

Northern Ireland Museums Council

Staffing and Employment Trends within Northern Ireland's Museums

2010



Front Cover

Wildlife in the City Programme
Irish Linen Centre and
Lisburn Museum



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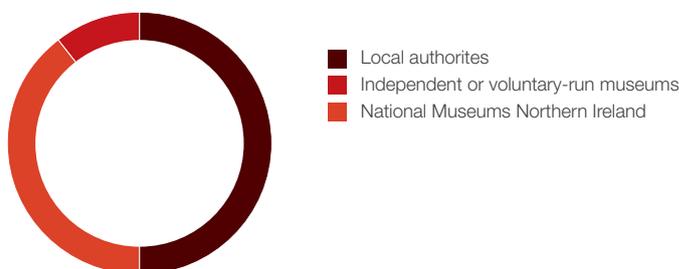
1. Introduction

At the end of 2009 the Northern Ireland Museums Council undertook a survey of staffing in Northern Ireland's museums by way of obtaining an accurate profile of employment across the sector.

The publication of this report is timely, given the immanent changes to local government, consequent to the implementation of the Review of Public Administration, and the necessity to underpin the nascent Northern Ireland museum development policy with sound research. Its findings will also feed into similar work undertaken by others – the survey work on the UK museum workforce undertaken periodically by the Museum Association, for example, and the broader employment trends research done by government departments. It goes without saying that the survey will be of direct interest to the museums themselves and, it is hoped, will inform their future planning.

The survey set out to gather data on staffing levels, the roles and responsibilities of those who work in the sector, on pay, and length of service. While NIMC has gathered data relating to the number of people working in the sector before now, as part of its five-yearly Mapping Trends exercise, this is the first time such detailed intelligence on museum staffing has been gathered and reported upon. From the gleaned information it has been possible to identify some notable trends in employment, particularly in relation to how staff are contracted, gender issues, staff turnover and volunteering across the sector.

For the purposes of the research, museums were asked to provide data as of the 1st April 2009 and only those museums which were recognised under the Museum Accreditation Scheme at that date were included in the study. Consequently 38 museums were surveyed – the 19 run by local authorities, the 15 independent or voluntary-run museums and the four museums comprising the National Museums of Northern Ireland (NMNI). A 100% response rate was achieved.



Such a response, while perhaps pointing to the perceived value of the survey among the participating museums, stands as a testament to the determination and persuasiveness of Noreen Cunningham, who led the research within NIMC while on secondment from Newry and Mourne Museum. Our thanks are also due to the curators and museum managers across Northern Ireland, and to the Human Resources Department within the National Museums Northern Ireland, for supplying and verifying the necessary information.

Context

Two initiatives will have a distinct influence upon employment across the museum sector in Northern Ireland in the near future. It is anticipated that the findings of this survey will have a bearing on the shape and form of that influence.

¹ *Report on the Committee's Inquiry into the Development of a Museums Policy for Northern Ireland*, Northern Ireland Assembly: The Stationery Office, Belfast. December 2008.

The first is the *Review of Public Administration*. This will see a reduction in the number of district and borough councils in Northern Ireland from 26 to 11 and the transfer of a range of central government functions to local government. Currently this is planned to take effect during 2011. A further consequence of RPA will be the transfer of one of the four National museums, the Armagh County Museum, into the control of the new council for that area. This fundamental change to local government will have a direct impact upon all local authority-run museums, upon the structures within which they work, and on how they will deliver their services to the public. It will involve the transfer of staff from the old authorities to their successors, which will require the cross-matching of current staff duties and responsibilities with what is needed to ensure efficient service delivery, and an alignment in terms and conditions.

The Review of Public Administration offers the opportunity to enhance the standardisation of services, including museums, across the new councils and across Northern Ireland. The baseline data provided in this report will, it is hoped, inform the process of change that will take place over the next few years.

In 2008 the Culture, Arts and Leisure Committee of the Northern Ireland Assembly conducted an *Inquiry into the Development of a Museums Policy for Northern Ireland* and published its associated report in December 2008.¹ This report was accepted by the Assembly and work on developing the policy is ongoing. The Committee made twenty eight recommendations, two of which are pertinent to this staffing review.

'...that the museums policy considers what is an appropriate level of museums provision across the post-RPA council areas. The museums policy should work to ensure that there is a greater degree of equality in museums provision across the different council areas than exists presently.'
(Recommendation 13)



Left

School tour of conservation studio

'...that the museums policy provides Local Authorities with guidance on how best to develop the museum sector in their areas.' (Recommendation 14)

Permeating the *Inquiry*, and ultimately the museum policy, is the need to establish a clear vision for developing museums, which is to be delivered through building a more cohesive museum sector and encouraging greater integration between the local and National museums. The aspiration, obviously, is for excellence in the delivery of museum services and for unlocking their potential to contribute to the knowledge economy, tourism and the betterment of community relations. This is dependent upon the commitment and skills of those who work in and contribute to the success of our museums, and the value of their input and needs to be reflected consistently through salary levels and job descriptions.

