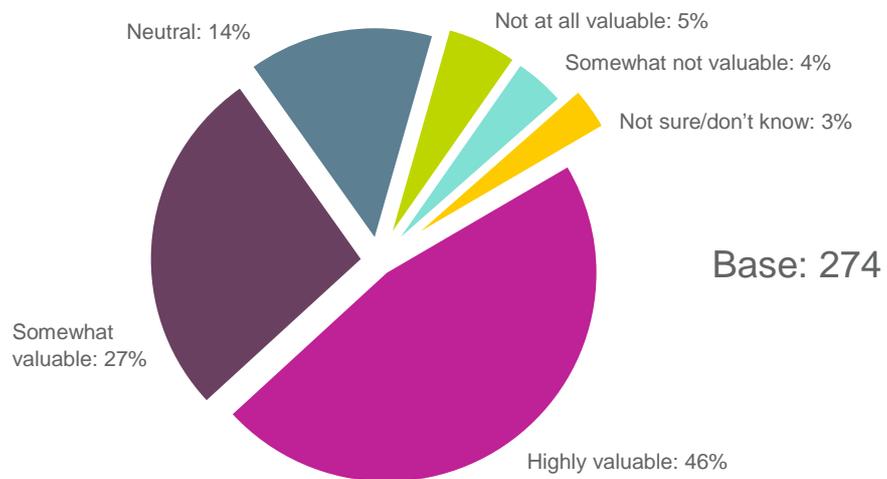
Chart 4.1: Organisation's current status by annual visits



Value of learning offer and opportunities

The majority of respondents value the new learning offer and opportunities requirement either highly or somewhat (73%).

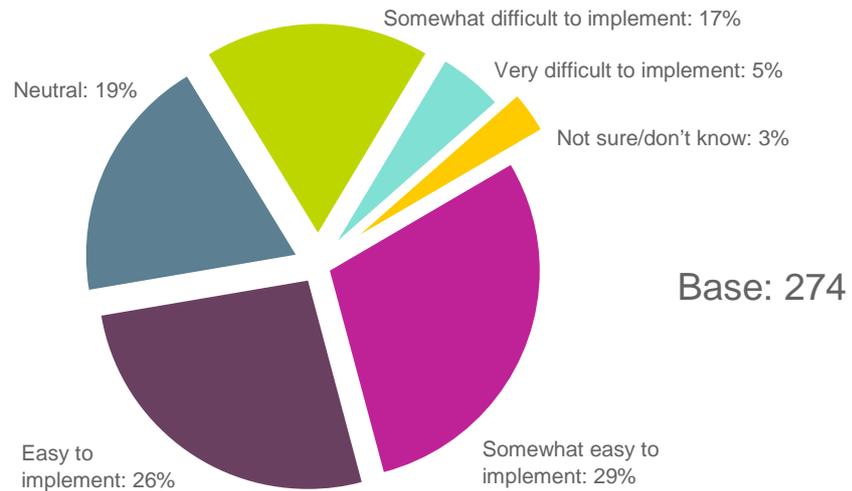
Chart 4.2: Value of new requirement



Ease of implementation of new learning offer

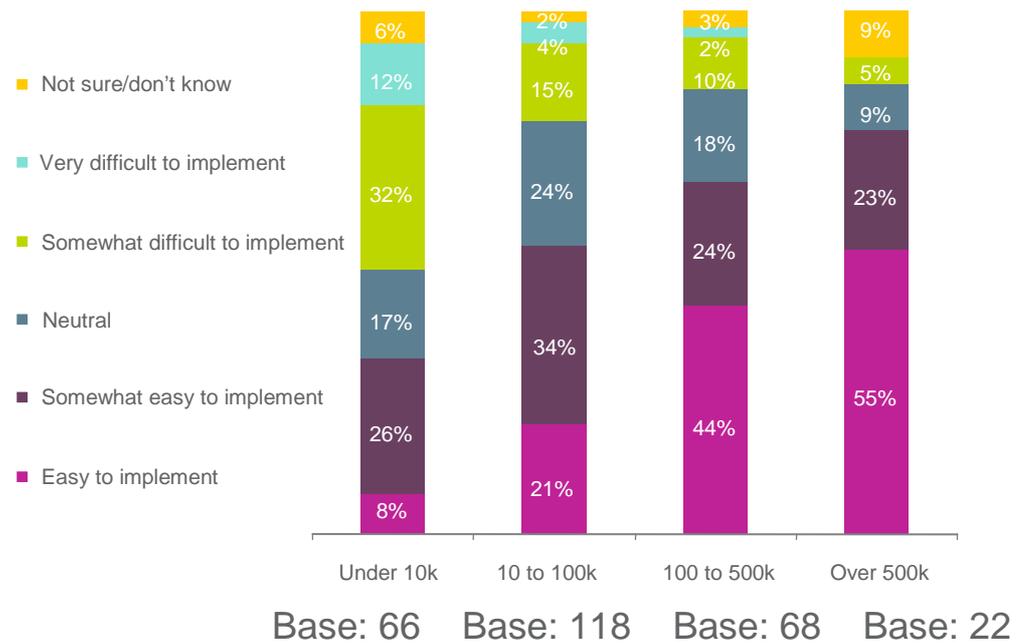
Just over half of respondents (55%) rate the new requirement on learning as being 'very' or 'somewhat easy' to implement within their organisation.

Chart 4.3: Ease of implementation of new requirement



There is a link between number of annual visits and ease of implementation of the learning offer and opportunities requirement. 44% of respondents with less than 10,000 visits report that they would find it somewhat or very difficult to implement.

Chart 4.4: Ease of implementation new requirement by annual visits



Level of training to comply with new learning offer and opportunities

To comply with the new learning offer and opportunities 69% of respondents stated that they would need some level of training.

Chart 4.5: Level of training to comply with new requirement

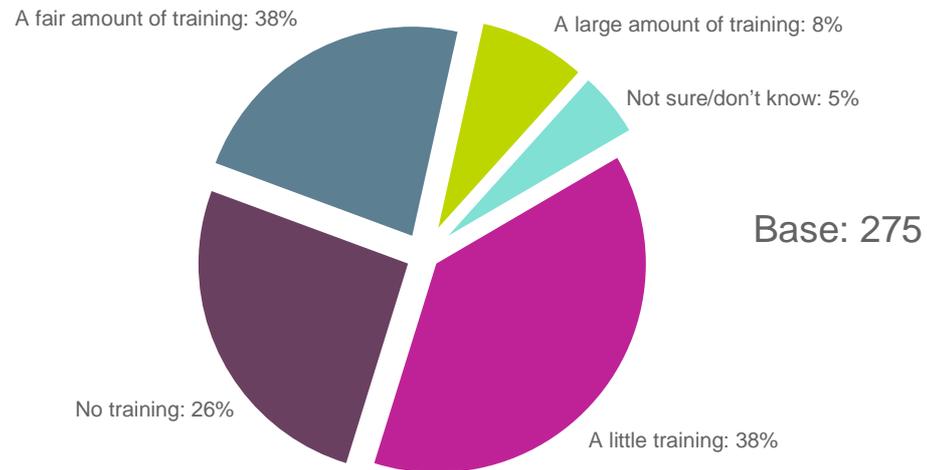
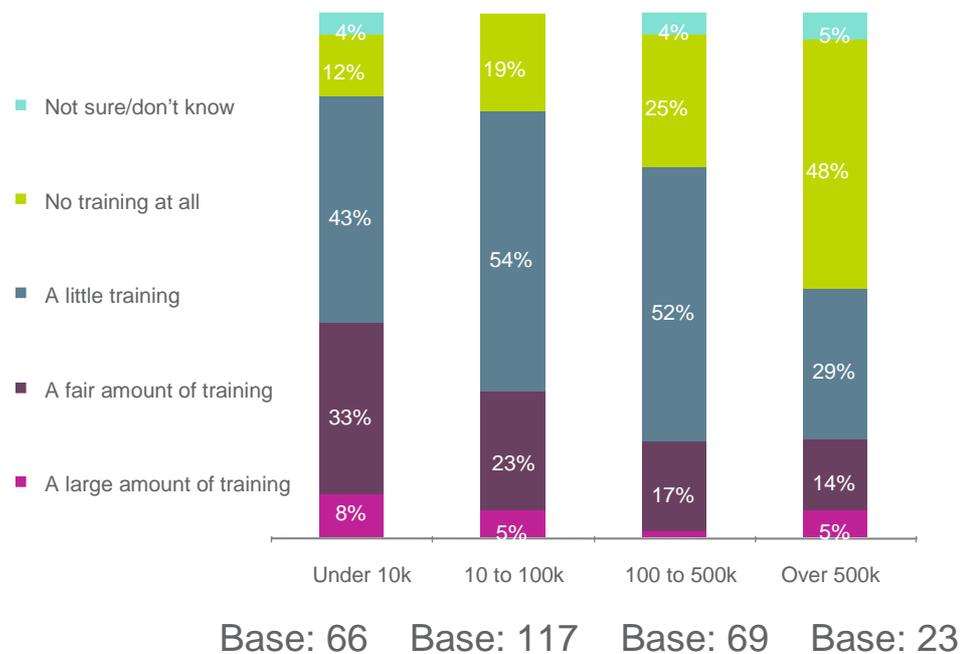


Chart 4.6 reveals that 48% of respondents with annual visits of over 500,000 require no training to comply with the learning offer and opportunities requirement.

Chart 4.6: Level of training to comply with new requirement by annual visits



The learning offer and opportunities requirement does demonstrate a confidence in the sector that they have a learning offer in place and would value this requirement in the Accreditation Standard. It is clear that different museums have different requirements in order to implement the requirement, with the number of annual visits serving as an indication of the need for training. The survey also looked at the breakdown of value of this requirement by museum type and 57% of local authority museum respondents and 32% of university museum respondents would find the requirement highly valuable to their organisation.

In the comments made by respondents there is confusion around the language. This is highlighted by one response:

'The term 'Learning Offer' is not one I had come across before. The definition for the section about the 'learning offer' didn't mention it specifically'.

This points to a recommendation applying to all new Accreditation requirements.

Recommendation 3: Clarity of requirements

It is recommended that MLA invests time in ensuring there is clarity around the expectations for each requirement of the revised standard. The qualitative findings demonstrate confusion around some terms such as 'resource plan' and, 'organisational risk awareness' and in other areas, for example for 'access'. Those applying for Accreditation, or renewing their information, need to know exactly what they need to do to meet the standard.

Some respondents wished to emphasise the value they place on learning in a museum setting:

'It is important that Accreditation concerns itself with raising core access, collection and learning standards'

'We feel very positive about the fact that learning is now part of the accreditation framework and see this as a positive step forward.'

5 Access assessment and access policy

Museums were asked to consider all aspects of access assessment and access policy in the survey. Respondents were provided with the following description to help them answer the questions:

'An access statement/policy is the strategy to break down barriers. It is a commitment to widening access and participation based on an understanding of what is blocking people's involvement. A small museum might not have a policy but could have a public statement on say, its collections which are not on display. The statement should let people know how they can find out more about them and get to see them.' Comments to this question show that there is some confusion over the terms used, one respondent asked,

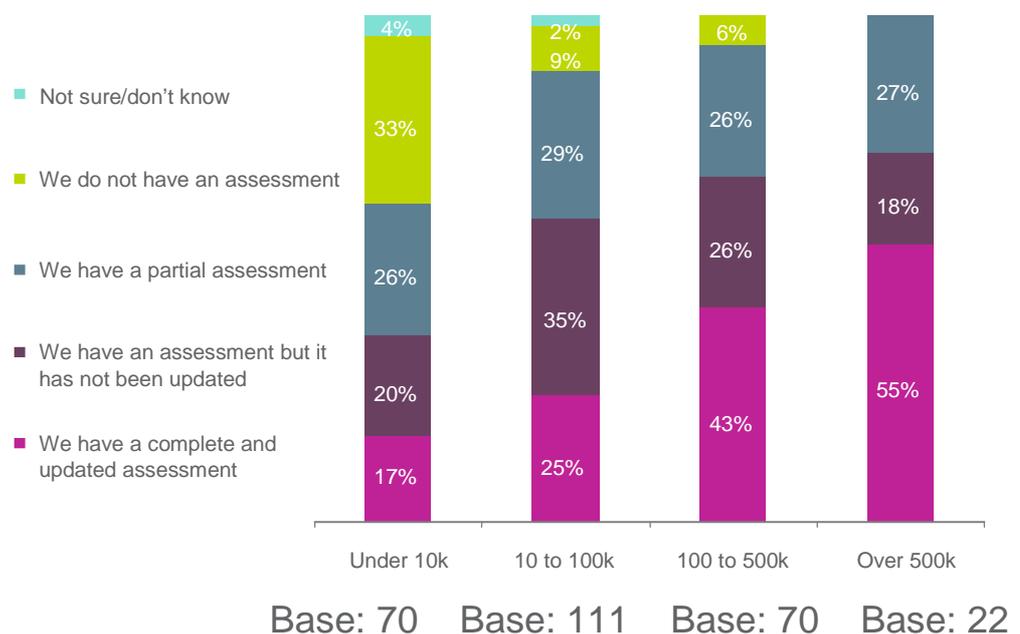
'What is the matter with the Access policy, Educational policy already in place?'

Clarity on the point that the revised standard is referring to access in its broadest sense is important. Accredited Museums have demonstrated to MLA their compliance with the relevant elements of the Disability Discrimination Act (DDA) incorporated within the Accreditation Standard. Equally, Accredited Museums have committed, as part of their application, to comply with all relevant legal, safety and planning regulations.

Current status of Accreditation access assessment and access policy

84% of respondents to this question have an access policy of some description, with 100% of those with over 500,000 annual visits having a complete, updated; a or partial policy in place.