This review has been carried out at a crucial period in the recent history of museums. The first decade of the twenty-first century will be noted as a time of unprecedented investment in the museum infrastructure of Northern Ireland, with just over half of the 38 Accredited museums surveyed having undergone, or in the throws of capital programmes during this time. With such development, coupled with the fact that visitor numbers to museums have increased year on year over the last ten years (a trend which seems likely to continue at least in the short term), it is not surprising that some see the decade as a 'golden age' of museums.

A key aspect to the continuing success of our museums will be the quality of the people brought into the sector, the continued development of those currently employed, and by ensuring good leadership skills at all levels of service. These elements need to be underpinned with a sound evidence base, to which it is hoped this report will contribute.



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Derry Heritage and Museum Service staff receive certificates for OCN Training

Previous Studies

Northern Ireland Museums Council

In 2000, at the request of its members, NIMC carried out some research into pay scales across the local authority-run museum in Northern Ireland. While the findings were never published, a notable disparity in grades and pay scales amongst museum staff undertaking similar roles was revealed. That study did not extend to the independent and voluntary-run museums, or to the National museums.

NIMC established baseline data on the number of people working in Northern Ireland museums through its *Mapping Trends in Northern Ireland's Museums* surveys of 2002 and 2007. These revealed that between 2001 and 2006 the number of people working in museums rose from 819 to 840. Notable shifts in contract terms were identified, with a 9% reduction in the number of permanent, full-time staff working in the sector, seemingly off-set through significant increases in the number of permanent, part-time staff, up by 28%; and the number of seasonal/temporary staff employed, up by 27%.



Left

Uniform conservation at Somme Heritage Centre

Between 2001 and 2006 the number of people working in museums rose from 819 to 840.

Museums Association

Having completed a survey of pay and staffing levels at museums from across the UK, the Museums Association published *Pay in Museums* in 2004. This identified various critical aspects, including: the lack of career progression through the sector; that museum salaries had barely kept up with the cost of living and had fallen considerably behind the rise in earnings in many other parts of the public sector; and that staff turnover was relatively low; at 8% a year (half the UK average).

Among the key findings of the MA survey were:

- _ Almost everyone working in museums earns less than people in comparable roles in other sectors, a trend which is more noticeable at senior levels than for entry level posts.
- _ In the 15 years from 1988 museums salaries have barely kept up with the cost of living and have fallen considerably behind the rise in earnings in many other parts of the public sector. Curators' pay has only gone up by 60% in 15 years, leaving them less well off than in 1988. They were the only group to have seen a real terms decline in their salaries.
- _ Staff working in visitor services roles were the only group in the survey to have seen rises greater than those in comparable sectors.
- _ People working in specialist roles in London museums earn little more than those working outside London.
- _ The typical salary for those who have responsibility for a whole department is less than £25,000 a year.
- _ 52% of the museum workforce is women and 3% are from ethnic minorities.
- _ A third of respondents stated that they had experienced difficulties in being able to recruit people to some of the staff categories. The exception being entry level posts which are vastly over-subscribed.

The Museums Association followed-up on the *Pay in Museums* findings through three reports – *Salary Guidelines*, published, in 2006, 2007 and most recently in 2009. These concluded that overall there has been an improvement across the sector, with increasing parity of pay at most levels between museums and other sectors. However, this was caveated with a note stating that signs of pay gaps are developing between the National and University museums and between the local authority and the independent museums.

Methodology

Regardless of their individual job title or function, whether they are paid or working voluntarily, everyone who works in a museum contributes in a particular way to delivering the museum service to the public. Each surveyed museum was asked, therefore, to include all of their staff (paid and non-paid) in its return; including those concerned with front-of-house services, administration and finance, as well as visitor services personnel and curatorial staff.

The data collected included each post holder's job title and gender, length of time in current post, salary range, nature of post, whether permanent, full time, part-time, temporary or seasonal. In addition, information on the type of support given to the museum by other departments or by outside organisations was gathered, as were staff turn-over and the number of volunteers. Each museum also provided an insight into their organisational and staffing structures.

NIMC is mindful of the sensitivity of such data and thus, while essential in identifying particular trends and allowing the correlation between duties and salaries, care has been taken to ensure that no individual can be identified through the methods of reporting or the form of presentation adopted.

The pay, terms and conditions of employment for many local government workers, including those in the local authority museum sector, is determined by the National Joint Council (NJC) for Local Government Services. This has facilitated comparisons between the museum posts of varying titles across this sector. With the National museums subscribing to the Northern Ireland Civil Service grades and terms, no direct comparisons could be made with the local government sector. Similarly, the range of adopted codes governing employment across the independent and voluntary-run museums precluded direct comparison. Nevertheless, as the Museums Association has emphasised in its studies, regardless of museum type or job title, it is knowledge, experience and most importantly, responsibilities that should determine salaries.

Bearing this in mind, and the fact that in the smaller local museums staff undertake diverse roles, NIMC asked the survey respondents to define the main responsibilities of each post holder. Four main areas were chosen as best defining areas of responsibility.

- _ *Programme/service delivery* – includes those myriad duties that relate to delivering the museum's programme of events and exhibitions and/or that ensure the service is delivered to the public, including administration, cleaning and security.
- _ *Staff/finance* – relates to line management of staff including volunteers and/or being a budget holder of a service, department or project.
- _ *Policy/strategy* – relates to staff who draft and plan museum policy and/or strategy. This can range from a Forward Plan, the drafting of which is usually lead by the museum's head of service, to the writing of an Education Policy, (usually by the Education Officer), a Documentation plan or Collection Management plan (usually drafted by a Curator or Keeper of Collections).
- _ *Attending Board/Committee* – this relates to governance, and applies in most instances to the person responsible for the museum service and who attends and/or reports to the governing body. Within the local authority context, this would most usually be a Council committee. In the Independent museum sector it could be a Board of Directors, a Board of Trustees or the like, depending upon the constitutional status of the museum.

In surveying the National Museums Northern Ireland a different approach was adopted in light of the scale of the staff compliment and the much greater degree of job specialisation, when compared with the local museum sector. Thus, in this regard, the information kindly supplied by the Human Resources Section of National Museums Northern Ireland on its four constituent museums – Armagh County Museum, Ulster American Folk Park, Ulster Museum and Ulster Folk and Transport Museum – is presented separately within the report.

1. Profile of the museum sector in Northern Ireland

Museum	2001	2006	2009
National museums	4	4	4
Local authority museums	18	19	19
Independent Museums	17	15	15
Total	39	38	38

Table I:

Number of Accredited museums in Northern Ireland over the 2001-09 period

Analysis

- _ The number of National museums in Northern Ireland remained unchanged over the period
- _ Amongst the local authority-run museums the Carrickfergus Museum and Sentry Hill were added to the register of Accredited museums by 2006, while the Foyle Valley Railway Museum was removed in 2002.
- _ Two independent museums included in the 2001 survey were not on the register of Accredited museums by 2006.
- _ By the 2009 survey capital development or refurbishment had been completed or was underway at one of the National museums, 11 of the local authority museums and at 5 of the independent museums.

Below

Carrickfergus Museum opened in 2004



2. Profile of staffing in the museum sector

Nature of Post	Local Authority Museums	Independent Museum	National Museums
Permanent f/t	78	46	236
Permanent p/t	17	21	39
Temporary f/t	3	3	0
Temporary p/t	1	7	0
Job share f/t	0	1(x2)	1(x2)
Job share p/t	0	1(x2)	0
Casual/seasonal	12	101	88
Agency	3	0	0
Total	114	182	365
Volunteers	26	281	0
Grand Total	140	463	365

Table II:
Number of Museum Staff in 2009

Analysis

- _ 114 people are in paid employment in the local authority museums.
- _ 182 people are in paid employment in the Independent museums, (180 posts, 2 of which are currently job shares).
- _ 365 people are in paid employment in the National museums (364 posts, 1 of which is a job share).
- _ Within the paid workforce, permanent, full-time staff comprise 68% in local authority museum, 25% in the Independent museums and 65% in the National museums.
- _ Temporary, seasonal staff represent 65% of the paid workforce in the Independent Museums, 24% in the National museums and 10.5% in the local authority museums.

661 people were in paid employment in Northern Ireland's Museums in 2009.