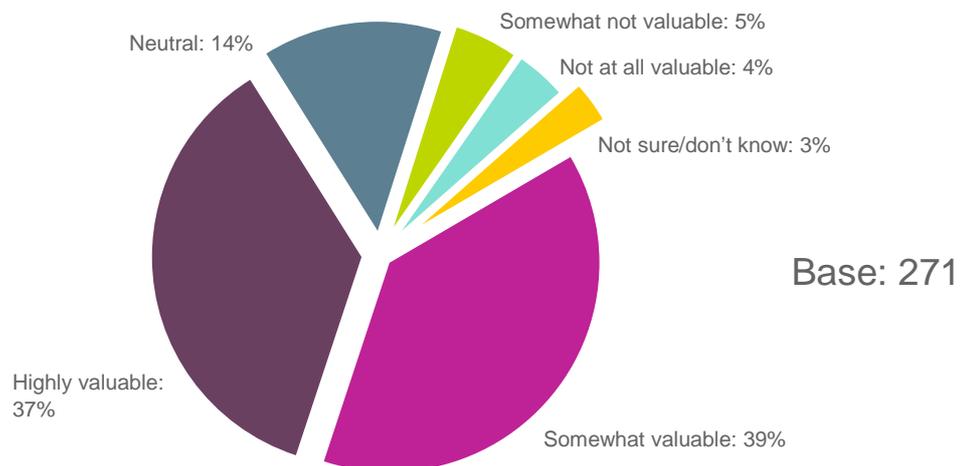
Chart 5.1: Organisation's current status by annual visits



Value of new Accreditation access assessment and access policy

Just over two thirds of respondents to this question (76%) rate the new access assessment and access policy requirements as 'highly' or 'somewhat' valuable.

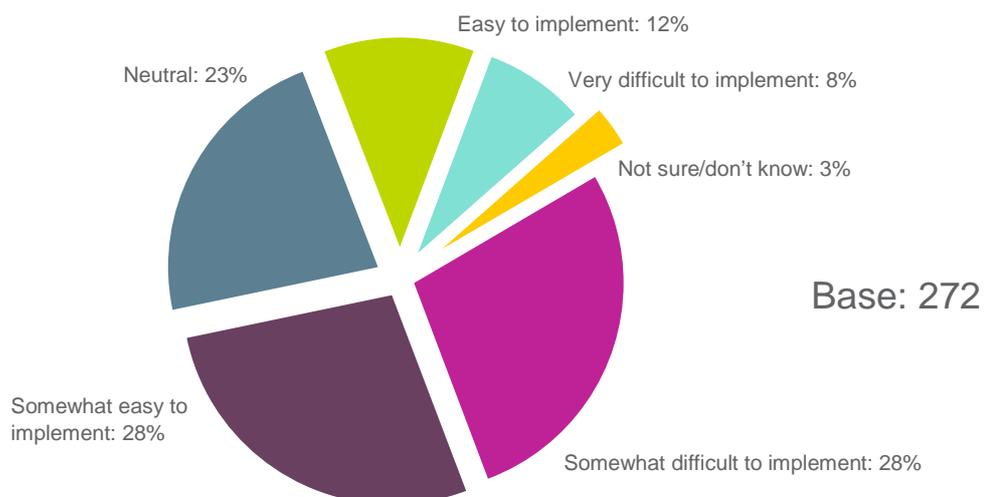
Chart 5.2: Value of new Accreditation requirement



Ease of implementation of new Accreditation access assessment and access policy

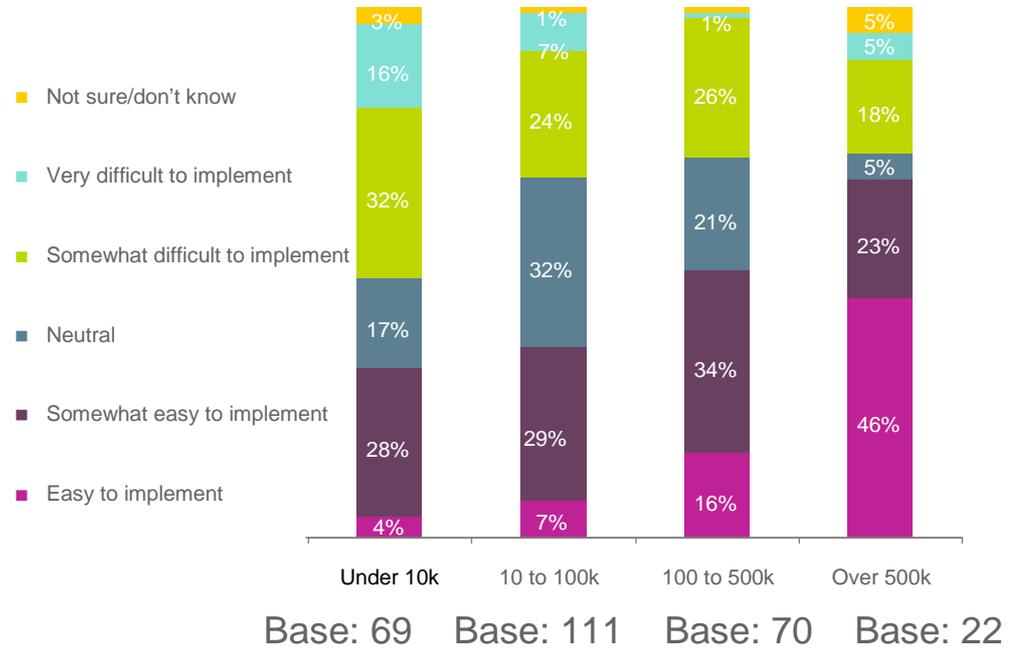
Remembering that respondents were asked to consider access in its broadest sense, over a third felt that these new requirements would be easy or somewhat easy to implement. Nearly a quarter felt it was neutral or hard to implement.

Chart 5.3: Ease of implementation of new requirement



In chart 5.4 nearly half (48%) of respondents from museums with under 10,000 annual visits said they would find it somewhat or very difficult to implement.

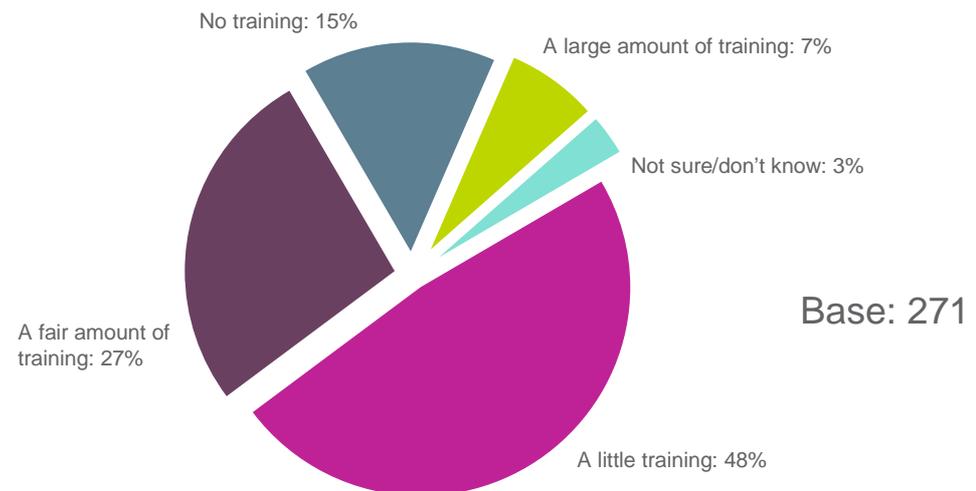
Chart 5.4: Ease of implementation of new requirement by annual visits



Level of training to comply with the new Accreditation access assessment and access policy

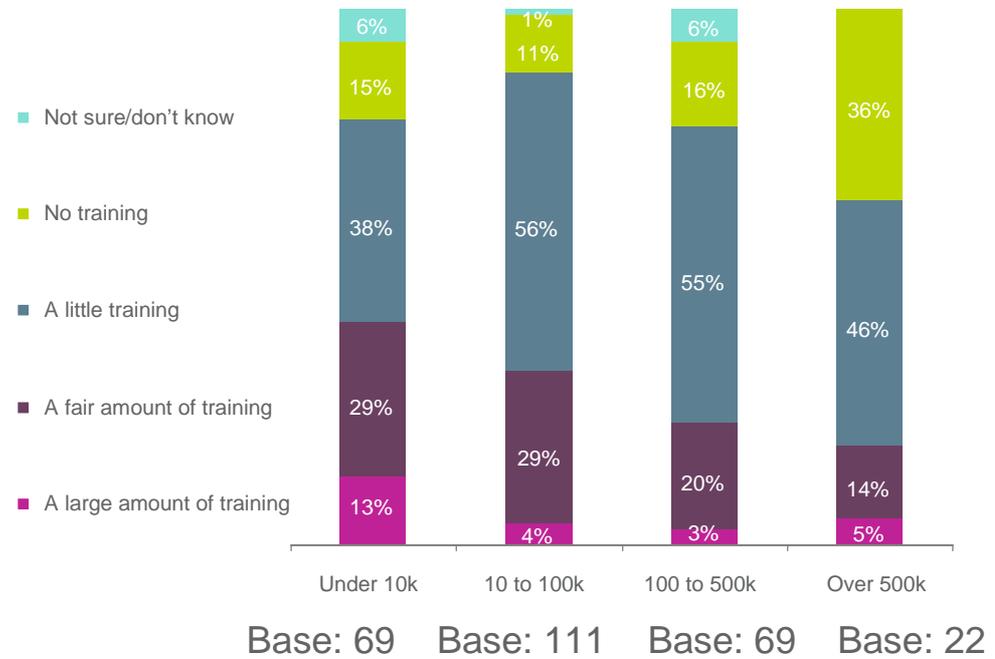
48% of respondents said they would need a little training with only 7% asking for a large amount of training.

Chart 5.5: Level of training to comply with new requirement



Notably over a third (36%) of respondents from museums with over 500,000 annual visits felt they needed no training at all to comply with this requirement.

Chart 5.6: Level of training to comply with new requirement by annual visits



The survey results have demonstrated that respondents do not require a large amount of training, but equally (in relation to the size of their museum) would not find it easy to implement the requirement. This contradiction in data suggests that there is some confusion over the terms used in the question. There is a need for communication over what is meant by 'access' and what museums will need to do to comply with new requirements for this aspect of Accreditation. This reinforces recommendation 3 on *clarity of requirements* and leads us to our fourth recommendation on training.

Recommendation 4: Flexible approach to training

Tied to recommendation 2 on mentoring and peer support there is a need for a flexible approach to training across different sizes of museums, tailored to identified need. The survey findings reveal that for most of the requirements museums require 'a little training'. This points to a flexible programme of half-day workshops; online resources; use of MLA's case study database (tagged with additional Accreditation related examples); and signposting to existing resources including the work of Curatorial Advisers and Museum Development Officers.

6 Understanding of primary audience and identification of developing audience

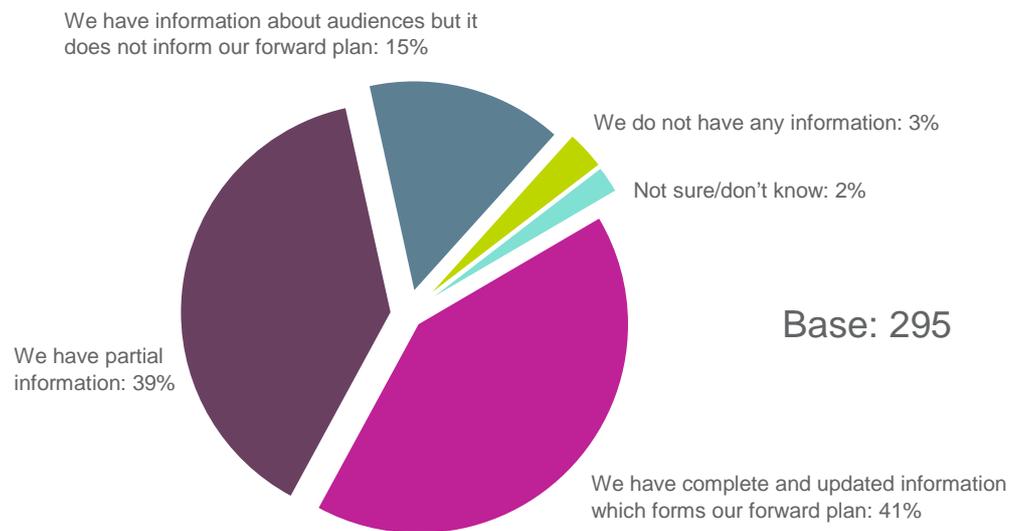
Respondents were asked to consider the following:

'Your primary audience is the segment of the population that your services are designed to serve. The new requirement will look for evidence that your organisation has identified this community and is tailoring services and facilities to them. In terms of widening access and developing the museum, we are interested in how you plan to identify a developing audience and build a relationship with them, e.g. your primary audience may be local families but your developing audience may be tourists to your area or pre-booked primary school groups.'