Above (Clockwise)
Living History at Ulster American Folk Park
Schools workshop, Derry Heritage and Museum Service
Guided tour of the Somme Heritage Centre
Conservation Studio, Down County Museum

3. Trends in paid staffing levels

Museums	Permanent full-time			Permanent part-time			Temporary/casual/seasonal		
	2001	2006	2009	2001	2006	2009	2001	2006	2009
National Museums	313	270	236	35	47	41	49	70	88
Local Authority Museums	68	73	78	23	18	17	14	19	19
Independent Museums	39	40	46	24	37	23	81	94	113
Total	420	383	360	82	102	81	144	183	220

Table III:
Staffing levels in Northern Ireland's museums since 2001

Analysis

- _ The number of permanent full-time staff working in the sector fell by 60 over the period 2001 to 2009, representing a drop of just over 16%.
- _ There has been a steady increase in permanent, full-time staff in the local authority museum sector, from 68 in 2001 to 78 in 2009. The numbers have also risen in the independent museums, from 39 in 2001 to 46 in 2009. By comparison, the number in the National museums has dropped by 77 over the same period.
- _ The number of permanent part-time staff has stayed virtually the same, 81 in 2001 and 82 in 2009, although there was a notable increase in the number of people on this type of contract by 2006, but this fell away in the following three years.
- _ The number of temporary/casual/seasonal staff employed in museums rose by 76 from 2001 to 2009, a rise of nearly 53%.
- _ The number of temporary, seasonal staff has risen sharply in independent museums from 81 in 2001 to 113 in 2009, and similarly at the National museums, from 49 to 88 over the same period. This trend is much less marked amongst local authority museums.
- _ A considerable proportion (87%) of the number of temporary, seasonal staff in the independent museums in 2009 were House Guides and Education Guides seasonally employed at the four National Trust museums properties.
- _ Amongst the five independent museums which underwent development there was no increase in either the fulltime or part-time staff complement, but the number of volunteers associated with these museums more than doubled, from 40 to 90. (As seen in Table XII).

The number of paid staff working in the museum sector has risen by just over 2% in the period 2001 – 2009; however, the number of permanent full-time staff has fallen by 16%, while temporary / casual / seasonal staff has risen by 53%.

Below

Hand loom weavers at
Irish Linen Centre and
Lisburn Museum



4. Gender profile

Gender	Local Authority Museums	Independent Museums	National Museums	Total
Male	39	42	178	259
Female	72	45	185	302
Not recorded at time of survey	3	95	0	98

Table IV:

Gender profile of those working in Northern Ireland's museum sector

Analysis

- _ Of the recorded data from the local authority run museums, 65% of the staff are female compared to 35% males.
- _ Of the recorded data from the independent Museums, there are slightly more females 52% than males 48%.
- _ In the National museums 51% of the workforce are female.
- _ With regard to the senior positions: Of the 12 'head of museum or museum service' personnel in the local authority museums, 8 are female and 4 are male. Across the 14 such posts in independent museums, 8 are male and 6 are female. And 5 males and 3 females fill the 8 senior positions at the National Museums Northern Ireland.



Left

Walking tour at Castle Gardens, Lisburn

There are 34 senior management positions in Northern Ireland's museums, 56% are female and 44% are male.

5. Length of service

Years	Local Authority Museums	Independent Museums	National Museums
0 – 5	47	142	95
6 - 10	26	20	64
11 – 15	27	11	55
16 – 20	10	6	76
21 – 25	3	3	23
26 – 30	1	0	23
30 +	0	0	29

Table V:
Length of service amongst paid staff at Northern Ireland's museums

Analysis

- _ 59% of staff in the local authority museums have six or more year's service.
- _ By comparison, 22% of staff in the independent museums have six or more year's experience. However, this figure does not include seasonal staff many of whom are known to be returnees.
- _ Just over one-fifth of the staff at the National Museums Northern Ireland have more than 20 years service.
- _ When compared to the rest of the UK, the museum sector in Northern Ireland is relatively young with nearly 70% of the museums being less than 40 years old. This may explain the length of service profile in the local museum sector, which contrasts with that in the National museums where there is more even distribution across the length of service range.

43%

of paid staff in Northern Ireland's museums have been in their current post for five years or less.

12.5%

of paid staff in Northern Ireland's museums have more than 20 years service.

5. Profile of staff responsibilities and roles

As alluded to earlier, it was not possible to undertake an analysis of roles and responsibilities across the whole of the Northern Ireland museum sector due to the discrepancies in terms and conditions of employment, particularly between the National museums and the local museums, and the differences in the scale of operations in these different types of museums.

Within the local museums personnel tend to undertake a broad range of duties in contrast to the much more specialist roles of those employed within the National museums. As a consequence, two approaches were adopted in the collection and analysis of data relating to staff responsibilities and duties.

In the first instance, the 'head of museum or museum service' at each local authority and independent museum was asked to provide a breakdown of the responsibilities of each staff member under four broad headings – where the emphasis is upon programme and service delivery; administrative support (particularly HR and finance); policy and strategic planning; and where there is a distinct responsibility concerning governance. Secondly, in recognition of the more specialist roles, the responsibilities of the staff at the National museums were assessed and ascribed to one of ten categories.

5a. Profile of staff responsibilities in the local museum sector

	Programme Service Delivery	Admin/HR/ Finance	Policy/ Strategy	Governance	Local Authority Museums	Independent Museums
1	[Bar]				79	148
2	[Bar]				7	11
3	[Bar]		[Bar]		8	1
4	[Bar]				11	6
5	[Bar]				9	12
6		[Bar]		[Bar]	0	1
7	[Bar]			[Bar]	0	1

Table VI:
Local museum staff responsibilities profile

In the local museum sector seven permutations across the four roles and responsibilities categories were identified. Two of these (No's 6 + 7) reflect unique sets of circumstances at two museums: one of which was an interim, temporary measure, and the other being embedded within the original constitution of the museum. In essence there are five groupings of duties (No's 1-5) undertaken by local museum staff.

1. Programme/Service Delivery

In the local authority museums 79 people have programme/service delivery as their main responsibility, representing 69% of the workforce in this sector. Job titles include Gallery Attendant, Cultural Assistant, Cleaner, Research Officer and Clerical Officer.

In the independent museums, 148 staff (82% of those who work in these museums) have programme/service delivery as their main responsibility. The job titles include Attendant, Education Guide, House Guide, and Receptionist.

2. Programme/Service Delivery and Admin/HR/Finance

In the local authority museums there are 7 staff members who have responsibility for Programme/Service delivery and Staff/Finance; their job titles include Retail Supervisor, Keeper of Collections and Museum Manager.

In the independent museums there are 11 staff with these responsibilities. Job titles include Café Supervisor, Warden, Volunteer Development Officer and Visitors Services Manager.

3. Programme/Service Delivery and Policy/Strategy

There are 8 staff recorded in local authority museums whose role embraces Programme/Service delivery with Policy and/or Strategy. Job titles include Education Officer, Assistant Curator and Duty Officer.

Only one staff member in the independent museum sector, an Education and Outreach Officer, was recorded in this category.

4. Programme/Service Delivery, Admin/HR/Finance and Policy/Strategy

In the local authority museums 11 members of staff are recorded as having these three responsibilities. Their job titles include Keeper of Collections, Curator, Museum Manager, Museum Services Manager and Education Services Officer. The officers who are responsible for a museum or service, but do not report directly to a Council Committee, also fall within this category.

In the Independent museums 6 staff are recorded as having these responsibilities. Job titles include Gallery Administrator, Education Officer and House Steward.

69%

of the workforce in local authority museums have programme/service delivery as their main responsibility.

5. Programme/Service Delivery, Admin/HR/Finance, Policy/Strategy and Committee/Governance

There are 9 members of staff in local authority-run museums with the full range of responsibilities, usually equating, but not always, 'head of museum or service' level. Job titles include Museum Services Officer, Heritage Officer, Curator/Museum Development Officer, Curator, and Assistant Director.

Amongst the Independent museums there are 12 posts which carry the full range of responsibilities and are occupied by persons usually, but not always, responsible for the overall running of the museum. The associated job titles include Property Manager, Director, Curator and Assistant Keeper.

Analysis

- _ The majority of staff employed in local museums in Northern Ireland have as their main responsibility, programme and or service delivery. In general, this equates to a 'visitor service' role. However, a receptionist in a local museum may also perform many visitor service functions, such as greeting, directing visitors and providing information on exhibits and events.
- _ With one exception, all of those employed in the local museum sector (including the 'head of museum or service') have an aspect of programme /service delivery as a responsibility of their post. This reflects a juggling of curatorial and managerial duties and responsibilities implicit in the post.
- _ Staff with the same title often have varying levels of responsibility depending on the museum they are employed within. For example, the duties of a 'curator' within a local museum can range from programme delivery through to 'head of the museum or service'.