Current status of Accreditation primary audience and identification of developing audiences

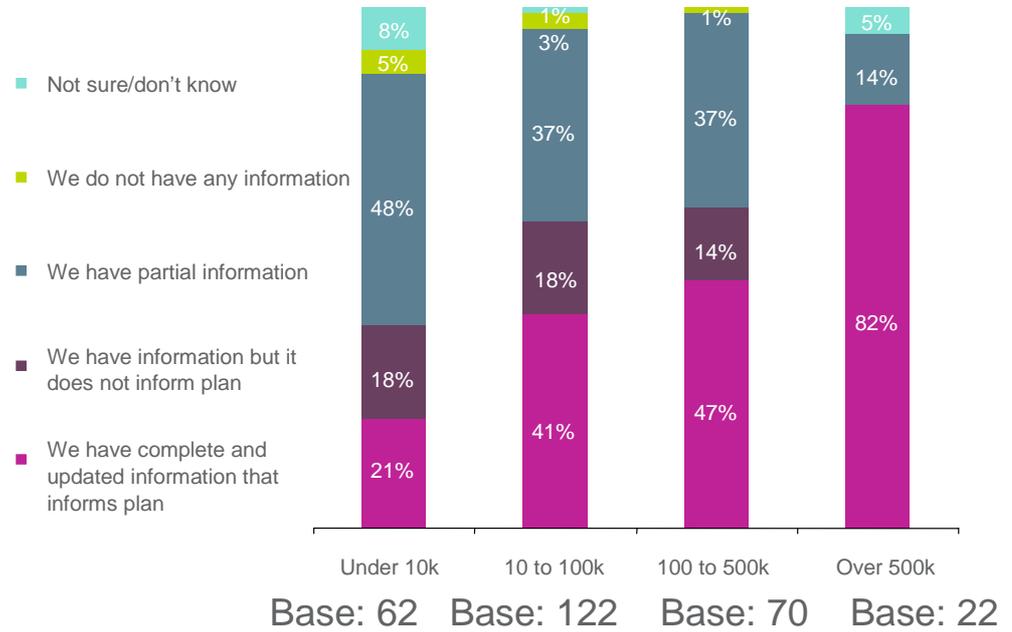
80% of respondents (chart 6.0) stated that they have information about their audience with a further 39% having partial information. 41% of respondents have complete and updated information which informs their forward planning.

Chart 6.0: Organisation's current status



In relation to the number of annual visits, nearly half (48%) of respondents from museums with less than 10,000 visits only had partial information on their primary and developing audiences. 82% of those with over 500,000 annual visits have complete and updated information which informs their forward plan.

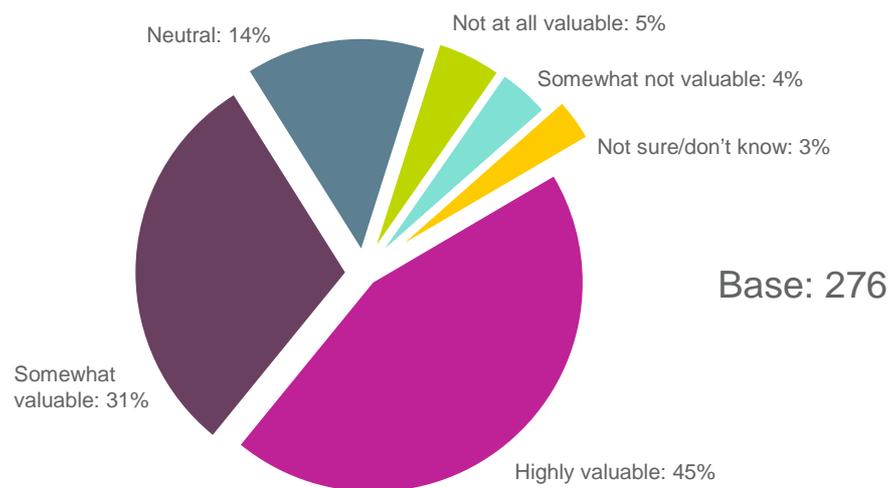
Chart 6.1: Organisation's current status by annual visits



Value of new primary audience and identification of developing audiences requirement

The value placed on this requirement is fairly high with 45% finding it highly valuable and 31% somewhat valuable. Only 5% found it not at all valuable.

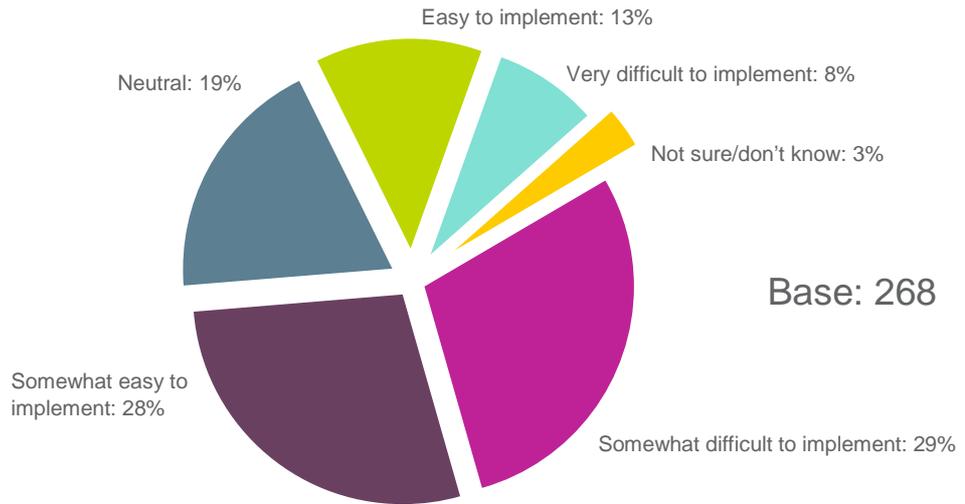
Chart 6.2: Value of new requirement



Ease of implementation of new primary audience and identification of developing audiences requirement

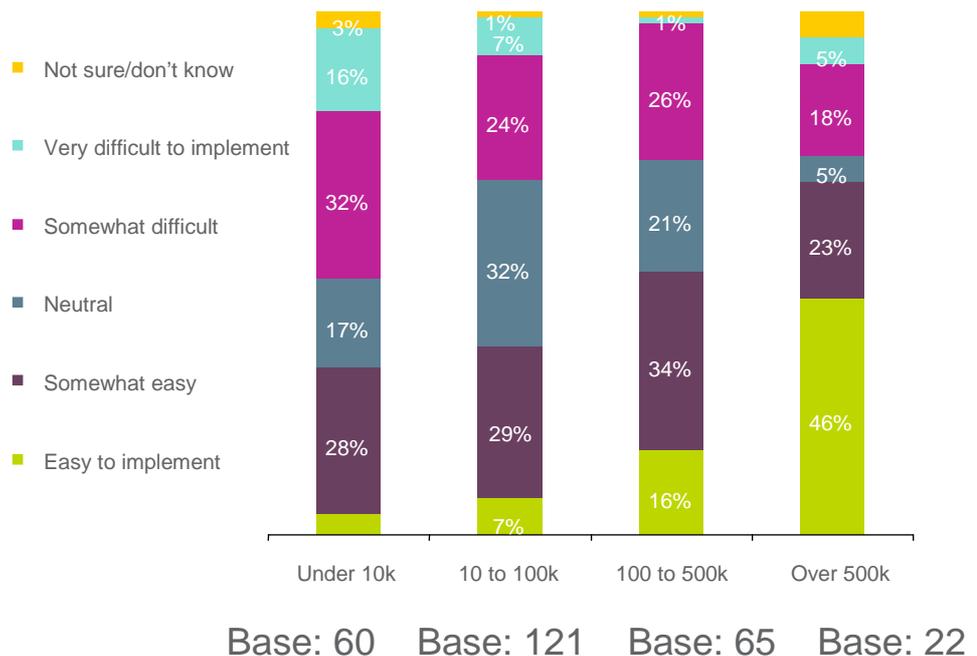
Over a third of respondents stated that they would find this requirement easy or somewhat easy to implement. A further third reported that it would be somewhat difficult or very difficult to implement.

Chart 6.3: Ease of implementation of new requirement



The correlation between size of museum (number of annual visits) and ease of implementation is evident in chart 6.4 where almost half of those with 10,000 annual visits (48%) would find it somewhat / very difficult to implement compared to a quarter (23%) of respondent museums with over 500,000 annual visits.

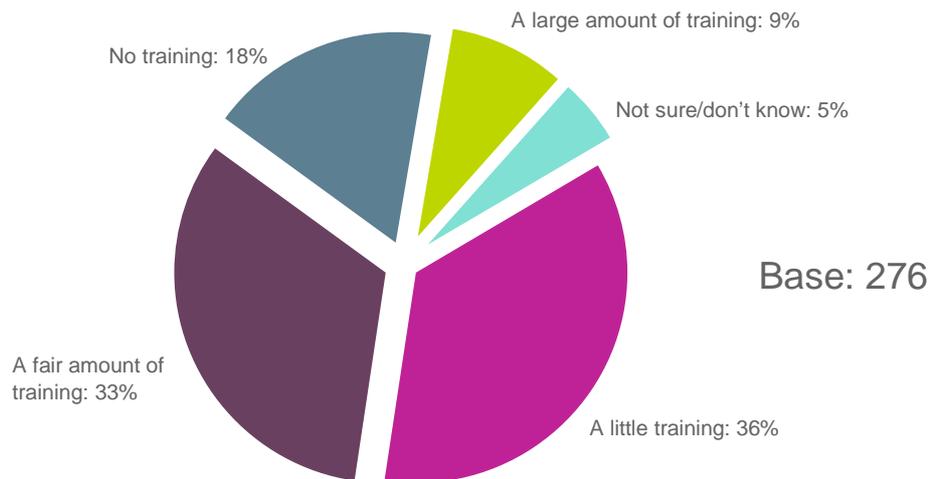
Chart 6.4: Ease of implementation of new requirement by annual visits



Level of training to comply with new primary audience and identification of developing audiences requirement

In terms of training just over a third stated a need for a little training with a further third requesting a fair amount of training to comply with a new primary audience / development audience requirement. 18% said they would require no training at all.

Chart 6.5: Level of training to comply with new requirement



Comments made by respondents to the survey reflect an appreciation for this element of the new standard:

'It is important that the standard reflects current thinking and developments in the sector and moves with the times to ensure museums remain responsive to current and new users and audiences and are rooted within the community in which they should play an important role.'

'Working for a number of community museums, I am pleased to see an emphasis in the development of audiences.'

In noting responses to chart 6.1 relating to number of museums with information on current and developing audiences it would be worth exploring if there is a difference in what sort of information / audience intelligence they have available, according to the different sizes and types of museums. Data gathered on different types of museums, shows that national and university museums are most likely to have complete and updated information on audiences which they use to inform their forward plans. 42% of local authority museums and 40% of independent museums responded similarly. As another respondent commented:

'Accreditation's success is built on the fact that it is not a one size fits all but can be used flexibly regardless of museum size, professional make-up and resource'.

This is an issue which we refer to again in the conclusion to this report and is true of a wide range of the new Accreditation requirements.

7 Collections development policy

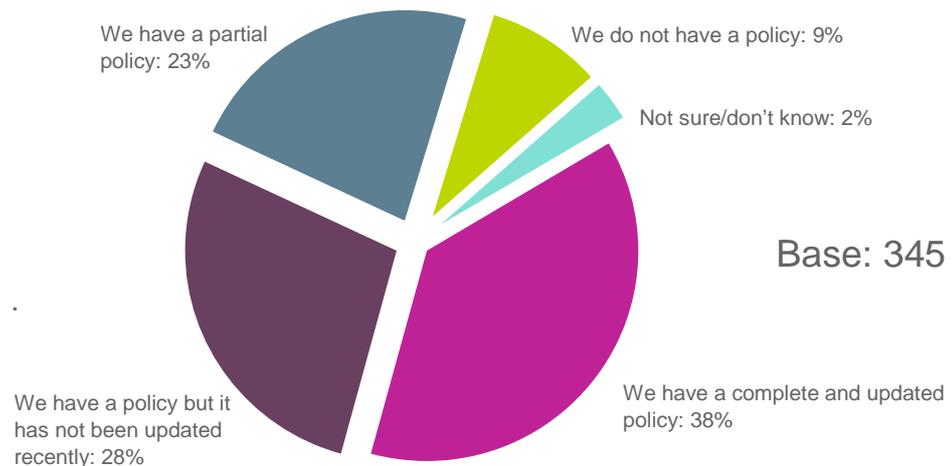
Respondents were asked to consider their policies for collections development in the context of the following description:

'Collections development covers collecting new items, researching and reviewing the existing collections and removing items in accordance with the collecting organisation's policies and priorities.'

Current status of organisation's collections development policy.

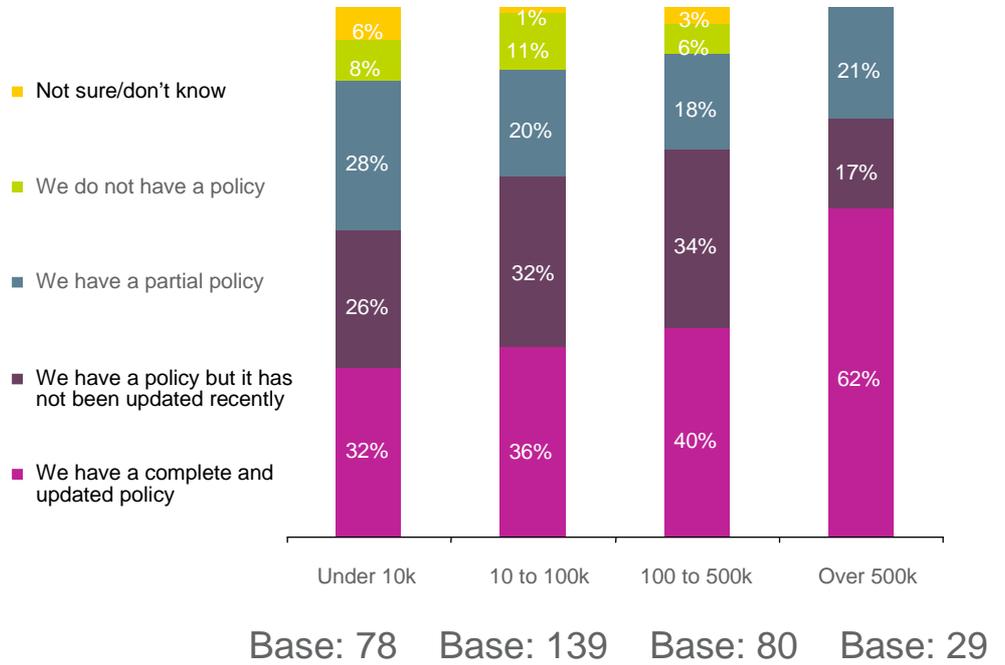
In Chart 7.0 it can be seen that 89% of respondents to the question have either a complete and updated policy; a policy which has not been updated recently; or a partial policy for collections development.

Chart 7.0: Organisation's current status



62% of respondents with museums of over 500,000 visits per annum have a complete and updated policy compared to 32% of those with less than 10,000 annual visits.

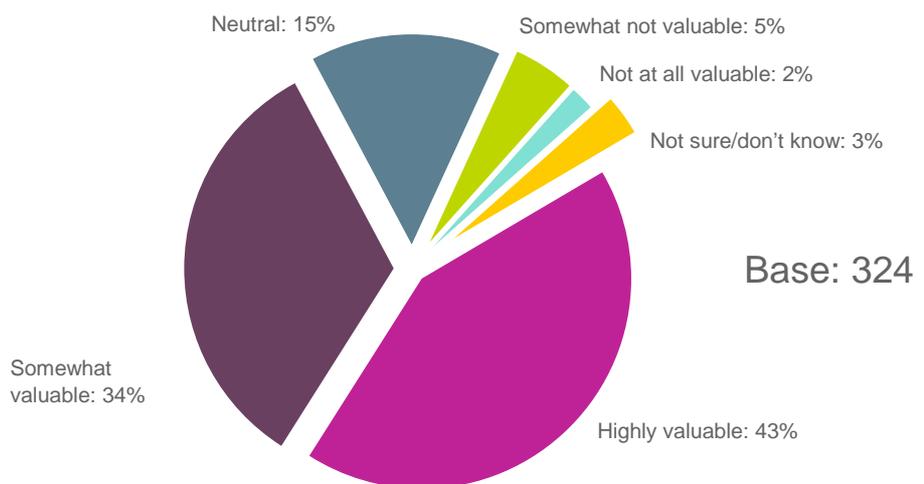
Chart 7.1: Organisation's current status by annual visits



Value of new collections development policy

A significant 77% of respondents rated the value of the new collections development policy as either highly valuable or somewhat valuable.

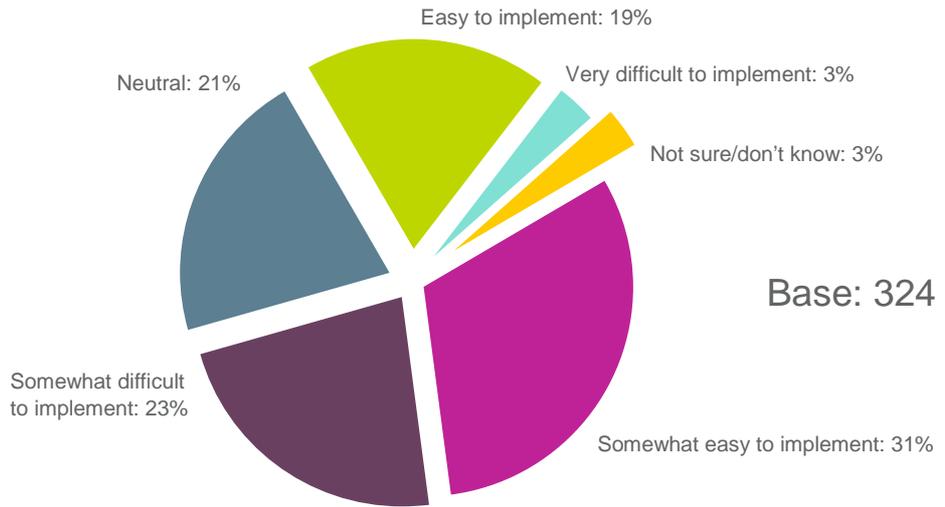
Chart 7.2: Value of new requirement



Ease of implementation of new collections development policy

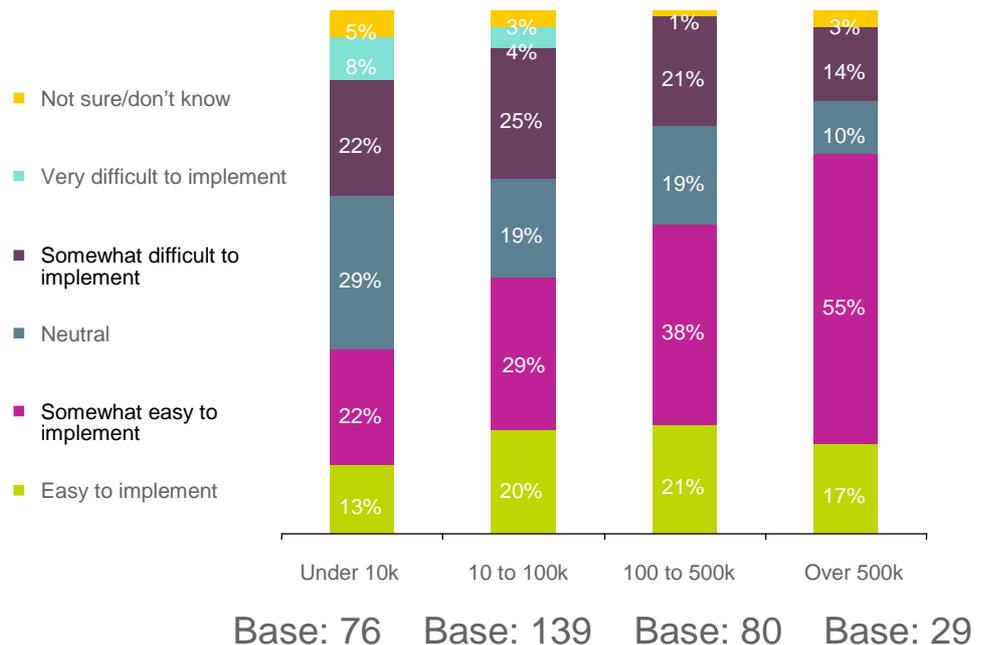
As chart 7.3 demonstrates 50% of respondents said that they would find the new collections development policy either easy or somewhat easy to implement with 23% considering it would be somewhat difficult to implement.

Chart 7.3: Ease of Implementation of New Requirement



Unlike previous Accreditation requirements, there is less obvious correlation between the size of the museum and the ease of implementation of collections development policy requirement. In the middle range of visit numbers 20% would find the requirement easy to implement; with a similar finding (21%) for those with between 100,000 and less than 500,000.

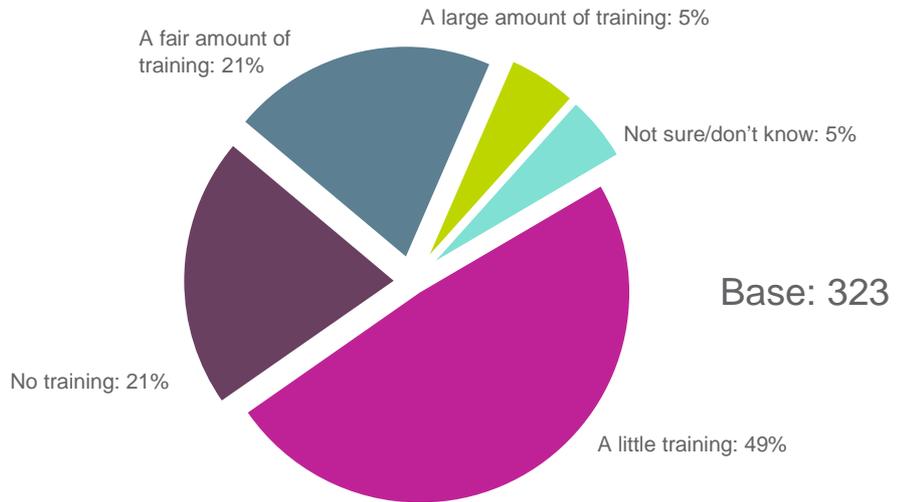
Chart 7.4: Ease of Implementation of New Requirement by Annual Visits



Level of training to comply with new collections development policy

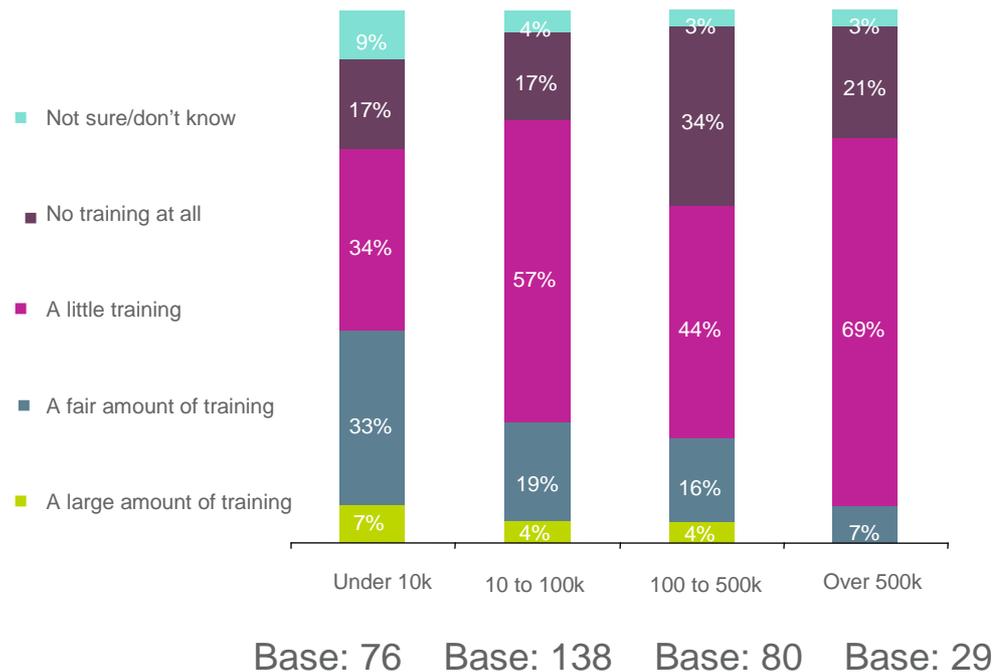
Chart 7.5 demonstrates that three quarters (75%) of respondents stated that they require some sort of training, with the majority (49%) wanting a little training.

Chart 7.5: Level of training to comply with new requirement



The comparison with annual visit figures reveals that 34% of respondent museums, with between 100,000 and less than 500,000 visits a year, require no training at all to comply with the new requirement. 76% of museums with over 500,000 visits and 74% of those with under 10,000 visits a year require some sort of training.

Chart 7.6: Level of Training to Comply with New Requirement by Annual Visits



Qualitative comments suggest that this development is to be welcomed, but add notes of caution too:

'The section on Collections Management focuses on Policy. This is important but has to be backed up by effective procedures - this is an important emphasis of PAS 197 that doesn't seem to come across in the requirements outlined in this questionnaire. Benchmarks in Collections Care is useful but limited. If you are going to use Benchmarks in the standard you should also use SPECTRUM which covers areas not touched on in Benchmarks.'

However respondents also raised concern that this requirement might add unnecessary work to the Accreditation process without monitoring progress and development.

'The emphasis seems to be on generating yet more policy documents and other paperwork but there's little evidence of monitoring how well these policies are implemented in practice.'

Equally the economic context in which museums are operating also makes implementation more challenging,

'In the current economic environment it is going to be challenging to find the capacity and resources to implement best practice especially around collections development where there may well be a considerable reduction in expertise and acquisitions funding for considered.'

Consideration should be given to how to make this requirement for Accreditation, and all others, as straightforward as possible to implement. This is a point picked up again in the conclusion to this report.

8 Collections information policy

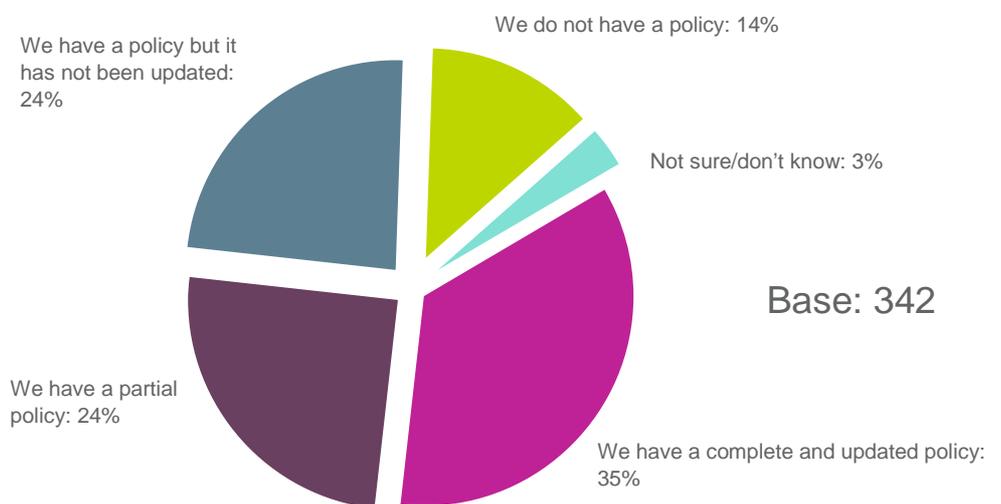
A description was provided in the survey to inform the respondents' answers to the questions as follows,

'A Collections Information Policy includes a description of how the museum obtains, documents, maintains and makes available information about the collections and items within it; the legal requirements that govern the museum; and other requirements that you aim to comply with, such as a commitment to manage the collection within a specific ethical code, a commitment to provide and maintain an information retrieval system and a commitment to identify and protect vital records. This may well form part of your current Acquisition and Disposal Policy.'