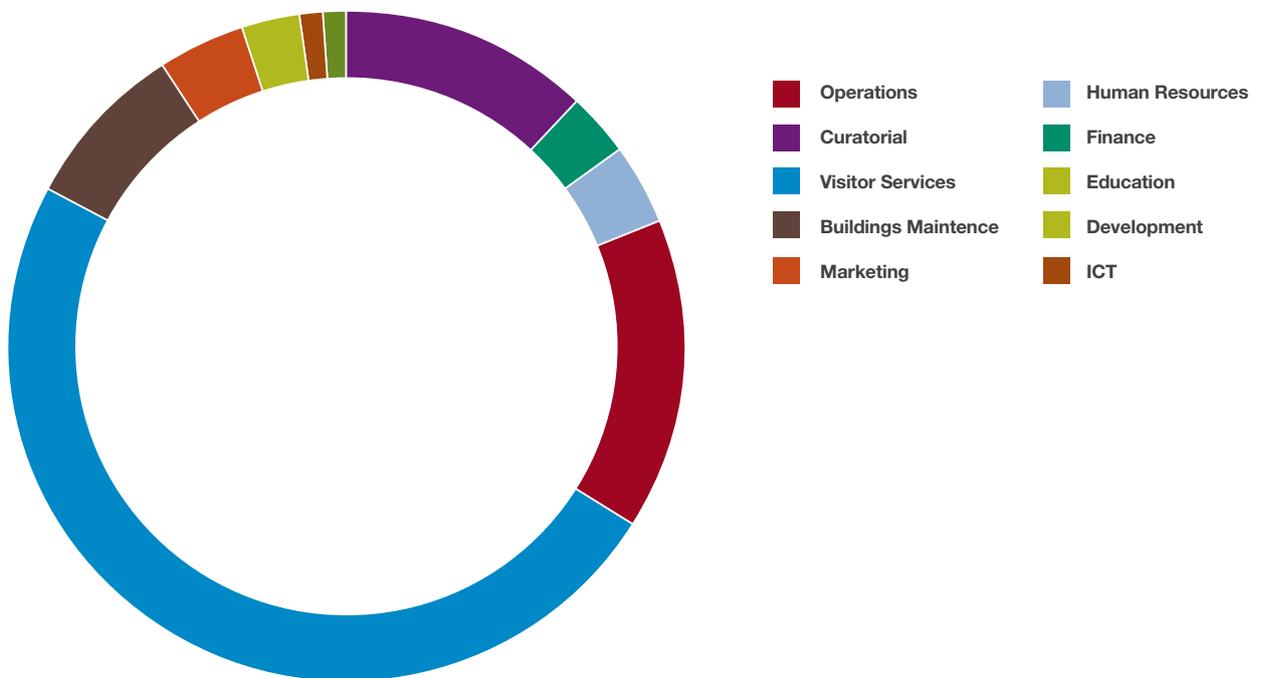
In local museums, staff with similar job titles often perform different duties and have varying levels of responsibility.

5b. Profile of staff roles in National museums

	No of Staff	% of Staff
Curatorial	43	12
Education	12	3
Marketing	14	4
Operations	54	15
Visitor Services	178	49
Building Maintenance	31	8
Human Resources	13	4
Finance	12	3
Development	5	1
ICT	3	1

Table VII:
Profile of staff roles in the National museums are as follows;

Pie chart to show % of staff in staff roles in the National museums



6. Comparisons between duties and length of service

The following tables set out the length of service of paid staff involved with specific sets of duties across the local authority-run, independent and National museums.

Years of Service	0-5	6-10	11-15	16-20	21-25	26-30	30+
Programme/Service Delivery	131	8	5	5	1	0	0
Prog/Service+Admin	6	3	2	0	0	0	0
Prog/Service+Policy	0	1	0	0	0	0	0
Prog/Service+Admin+Policy	2	4	0	0	0	0	0
Prog/Service+Admin+Policy+Governance	0	5	4	1	2	0	0
Admin+Governance	1	0	0	0	0	0	0
Prog/Service+Admin+Governance	1	0	0	0	0	0	0

Table VIII:
Duties and Length of Service at Independent Museums

Years of Service	0-5	6-10	11-15	16-20	21-25	26-30	30+
Programme/Service Delivery	41	15	16	7	1	0	0
Prog/Service+Admin	2	2	1	1	0	0	0
Prog/Service+Policy	3	5	0	0	0	0	0
Prog/Service+Admin+Policy	1	4	4	0	2	0	0
Prog/Service+Admin+Policy+Governance	4	2	2	0	0	0	1

Table IX:
Duties and Length of Service at Local Authority Museums

Years of Service	0-5	6-10	11-15	16-20	21-25	26-30	30+
Curatorial	2	1	10	9	2	5	14
Education	1	2	3	4	0	1	1
Marketing	11	3	0	0	0	0	0
Operations	5	6	10	15	5	8	5
Visitor Services	49	47	25	36	11	5	5
Buildings Maintenance	8	2	5	6	4	4	2
Human Resources	9	2	0	2	0	0	0
Finance	8	1	0	1	1	0	1
Development	1	0	1	2	0	0	1
ICT	1	0	1	1	0	0	0

Table X:
Duties and Length of Service at National Museums

- The general overview provided through these tables points to
- _ Disciplines where succession planning might need to be considered.
 - _ The need to enhance personal development and leadership in certain areas.
 - _ The contrast in the experience through length of service between the different sectors.



Left
Curators' study tour in Manchester

7. Salary range of staff

Salary Bands	Local Authority Museums	Independent Museums	National Museums
Hourly rate, £5.73 - £10 an hour	14	105	0
£5,000 - £10,000	1	1	0
£11,000 - £14,000	8	28	43
£15,000 - £20,000	40	25	198
£21,000 - £25,000	20	11	43
£26,000 - £30,000	18	4	32
£31,000 - £35,000	1	2	30
£36,000 - £40,000	9	2	0
£41,000 - £45,000	2	2	12
£46,000 - £50,000	1	0	0
£50,000 +	0	0	7

Table XI:
Salary bands in Northern Ireland Museums

Analysis

- 58% of the staff in the independent museums are paid at an hourly rate; probably reflecting the high number of seasonal workers employed in this sector. Within the local authority museums it is the casual/seasonal and agencies personnel which are paid at an hourly rate.
- 16% of salaried staff in the independent museums are paid less than £14,000, compared with 7% of staff in local authority museums and 12% of staff in the National museums.
- 20% of salaried staff in the independent museums are paid between £15,000 and £25,000, compared with 53% of staff in local authority museums and 66% of staff in the National museums.
- 6% of salaried staff in the independent museums are paid more than £25,000, compared with 27% of staff in local authority museums and 22% of staff in the National museums.
- In general, staff members employed in local authority museum are better paid than those in the independent sector.

16%

of salaried staff in independent museums are paid less than £14,000.

8. Comparisons between duties and salary levels

For people working in local authority-run museums with the full range of responsibilities usually associated with head of museum service, salaries range from £25,000 - £49,000.

This compares with a salary range of £15,000 - £45,000 across the independent museums.

For those working within local authority museums and responsible for the category comprising three main duties – programme/service delivery, administration and policy/strategy – salaries range from £26,000 to £40,000. The salary range for those with duties encompassing programme/service delivery and administration is £15,000 to £30,000.

These compare with the range of £15,000 to £30,000 for both categories within the independent sector.

The majority (67%) of those working in independent museums responsible for programme and service delivery are paid at an hourly rate, with a further 19% being paid up to £14,000. Across the local authority museums 17% of such staff are paid hourly, while a further 11% have salaries up to £14,000, and the next 49% being paid up to £20,000.

It is particularly noticeable, that;

- _ The rates of pay within the independent museum sector are generally lower than those within local authority-run museums.
- _ There is a marked range in the salaries for those who undertake the full range of responsibilities usually associated with head of museum service.
- _ After further analysis it can be concluded that this disparity is not accounted for when length of service is taken into account.

There is a wide disparity in pay scales across the museum sector. In the local museum sector pay levels are not always reflective of the post holder's responsibilities and experience.

9. Volunteering in Northern Ireland's museums

	2001	2006	2009
National Museums Northern Ireland	12	2	0
Local Authority Museums	10	13	26
Independent Museums	151	157	281
Total	173	172	307

Table XII:
Volunteers in
Northern Ireland
Museums

Analysis

- _ There are 26 volunteers in the local authority museums;
 - 3 museums have 1 volunteer
 - 1 museum has 3 volunteers
 - 1 museum service has 20 volunteers involved in community outreach projects
- _ There are 281 volunteers in the independent museums;
 - 32 of which are recorded as being an integral part of the staffing complement. Interestingly, all of these are in museums concerned with Industrial Heritage, and all are male.
- _ There are no volunteers in the National Museums Northern Ireland.
- _ From 2001 to 2009, the number of volunteers working in museums has risen by 134, a rise of 77%.
- _ In 2009, 92% of volunteers are in the Independent sector, with three such museums being wholly volunteer led and run.
 - There are 100 volunteers working in the National Trust museums, just over 35% of the total number of volunteers across the Independent museums.

[With continued rising trend in volunteering within local museums, NIMC will be publishing separately its research into volunteering in museums during the latter half of 2010.]

There are 307 volunteers in Northern Ireland's museum sector, all of them working in the local museum sector; 92% of whom are based in the Independent museums.

10. Staff turnover in the local museum sector

	Local Authority Museums	Independent Museums	Total
Vacant posts	7	4	11
Posts currently being recruited	4	2	6
Recruiting in Summer or Autumn 2009	2	3	5

Table XIII:

Staff turnover in
Northern Ireland
Museums

Analysis

- _ At the time of survey, six positions were in the process of being recruited; in all but one instance, these related to posts that were currently vacant.
- _ The number of vacant posts and level of recruitment was lower in the independent museums than in the local authority museums.
- _ The majority of the vacant posts in the local authority museums are those related to programme/service delivery staff, they include Gallery Attendant, Cultural Assistant and Museum Assistant posts. Most of these posts were either in the process of being recruited or in the planning stages. One part-time post was on hold as the head of service was aware that recruitment would reduce the number of hours worked by other part-time staff, with a commensurate loss in their earnings.
- _ Succession planning was evident at two independent museums, recruitment plans were in place in lieu of the retirement of staff members later in year.
- _ Staff turnover in the local museum sector is low. If the total number of current and planned recruitment takes place, the staff turnover for the year would be 3.7%. The Museums Association survey also found that turnover across the sector is relatively low; at 8% a year, half the UK average.