Current status of organisation's collections information policy

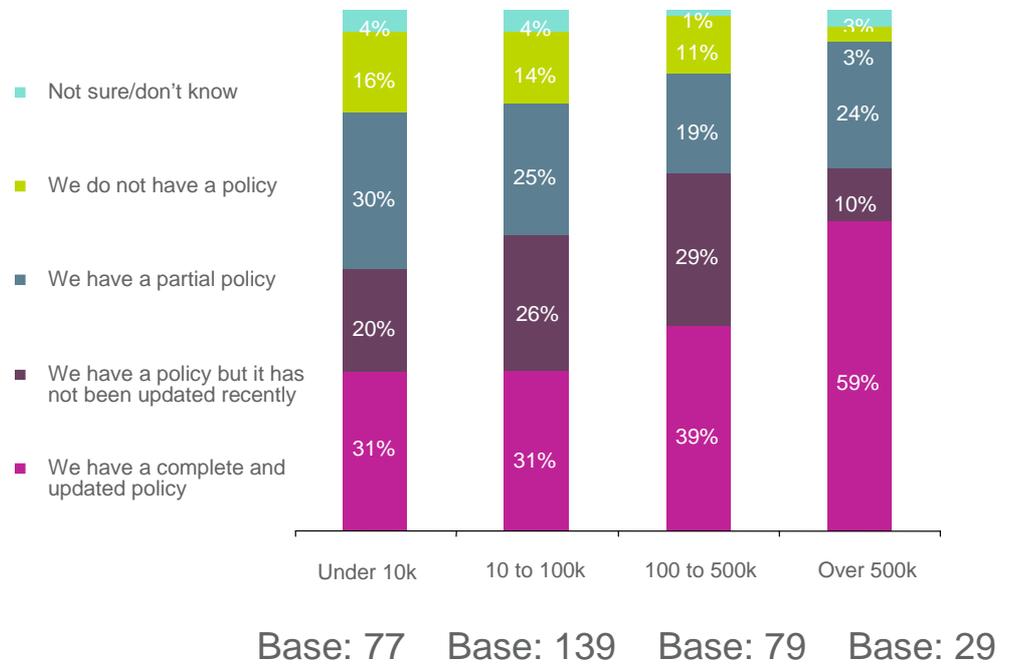
Chart 8.0 shows that 84% of respondents to this question have a collections information policy whether completed and updated; one that has not been updated recently; or a partial policy.

Chart 8.0: Organisation's current status



A relatively even spread across museum size said that they have some sort of policy for collections information from 81% of respondent museums with under 10,000 annual visits to 93% of respondent museums with over 500,000 annual visits.

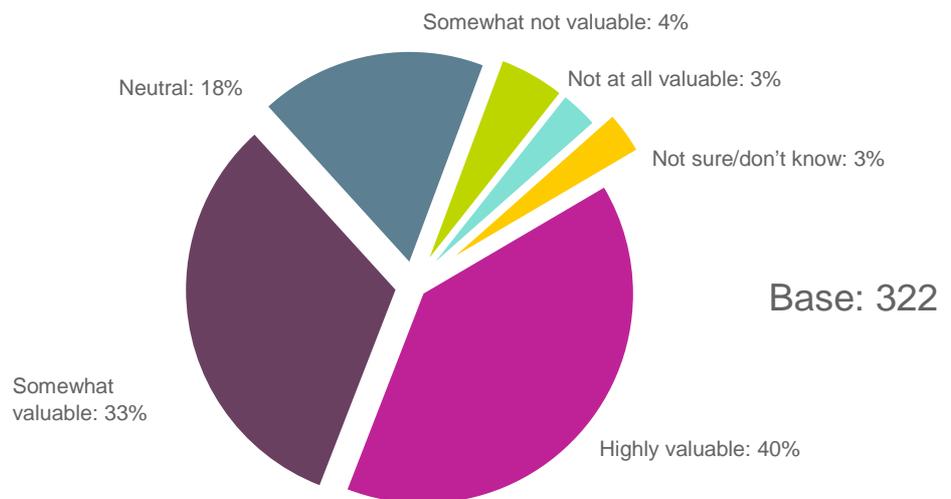
Chart 8.1: Organisation's current status by annual visits



Value of the new Collections Information Policy Requirement

The majority of respondents (77%) found value in this new requirement.

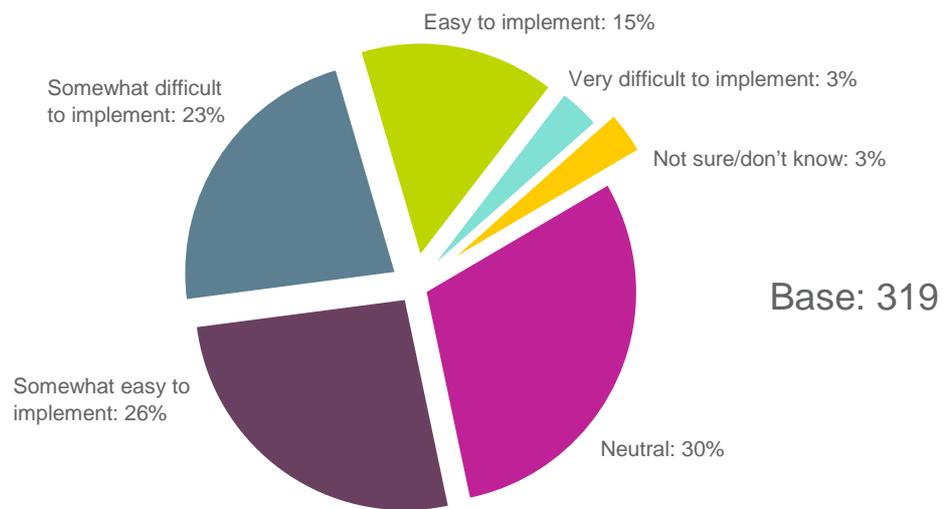
Chart 8.2 Value of the new collections information policy requirement



Ease of implementation of new collections information policy

Over a third of respondents (41%) rate a new collections information policy as either easy or somewhat easy to implement (chart 8.3). 31% of national museums found this easy to implement compared to 14% of local authority and independent museums.

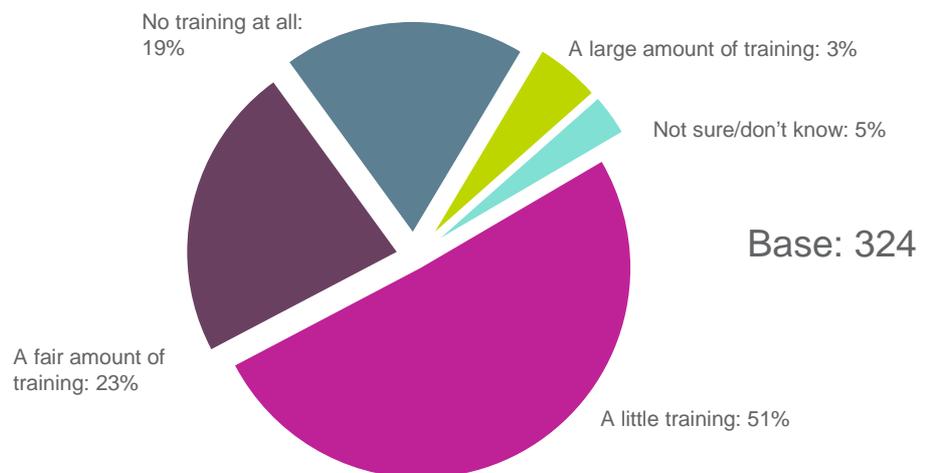
Chart 8.3: Ease of implementation of new requirement



Level of training to comply with new collections information policy

Over half (51%) of respondents to this question require a little training to comply with this requirement. 19% state that they require no training at all.

Chart 8.4: Level of training to comply with new requirement



9 Collections Access Policy

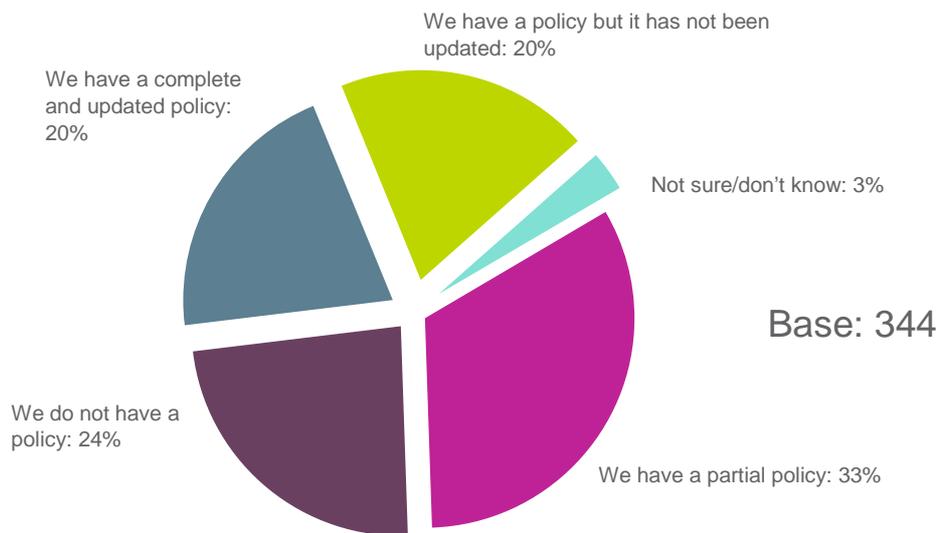
The collections access policy requirement was described in the questionnaire as one which:

'Outlines how you make all your collections – including stored collections- available and how people are made aware of the extent of your collections. It may be part of a wider access policy to services and facilities.'

Current status of organisation's collections access policy

In chart 9.0 nearly three quarters (74%) of respondents to the question have a complete and updated policy; a policy which has not been updated recently; or a partial policy.

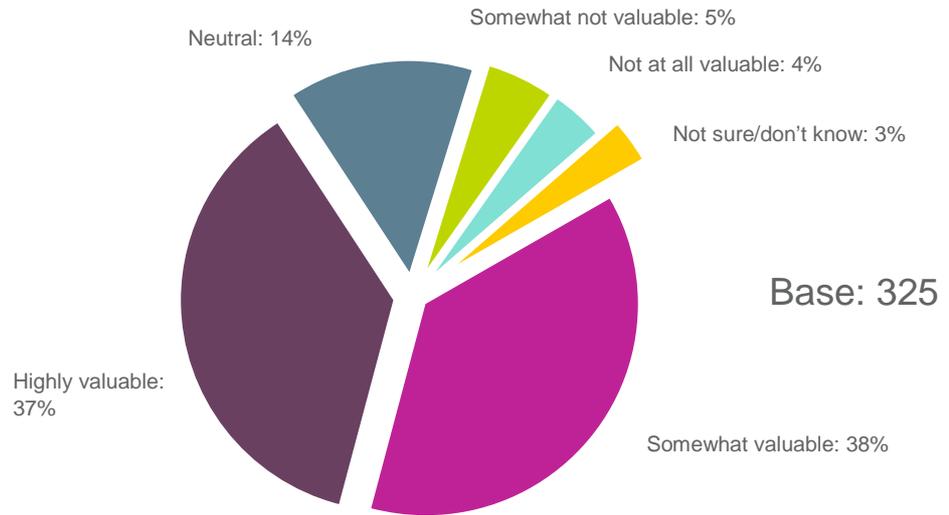
Chart 9.0: Organisation's current status



Value of new collections access policy.

Three quarters (75%) of respondents to this question rated the value of this new requirement on collections access policy as either highly or somewhat valuable.

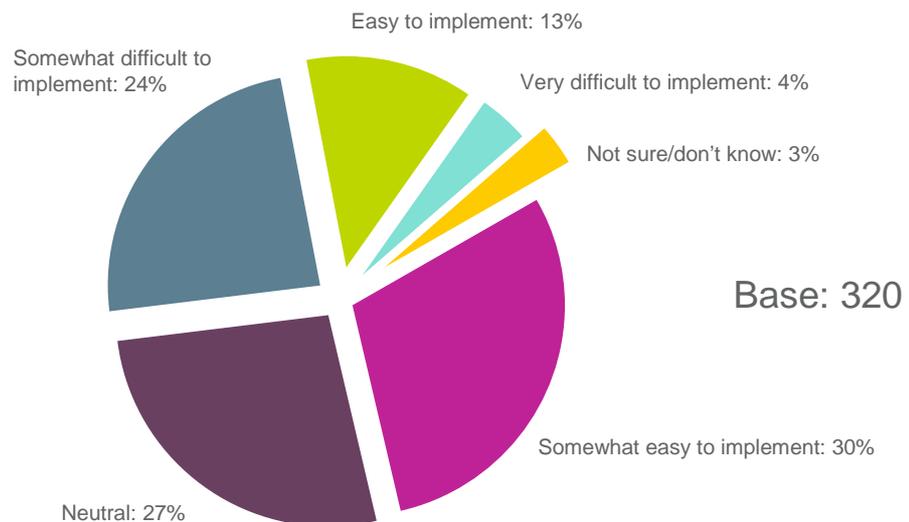
Chart 9.1: Value of new requirement



Ease of implementation of new collections access policy

43% of respondents to the question on ease of implementation of the new requirement (chart 9.2) rated it as easy or somewhat easy to implement.

Chart 9.2: Ease of implementation of new requirement



Level of training to comply with new collections access policy

As shown in chart 9.3 almost a half of respondents (49%) said that they would require a little training to comply with the new requirement; with almost a quarter (24%) requesting a fair amount of training.