Staff turnover in the local museum sector is low; just under 4%; less than half the figure noted in the Museum Association's 2003 Survey.

11. Museum support structures

Local Authority Museums

As an integral part of the Council structure, these museums receive a range of support services, ranging from administration, ICT, marketing, building and grounds maintenance and finance. There is a wide variety of approaches across local authorities to providing such support, from total integration within the museum to provision by other Departments. One museum has no facilities management duties, the responsibility for this lying with another Council section.

- _ Four museums have their reception area manned by Tourist Information staff.

Independent Museums

There is a significant diversity in support services across the independent museum sector, ranging from full to nonexistent.

- _ In most instances, museums that are affiliated to a larger organisation will receive a broad range of service support. For example, a university museum can call upon centrally provided administration, security, maintenance, cleaning and marketing services.
- _ For the National Trust museums, there is also a comprehensive range of services provided by Regional and Central offices of the National Trust, including marketing, curatorial, conservation, finance and nature conservation.
- _ For the Military museums, maintenance of the building is usually carried out by the Ministry of Defence, with administration undertaken within the museum.
- _ With regard to marketing, there are good examples of partnerships between museums and other tourist attractions to create a critical mass through which efficiency saving may be gleaned and duplication avoided.
- _ There are several examples of independent museums either receiving grants or support 'in-kind' from local Councils for marketing.
- _ At Enniskillen Castle the local authority and independent museums operate a joint entry ticket for visitors.
- _ Another critical element of support, especially for independent museums comes in the form of a number of Curatorial Advisors, who are either current or former curators from local authority or National museums, and who provide assistance particularly in relation to maintaining the Accreditation standard.

National Museums

All support services are carried out in-house; ranging from grounds maintenance, Human Resource to ICT.

Appendix 1 - Accredited Museums surveyed

List of museums participating in the Survey

Museum	Governing Body	Governing Type	Part of larger Museum Service?
The Argory	National Trust	Independent	National Trust
Armagh Public Library	Governors & Guardians	Independent	No
Ballycastle Museum	Moyle District Council	Local Authority	Causeway Museum Service
Ballymoney Museum	Ballymoney Borough Council	Local Authority	Causeway Museum Service
Carrickfergus Museum	Carrickfergus Borough Council	Local Authority	Mid-Antrim Museums Service
Castle Ward	National Trust	Independent	National Trust
Coleraine Museum	Coleraine Borough Council	Local Authority	Causeway Museum Service
Down County Museum	Down District Council	Local Authority	No
Downpatrick Railway Museum	Downpatrick and County Down Railway Society	Independent	No
Fermanagh County Museum	Fermanagh District Council	Local Authority	No
Flame – The Gasworks Museum of Ireland	Carrickfergus Gasworks Preservation Society	Independent	No
Florence Court	National Trust	Independent	National Trust
Green Lane Museum	Limavady Borough Council	Local Authority	Causeway Museum Service
Harbour Museum Tower Museum	Derry City Council	Local Authority	Derry City Council Heritage and Museums Service
Irish Linen Centre & Lisburn Museum	Lisburn City Council	Local Authority	No
Larne Museum	Larne Borough Council	Local Authority	Mid-Antrim Museums Service
National Museums Northern Ireland	National Museums Northern Ireland	National Museums	
Mid-Antrim Museum, Ballymena	Ballymena Borough Council	Local Authority	Mid-Antrim Museums Service
Naughton Gallery at Queen's	Queen's University Senate	Independent	No
Newry & Mourne Museum at Bagenal's Castle	Newry & Mourne District Council	Local Authority	No
North Down Museum	North Down Borough Council	Local Authority	No
Police Museum	RUC George Cross Historical Society	Independent	No
Railway Preservation Society of Ireland	Council of Management for the RPS	Independent	No
Royal Inniskilling Fusiliers Museum	Regimental Trustees	Independent	No
Royal Irish Fusiliers Museum	Trustees of the RIF Museum	Independent	No
Royal Ulster Rifles Museum	Royal Ulster Rifles Museum Trustees	Independent	No
Sentry Hill	Newtownabbey Borough Council	Local Authority	Mid-Antrim Museums Service
Somme Heritage Centre	Somme Association	Independent	No
Springhill House	National Trust	Independent	National Trust
Strabane District Council Museum Service	Strabane District Council	Local Authority	No
Waterside House	Craigavon Borough Council	Local Authority	No



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