Chart 9.3: Level of training to comply with new requirement

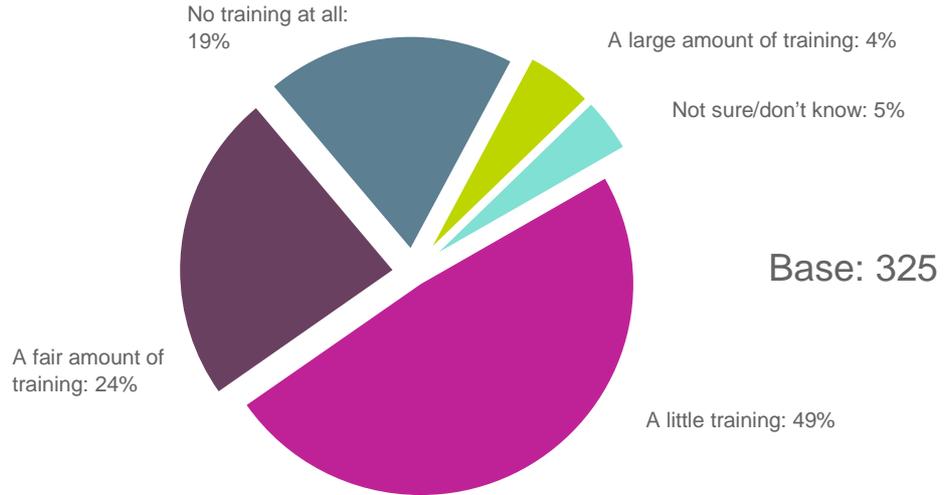
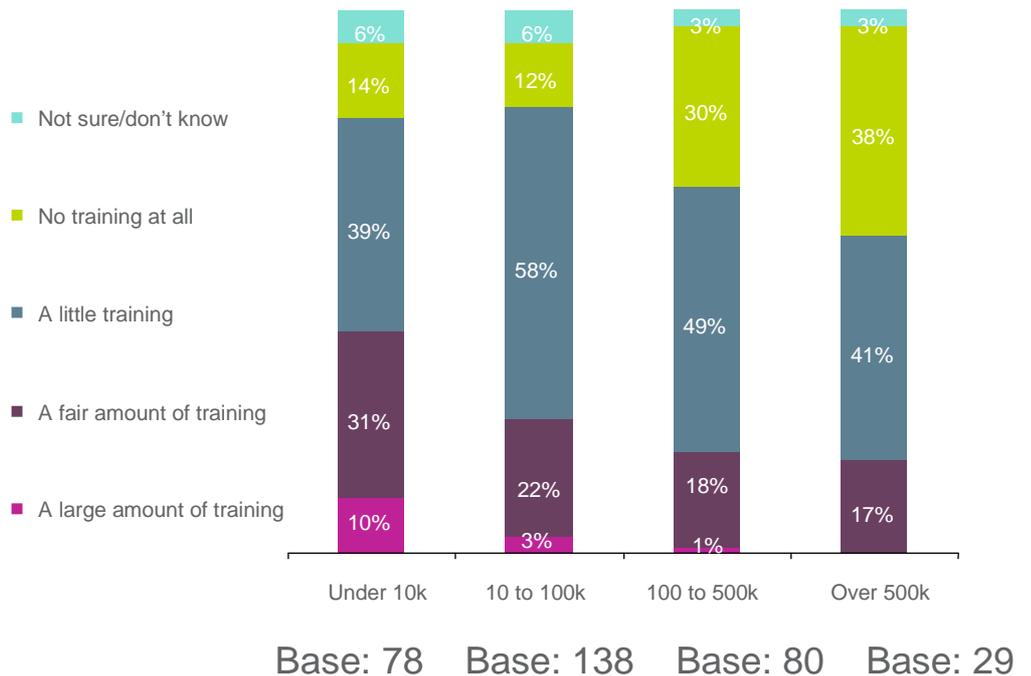


Chart 9.4 shows that 58% of museums with between 10,000 and 100,000 visits a year require a little training; and just under a half of respondent museums with between 100,000 and less than 500,000 museums require the same. 38% of museums with over 500,000 annual visits said they require no training at all.

Chart 9.4: Level of training to comply with new requirement by annual visits



10 Collections Care

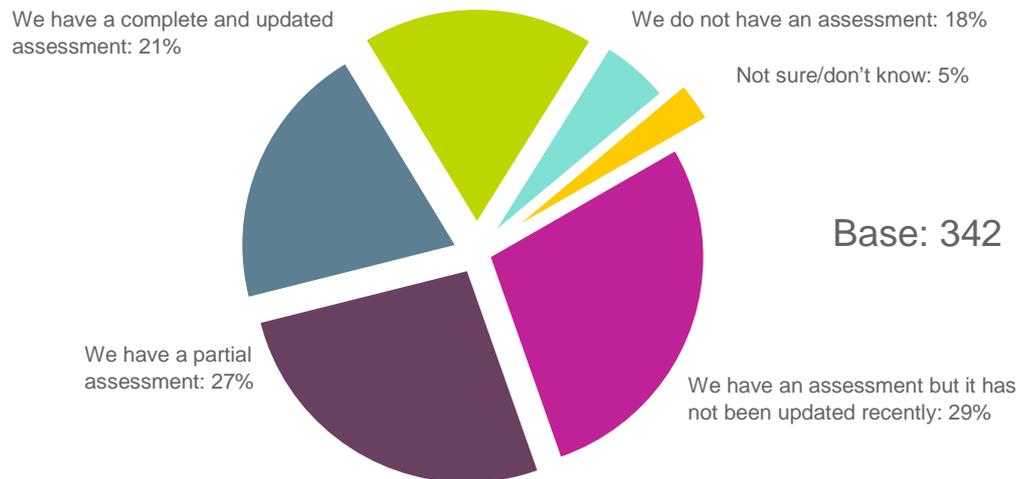
Respondents were asked to consider the following information on ‘Benchmarks in Collections Care’ before answering the collections care section of the survey.

‘Benchmarks is a practical support tool that helps you identify how well you are caring for your collections. It gives guidance on where and what improvements might be needed and provides a framework for measuring future progress.’

Current status of organisation’s collections care policy

Over three quarters (77%) of respondents to this question have a policy in place whether partial; existing but not updated recently; or complete and updated.

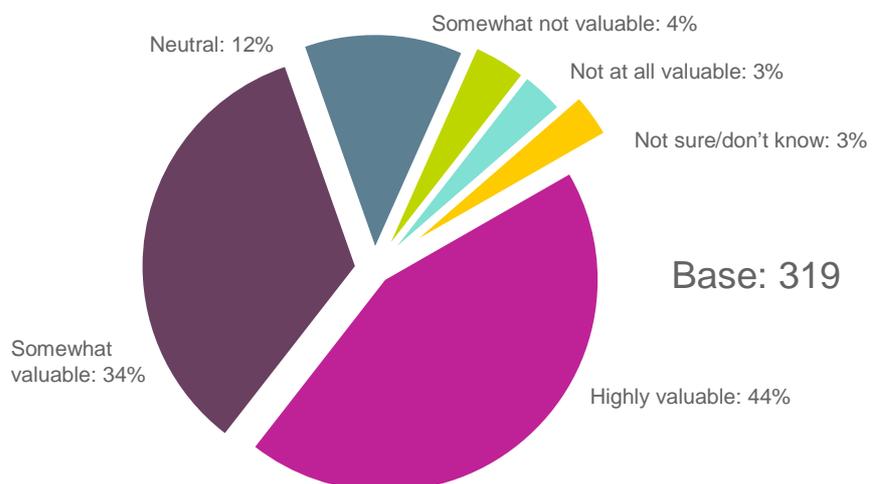
Chart 10.0: Organisation’s current status



Value of new collections care policy

74% of respondents rate it highly valuable or somewhat valuable.

Chart 10.1: Value of new requirement



Ease of implementation of new collections care policy

While 34% of respondents rated this requirement either easy or somewhat easy to implement, just over a quarter (26%) scored it neutrally and just over a third (35%) said they would find it very difficult or somewhat difficult to implement.

Chart 10.2: Ease of implementation of new requirement

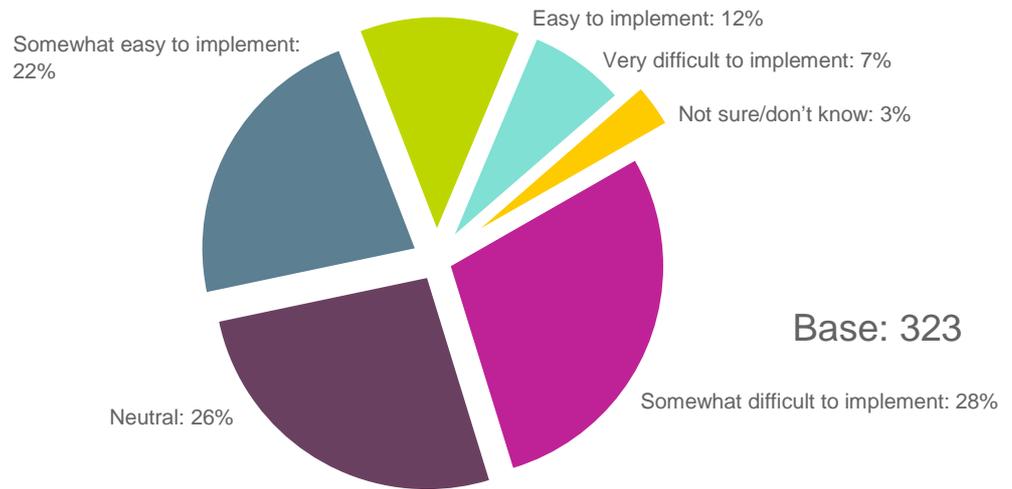
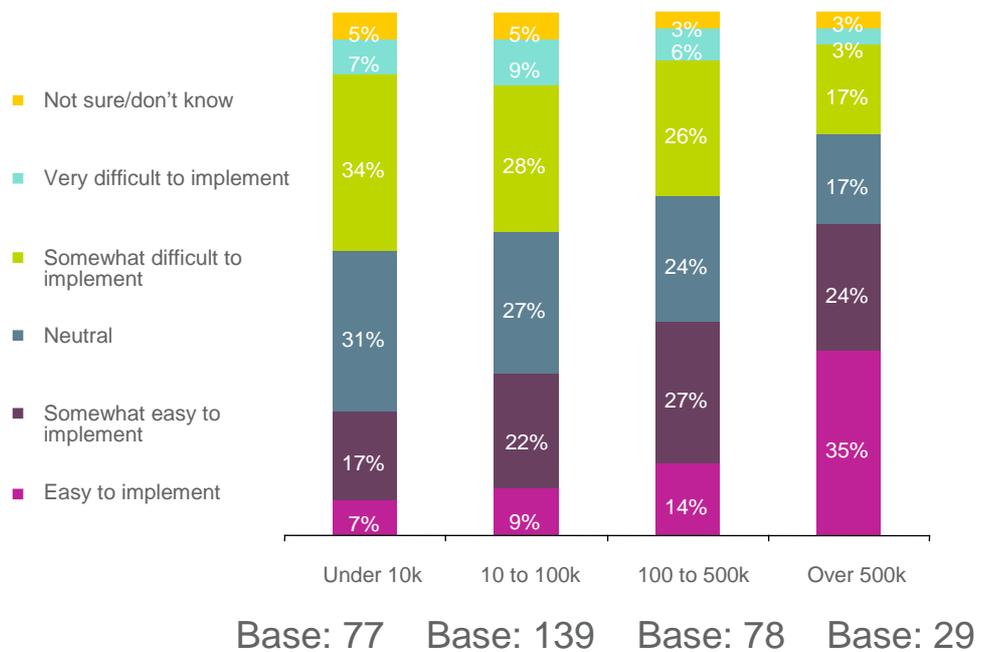


Chart 10.3 demonstrates a degree of difficulty across the board in being able to implement the policy.

Chart 10.3: Ease of Implementation of New Requirement by Annual Visits



Level of training to comply with new Collections Care Policy

Despite the levels of unease about implementation of the policy, 42% of respondents to the question on the level of training needed to comply with the new collections care policy said that they would only need a little training; with 32% requiring a fair amount of training.

Chart 10.4: Level of training to comply with new requirement

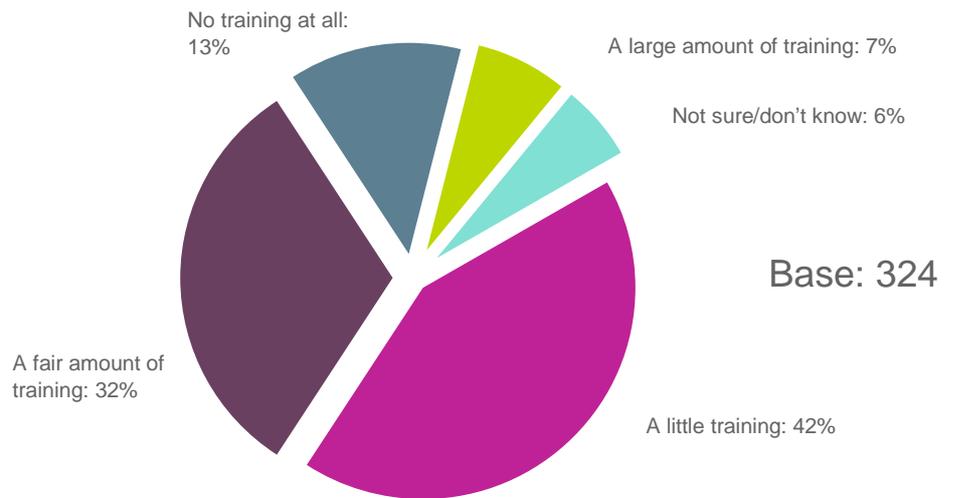


Chart 10.4 shows that 90% of respondent museums with less than 10,000 visits a year will need some sort of training to comply with the new requirement.

Chart 10.4: Level of training to comply with new requirement by annual visits



The following is a comment from a respondent who highlights the value of collections care as part of the standard:

'Accreditation remains a very useful exercise and I'm pleased to see the MLA is looking beyond documentation, more closely at other aspects of collections care and use.'

11 Environmental sustainability

The survey pointed out that many museums have a legal responsibility to be aware of their carbon footprint and to reduce it, whilst noting that others are not legally bound to fulfil this requirement.

Reducing impact on the environment

Respondents were asked for their views on the importance of Accreditation including a compulsory requirement on reducing impact on the environment in the standard. Chart 11.0 demonstrates that over half of respondents considered this to be very important or somewhat important. Only 14% rated it as not important at all.

Chart 11.0: Importance of compulsory requirements on reducing impact on the environment

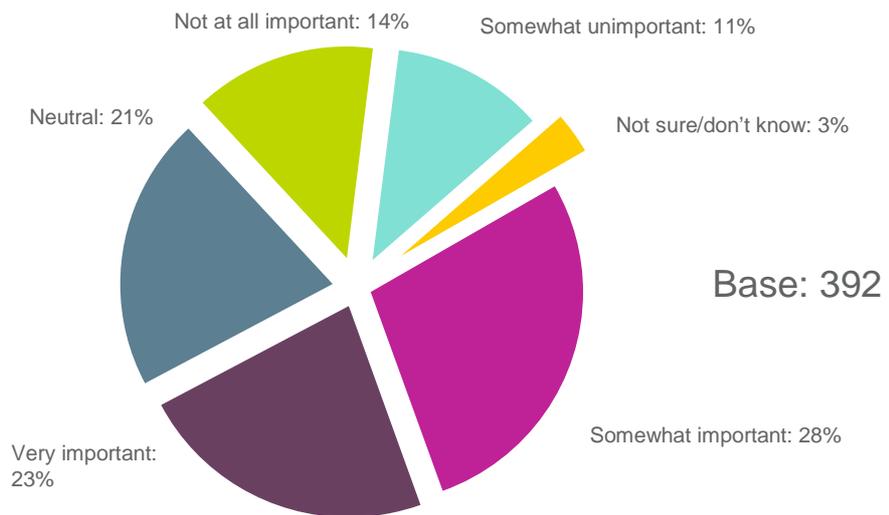
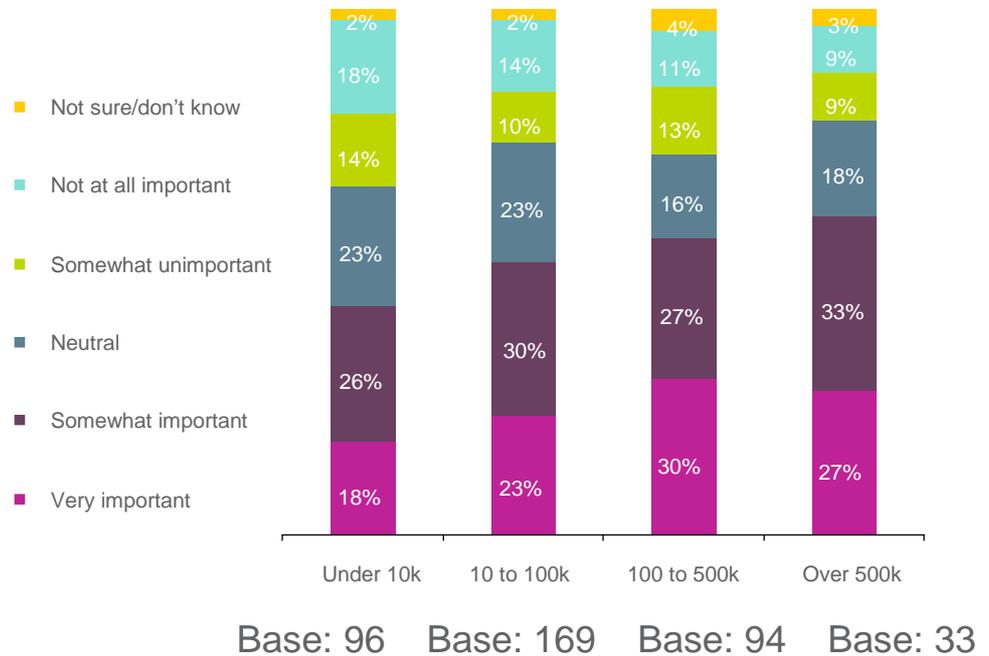


Chart 10.1 shows that the size of the museum does not affect the way museums see environmental sustainability; with between 44% and 60% of museums rating it as very or somewhat important.

Chart 11.1: Importance of compulsory requirements on reducing impact on the environment by annual visits



A note of caution was struck through some of the comments made to the survey. One respondent commented:

'The process must focus on audiences and collections. Issues such as environmental sensitivity are well meant, but cloud the message of accreditation with too wide a remit.'

Another respondent echoed that by saying:

' It is important that Accreditation concerns itself with raising core access, collection and learning standards before embarking on issues such as environmental sustainability.'

As was pointed out in the survey question for some museums (local authority and national museums) measuring carbon footprint, and taking steps to reduce it, is already a legal requirement. In many respects including this requirement in Accreditation now prepares other museums for legislative requirements which may well affect them all in the future. There will certainly be challenges in this as another respondent commented:

'Environmentally sustainability is very difficult in an old building. In a new build museum it is far easier to be more environmentally sustainable and reasonable steps should be taken accordingly, but it is not the core function of a museum.'

However, that is not necessarily a reason not to move forward on the issue. MLA and its successors need to understand why museums might consider their core work separately from environmental sustainability. The sector will need encouragement and support to ensure that Accreditation continues to be fit for purpose for the modern museum.

Conclusion

The Accreditation development journey has been essential to museum improvement for over 20 years. It needs to continue to be so for the sector to ensure that museums are fit for the 21st century collection.

During transition to a new managing organisation the sector will expect MLA to ensure that Accreditation development is handed over with the views of the sector listened to and acted upon. Continued success of the Accreditation Scheme will require joined up thinking from all stakeholders and Accreditation.

There is a balance that needs to be reached between Accreditation being minimal and light-touch, as one respondent said,

'Accreditation must be light touch and must be a stimulus to voluntary excellence, rather than being seen as a punitive process, aimed especially at local authorities, in a difficult economic climate.'

whilst maintaining the required rigour for an evidence-based standard which is recognised by the sector, funders and stakeholders as of value. This raises the important point of perceptions and communications which have been highlighted in the previous reports by Jura and Hopkins Van Mil. A good example is that MLA already recognises the Visitor Attraction Quality Assurance Scheme (VAQAS) and Investors in People (IiP) as short-cuts to aspects of the standard, but this is still not understood by all of the sector. One respondent said,

'I would also like to see exemption from some parts of the Accreditation process for other badges of quality e.g. Visit Britain's VAQAS; Green Tourism; Learning Outside the Classroom badge etc, all of which my small independent museum has either already been awarded or is working towards.'

The commitment made by MLA's Project Manager: Quality & Standards at the Museums Association's Conference in October 2010 is to be welcomed. To 'make the standard more useful to museums' and ensure that, 'existing participants don't apply from scratch' paves the way to successful implementation of the new standard. Museums should be enabled to demonstrate in the simplest ways possible how they meet the requirements of the revised standard. Already Accredited museums should be able to complete pre-populated tailored returns and there is a need for a flexible approach to the evidence required. This would include working with existing policies where possible.

An important point for the development of Accreditation was emphasised by one respondent,

'It is very difficult to get a one size fits all method of assessment for the wide range of museums etc for which Accreditation is designed. Assessment needs to recognise the various types of organisation involved.'

This builds on one of the points made by the *Development of Accreditation* report where Hopkins Van Mil said,

'MLA must recognise that the museum sector is extremely diverse and the scheme needs to reflect this. National Museums, Local Authority Museums, University Museums and Independent Museums require tailored solutions to make the standard more efficient and effective for them. Proportionality and appropriateness are key to retain and increase the support of the museum sector'.

Even within one section of the museums sector the range can be enormous. A small Independent museum might be run entirely by a team of volunteers, whereas a larger Independent is likely to have full-time paid staff. In *Impact of the Museum Accreditation Scheme* Jura Consultants make the point that consideration must be given to multiple-site organisations and to University museums with, 'particular challenges associated with providing enhanced access.'

Staff at MLA, the working groups supporting it, the Curatorial Advisors, the Museum Development Officers and the museums themselves have all demonstrated an enormous commitment to Accreditation. As a standard valued by the sector and wider stakeholders Accreditation holds great potential for future improvement of the museum sector in the UK.

Appendix 1 – Accreditation Survey

Introduction

For the last 22 years, Accreditation has supported the development of UK museums. MLA is now at an exciting stage in developing the next phase of the scheme as we look to improve on Accreditation by:

- making it more useful to museums wishing to improve based on sound practice and planning
- encouraging museums to actively involve communities in service delivery and development
- removing unnecessary bureaucracy and simplifying the processes involved.

We welcomed the views of over 1000 colleagues during the last consultation round in summer 2009. Taking account of the findings, we set up targeted working groups to review the current standard. The groups concluded their work in March 2010. Now that the draft of the new standard is taking shape we are seeking your views on the proposed new requirements for Accreditation.

Our aim with this survey is to find out if the requirements are realistic and useful to you. It is important to bear in mind that Accreditation is flexible in that the level of detail expected from the smallest museums is much less than that expected from their larger counterparts. We are also aiming to find out what training and support would be required to help museums reach the standard.

You can respond as an individual or as a representative of a group or organisation. We would like multiple responses from groups and organisations so please encourage your colleagues to feed in their views.

Your responses to this survey are strictly confidential and will be analysed by a third party research company.

Thank you for participating. We will use the research findings to produce the final version of the new Accreditation standard. Please click on the button below to start the survey.

The survey will ask you to review the new or developed requirements for the Accreditation standard. Below is a list of areas under consultation. Please select those that you would

like to comment on, you can comment on as many or as few as you wish. Please note, your responses do not need to be limited to your current role.

1. Organisational risk awareness
2. Resource plan
3. Volunteer management procedures
4. Learning offer and opportunities
5. Access assessment and access policy
6. Understanding of primary audience and identification of developing audience
7. Collections Management Policy/Framework
8. Environmental sustainability

1. Organisational risk awareness

There is a new requirement that forward planning is informed by risk awareness. We will not be asking to see your risk assessment or risk register but Accreditation will require evidence that an organisation is risk aware in its approach to forward planning. Please read the definition below and answer the questions that follow. The process of identifying and managing risk increases the probability of success and reduces the possibility of failure. Risk awareness informs decision making and forward planning. An organisational risk assessment is a realistic and systematic look at all the factors which can prevent your organisation from achieving its purpose. An assessment should be made of the likelihood of it occurring and the relative impact if it does.

1.1 Which of the following describes the status of your organisation's current risk awareness?

1. We have a complete and updated assessment
2. We have an assessment but it has not been updated recently
3. We have a partial assessment

4. We do not have an assessment

5. Not sure/Don't know

1.2 Please rate the value of the new risk awareness requirement to your organisation.

1. Highly valuable

2. Somewhat valuable

3. Neutral

4. Somewhat not valuable

5. Not at all valuable

6. Not sure/Don't know

1.3 How easy or difficult do you believe this new requirement on risk awareness will be to implement in your organisation?

1. Easy to implement

2. Somewhat easy to implement

3. Neutral

4. Somewhat difficult to implement

5. Very difficult to implement

6. Not sure/Don't know

1.4 What level of training do you believe your organisation will need on risk awareness to comply with the new Accreditation requirements?

1. A large amount of training

2. A fair amount of training

3. A little training

4. No training at all

5. Not sure/Don't know

2. Resource plan

There is an updated requirement for resource planning in the new set of draft requirements. This is an expansion of the previous requirement for a spending plan to be linked to forward planning. Please read the definition below and answer the questions that follow. An indicative resource plan identifies your best estimation of the money and people you have available to you during the period that the forward plan covers. Money includes all income streams and people includes both those who are unpaid (volunteers) as well as paid. Your resource plan should demonstrate that your organisation is sustainable.

2.1 Which of the following describes the status of your organisation's current resource plan?

1. We have a complete and updated plan
2. We have a plan but it has not been updated recently
3. We have a partial plan
4. We do not have a plan
5. Not sure/Don't know

2.2 Please rate the value of the new resource plan requirement to your organisation.

1. Highly valuable
2. Somewhat valuable
3. Neutral
4. Somewhat not valuable
5. Not at all valuable
6. Not sure/Don't know

2.3 How easy or difficult do you believe this new requirement on resource planning will be to implement in your organisation?

1. Easy to implement
2. Somewhat easy to implement
3. Neutral
4. Somewhat difficult to implement
5. Very difficult to implement
6. Not sure/Don't know

2.4 What level of training do you believe your organisation will need on resource planning to comply with the new Accreditation requirements?

1. A large amount of training
2. A fair amount of training
3. A little training
4. No training at all
5. Not sure/Don't know

3. Volunteer management procedures

Workforce employment and management procedure requirements, already included in the standard, now have a specific section on volunteer management. Please read the definition below and answer the questions that follow. Museums which rely partly or wholly on a volunteer workforce to look after collections and offer a public service should have procedures in place which cover the role of volunteers in their organisation. This should state how volunteers are recruited, supported, recompensed and managed.

3.1 Is your organisation supported by volunteers?

1. Yes
2. No

3.2 Which of the following describes the status of your organisation's current volunteer management procedures?

1. We have complete and updated procedures
2. We have procedures, but they have not been updated recently
3. We have partial procedures
4. We do not have procedures
5. Not sure/Don't know

3.3 Please rate the value of the new volunteer management procedure requirement to your organisation.

1. Highly valuable
2. Somewhat valuable
3. Neutral
4. Somewhat not valuable
5. Not at all valuable
6. Not sure/Don't know

3.4 How easy or difficult do you believe this new requirement on volunteer management procedures will be to implement in your organisation?

1. Easy to implement
2. Somewhat easy to implement
3. Neutral
4. Somewhat difficult to implement
5. Very difficult to implement
6. Not sure/Don't know

3.5 What level of training do you believe your organisation will need on volunteer management procedures to comply with the new Accreditation standard?

1. A large amount of training
2. A fair amount of training
3. A little training
4. No training at all
5. Not sure/Don't know

4. Learning offer and opportunities

Learning is central to the purpose of museums. The developed requirement in this area would need museums to demonstrate that they offer a welcoming environment, and services, facilities and opportunities that support access, learning and discovery by a broad range of users. Please read the definition below and answer the questions that follow. Learning is a process of active engagement with experience; it is what people do when they want to make sense of the world. Learning can include the development of skills, knowledge, understanding, values, ideas or feelings. Learning in the context of Accreditation means both formal and informal learning available to people of any age.

4.1 Which of the following describes the status of your organisation's current learning offer?

1. We have a complete and updated offer
2. We have an offer, but it has not been updated recently
3. We have a partial offer
4. We do not have an offer
5. Not sure/Don't know

4.2 Please rate the value of the new learning offer requirement to your organisation.

1. Highly valuable
2. Somewhat valuable

3. Neutral
4. Somewhat not valuable
5. Not at all valuable
6. Not sure/Don't know

4.3 How easy or difficult do you believe this new requirement on learning will be to implement in your organisation?

1. Easy to implement
2. Somewhat easy to implement
3. Neutral
4. Somewhat difficult to implement
5. Very difficult to implement
6. Not sure/Don't know

4.4 What level of training do you believe your organisation will need on an appropriate learning offer to comply with the new Accreditation requirements?

1. A large amount of training
2. A fair amount of training
3. A little training
4. No training at all
5. Not sure/Don't know

5. Access assessment and access policy

Please read the new requirement on evidence of an access assessment and policy below and answer the questions that follow. An access assessment is an objective look at your site, facilities and public offer to identify barriers which prevent participation. There are legal responsibilities here in relation to the Disability Discrimination Act (DDA) which promotes equality of opportunity for disabled people but there may also be wider

considerations. An access statement/policy is the strategy to break down barriers. It is a commitment to widening access and participation based on an understanding of what is blocking people's involvement. A small museum might not have a policy but could have a public statement on say, its collections which are not on display. The statement should let people know how they can find out more about them and get to see them.

5.1 Which of the following describes the status of your organisation's current access assessment and access statement/policy?

1. We have a complete and updated assessment and statement/policy
2. We have an assessment and statement/policy, but they have not been updated recently
3. We have a partial assessment and statement/policy
4. We do not have an assessment or statement/policy
5. Not sure/Don't know

5.2 Please rate the value of the new access assessment and access statement/policy requirement to your organisation.

1. Highly valuable
2. Somewhat valuable
3. Neutral
4. Somewhat not valuable
5. Not at all valuable
6. Not sure/Don't know

5.3 How easy or difficult do you believe these new requirements on access assessment and access statement/policy will be to implement in your organisation?

1. Easy to implement
2. Somewhat easy to implement

3. Neutral
4. Somewhat difficult to implement
5. Very difficult to implement
6. Not sure/Don't know

5.4 What level of training do you believe your organisation will need on assessing access and developing an access statement/policy to comply with the new Accreditation requirements?

1. A large amount of training
2. A fair amount of training
3. A little training
4. No training at all
5. Not sure/Don't know

6. Understanding of primary audience and identification of developing audience

Please read the definition about primary audience and secondary audiences and answer the questions that follow. Your primary audience is the segment of the population that your services are designed to serve. The new requirement will look for evidence that your organisation has identified this community and is tailoring services and facilities to them. In terms of widening access and developing the museum, we are interested in how you plan to identify a developing audience and build a relationship with them, eg your primary audience may be local families but your developing audience may be tourists to your area or pre-booked primary school groups.

6.1 Which of the following describes the status of your organisation's current understanding of primary audience and identification of developing audience?

1. We have complete and updated information which informs our forward plan
2. We have information about audiences but it does not inform our forward plan
3. We have partial information

4. We do not have any information

5. Not sure/Don't know

6.2 Please rate the value of the new audience information requirement to your organisation.

1. Highly valuable

2. Somewhat valuable

3. Neutral

4. Somewhat not valuable

5. Not at all valuable

6. Not sure/Don't know

6.3 How easy or difficult do you believe that these new requirements on understanding primary audiences and identifying developing audiences will be to implement in your organisation?

1. Easy to implement

2. Somewhat easy to implement

3. Neutral

4. Somewhat difficult to implement

5. Very difficult to implement

6. Not sure/Don't know

6.4 What level of training do you believe your organisation will need on understanding primary audiences and identifying developing audiences to comply with the new Accreditation requirements?

1. A large amount of training

2. A fair amount of training

3. A little training
4. No training at all
5. Not sure/Don't know

7. Collections management framework documents

The collections management framework requirement is broken into 4 sections. Please read the overview below and then answer the questions pertaining to each section. For the collection management section of the standard, museums will be required to demonstrate a balance between use of, access to, information availability and future development of collections. We have based the new requirement on BSI's 'PAS 197: 2009 Code of practice for cultural collections management. We don't wish to be prescriptive about where this information exists in your plans and policies but museums will need to evidence their approach to collection management. Policies may be a single paragraph depending on the size and scope of the museum. The definition within the PAS 197 is:

The collection management framework is a set of requirements that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and improving collection management processes throughout the museum.

The collection management framework is embedded within overall strategic and operational policies and practices. For Accredited museums, the scope and detail of these policies and practices will vary according to the type and sizes of the organisation.

The framework should include:

7a. A Collections Development Policy

- Mission statement
- What your aspirations are for your collection
- Overview of current collections
- Themes and priorities for future collecting
- Themes and priorities for rationalisation/disposal
- These elements replace the 2008 model acquisition and disposal policy (requirement 4.1) clauses 1-3

7b. A Collections Information Policy

This section will include updated clauses 4-12 of the 2008 model acquisition and disposal policy (requirement 4.1). This section will also include the collecting legalities, where rules and process are combined, process will be referenced elsewhere. Areas that must be included are:

- General guidelines (2008 – clauses 4-7 & 11)
- Acquisition guidelines (2008 – clauses 8-10)
- Disposal guidelines (2008 – clauses 12 a-g)

7c. A Collections Access Policy

This may link to a statement of policy within your wider access statement/policy

7d. A Collections Care and Conservation Policy

This section replaces the current requirement 4.5, which is retained. The new element is a requirement to undertake an assessment using an updated and simplified version of Benchmarks in Collections Care (the current version can be viewed on Collection Link, www.collectionslink.org.uk)

7a. Collections Development Policy

Please read the new requirements for Collections Development Policy below and answer the questions that follow. Collections development covers collecting new items, researching and reviewing the existing collections and removing items in accordance with the collecting organisation's policies and priorities.

Q7a.1 Which of the following describes the status of your organisation's current Collections Development Policy?

1. We have a complete and updated policy
2. We have a policy, but it has not been updated recently
3. We have a partial policy
4. We do not have a policy

5. Not sure/Don't know

7a.2 Please rate the value of the new Collections Development Policy requirement to your organisation.

1. Highly valuable
2. Somewhat valuable
3. Neutral
4. Somewhat not valuable
5. Not at all valuable
6. Not sure/Don't know

7a.3 How easy or difficult do you believe that this new requirement on Collections Development Policies will be to implement in your organisation?

1. Easy to implement
2. Somewhat easy to implement
3. Neutral
4. Somewhat difficult to implement
5. Very difficult to implement
6. Not sure/Don't know

7a.4 What level of training do you believe your organisation will need on Collection Development Policies to comply with the new Accreditation requirements?

1. A large amount of training
2. A fair amount of training
3. A little training
4. No training at all

5. Not sure/Don't know

7b.Collections Information Policy

Please read the definition about Collections Information Policy and answer the questions that follow. A Collections Information Policy includes a description of how the museum obtains, documents, maintains and makes available information about the collections and items within it; the legal requirements that govern the museum; and other requirements that you aim to comply with, such as a commitment to manage the collection within a specific ethical code, a commitment to provide and maintain an information retrieval system and a commitment to identify and protect vital records. This may well form part of your current Acquisition and Disposal Policy.

7b.1 Which of the following describes the status of your organisation's current Collections Information Policy?

1. We have a complete and updated policy
2. We have a policy, but it has not been updated recently
3. We have a partial policy
4. We do not have a policy
5. Not sure/Don't know

7b.2 Please rate the value of the new Collections Information Policy requirement to your organisation.

1. Highly valuable
2. Somewhat valuable
3. Neutral
4. Somewhat not valuable
5. Not at all valuable
6. Not sure/Don't know

7b.3 How easy or difficult do you believe that this new requirement on Collections Information Policies will be to implement in your organisation?

1. Easy to implement
2. Somewhat easy to implement
3. Neutral
4. Somewhat difficult to implement
5. Very difficult to implement
6. Not sure/Don't know

7b.4 What level of training do you believe your organisation will need on developing a Collections Information Policy to comply with the new Accreditation requirements?

1. A large amount of training
2. A fair amount of training
3. A little training
4. No training at all
5. Not sure/Don't know

7c. Collections Access Policy

For Accredited museums, the scope and detail of Collections Access Policy and practices will vary according to the type and sizes of the organisation. Please read the definition about Collections Access Policy and answer the questions that follow. A Collections Access Policy outlines how you make all your collections – including stored collections- available and how people are made aware of the extent of your collections. It may be part of a wider access policy to services and facilities.

7c.1 Which of the following describes the status of your organisation's current Collections Access Policy?

1. We have a complete and updated policy

2. We have a policy, but it has not been updated recently
3. We have a partial policy
4. We do not have a policy
5. Not sure/Don't know

7c.2 Please rate the value of the new Collections Access Policy requirement of to your organisation.

1. Highly valuable
2. Somewhat valuable
3. Neutral
4. Somewhat not valuable
5. Not at all valuable
6. Not sure/Don't know

7c.3 How easy or difficult do you believe that this new requirement on Collections Access Policies will be to implement in your organisation?

1. Easy to implement
2. Somewhat easy to implement
3. Neutral
4. Somewhat difficult to implement
5. Very difficult to implement
6. Not sure/Don't know

7c.4 What level of training do you believe your organisation will need on developing a Collections Access Policy to comply with the new Accreditation requirements?

1. A large amount of training
2. A fair amount of training
3. A little training
4. No training at all
5. Not sure/Don't know

7d. Benchmarks in Collections Care assessment

For Accredited museums, the scope and detail of Care and Conservation Policy and practices will vary according to the type and sizes of the organisation. Due to large demand from working party members, we are commissioning Collections Trust to review, update and simplify 'Benchmarks in Collections Care'. Read the following information on 'Benchmarks in Collections Care' and answer the questions below. Benchmarks is a practical support tool that helps you identify how well you are caring for your collections. It gives guidance on where and what improvements might be needed and provides a framework for measuring future progress.

7d.1 Which of the following describes the status of your organisation's current collections care type assessment?

1. We have a complete and updated assessment
2. We have an assessment, but it has not been updated recently
3. We have a partial assessment
4. We do not have an assessment
5. Not sure/Don't know

7d.2 Please rate the value of an updated and simplified 'Benchmarks in Collections Care' assessment requirement to your organisation.

1. Highly valuable
2. Somewhat valuable
3. Neutral
4. Somewhat not valuable
5. Not at all valuable
6. Not sure/Don't know

7d.3 How easy or difficult do you believe this new collections assessment requirement will be to implement in your organisation?

1. Easy to implement
2. Somewhat easy to implement
3. Neutral
4. Somewhat difficult to implement
5. Very difficult to implement
6. Not sure/Don't know

7d.4 What level of training do you believe your organisation will need on using an updated version of 'Benchmarks in Collections Care' to comply with the new Accreditation requirements?

1. A large amount of training
2. A fair amount of training
3. A little training
4. No training at all
5. Not sure/Don't know

8. Environmental sustainability

Many museums have a legal responsibility to be aware of their carbon footprint and to reduce it, but others are not legally bound to do this.

8.1 How important do you think it is that Accreditation includes compulsory requirements on reducing impact on the environment in its standard e.g. assessing how museums measure their carbon footprint and what approaches they are taking to reduce it?

1. Very important
2. Somewhat important
3. Neutral
4. Somewhat unimportant
5. Not at all important
6. Not sure/Don't know

Background Questions

These questions will be used for analysis purposes only

B.1 Which of the following best describes your current role?

1. Administrator
2. Archivist
3. Board Member
4. Chief Executive
5. Conservator
6. Consultant
7. Collections Manager
8. Curator

9. Chair Person
10. Development Officer/Manager
11. Head of Museums
12. Head of Culture
13. Learning/Education Manager
14. Marketing/Communications Officer
15. Manager
16. Researcher
17. Support role
18. Other (Please specify):

B.2 In your role, do you work...

1. Full time
2. Part time
3. As a volunteer
4. Other

B.3 What type of organisation do you work for?

1. Independent
2. Local Authority
3. Ministry of Defence funded
4. National
5. University

B.4 Where are you based?

1. London
2. East of England
3. East Midlands
4. West Midlands
5. Yorkshire
6. North East
7. North West
8. South East
9. South West
10. Scotland
11. Wales
12. Northern Ireland
13. Other

B.5 What are your approximate annual visits?

1. Less than 10,000
2. 10,000 – 25,000
3. 25,000 – 50,000
4. 50,000 – 100,000
5. 100,000 – 250,000
6. 250,000 – 500,000
7. More than 500,000

B.6 How long have you been working in the cultural sector?

1. Less than 2 years
2. 2 – 5 years
3. 5 - 10 years
4. More than 10 years

Your Views

Please use the text box below (300 words max) to let us know what you think about how Accreditation is developing, what you think of the new requirements and whether you think that there are any notable omissions.

Would you be interested in being contacted via phone to further discuss accreditation issues addressed in this survey?

1. Yes
2. No

If yes, please provide a number where you can be reached:



Thank you for taking our survey!



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