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# **MONDAY CLOSURE OF NATIONAL MUSEUMS NORTHERN IRELAND SITES**

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Paper examining the evidence used to inform National Museums Northern Ireland's decision to introduce Monday closure across its three main museums.

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## SUMMARY OF KEY POINTS

National Museums Northern Ireland's (NMNI) decision to revise the opening hours of the three major museums was based upon:

- inconsistent opening times across the three sites;
- the complexity of the opening times;
- a mismatch between opening times and visitor expectations;
- media and public criticism; and
- a difficulty justifying the winter closing of the Ulster American Folk park.

As a result all three museums will no longer open on Mondays (barring bank holidays), the Ulster Museum will open from 10am to 5pm per day, while the other two sites will open during these hours between March and September, opening 10am to 4pm Tuesday to Friday and 11am to 4pm Saturday and Sunday in other months.

The result of these changes has increased opening hours at the Ulster Museum from approximately 2163 per year to 2205 (estimated opening hours based on calendar year 2010), but decreased them at the Ulster Folk and Transport Museum, from approximately 2503 to 2036 (estimated opening hours based on calendar year 2010).

This calculation was not possible for the Ulster American Folk Park due to the previous '*variable but longer period over Christmas*'.

### Market Research

The market research commissioned by NMNI which supports this decision was carried out by Millward Brown Ulster at a cost of £70,000. According to its findings Monday is the least popular day to visit a museum amongst respondents, while Wednesday is the most popular mid-week day and Saturday the most popular day of the seven.

A number of problems exist with the market research, namely:

- the methodology utilised a 'quota sampling' system, a non-random system that is less reliable and more open to bias than 'random sampling';
- if an absence of bias is assumed, applying laws of 'sampling error' to the sample sizes for Northern Ireland Visitors (555) and Non-visitors (300), the differences in results for Mondays, Tuesdays, Thursdays and Fridays as preferred days would **not** be **statistically significant**; and
- the survey results are inconsistent with the visitor statistics (Annex 1) – The visitor statistics show that Wednesday is **not** the most popular mid-week day and Saturday is **not** the most popular weekend day, yet the survey showed these to be **by far** the most preferred mid-week and weekend days.

### Visitor Numbers

Supplementing the market research, NMNI have provided the Northern Ireland Assembly Research and Library Service with visitor figures for the three sites for the following years: Ulster Folk and Transport Museum 2007/08 and 2008/09; the Ulster American Folk Park 2007/08 and 2008/09; and the Ulster Museum 2005/06. These are included in Annex 1 of this document.

The visitor figures provide daily total visitor numbers for each year as a percentage of the total visitors for that year. The figures show Monday to be amongst the least visited day across all three sites. This however, relies upon the Monday figures being presented with bank holiday Mondays excluded (and in some cases education visits), when these Monday bank holiday figures are included Monday is not shown to be the least busy day.

Calculating average daily attendances for each year across all three sites, does not show Monday to be consistently the least popular day (see section four for further details).

Overall:

- The exclusion of bank holiday Mondays means there will always be fewer Mondays than other days in the totals, so the more appropriate comparison would be average number of visitors for each day (as shown only for the Ulster American Folk Park 2008/09) rather than the percentage shares shown in the final row.
- The analysis is biased against Mondays by excluding only bank holiday Mondays and not excluding any other holidays (St Patrick's day for example where it does not occur on a Monday or Easter Tuesday) or special event days (e.g Hallowe'en) occurring on other days of the week (there appear to be some exceptional days where numbers are particularly high on other week days, but these have not been excluded).

An unbiased examination of the visitor figures reveals that although they are flawed to some degree, they suggest that Monday (excluding bank holidays) may still be the best day to close the museums if the decision has already been taken that the museums will only open six days a week.

## **Costings**

Using the costings provided by NMNI, it is evident that opening all three museums for 362 days of the year would cost a total of £2,737,805 – approximately £395,000 more than the current scenario.

It could be argued that revising the opening arrangements to keep the Ulster Museum open seven days a week, whilst continuing to close the other two museums on a Monday, would yield a saving of approximately £91,600. This is equivalent to 35% of estimated saving currently secured through switching to Option B.

## **NIPSA**

NIPSA have called into question the decision to close the three sites on Mondays. Arguing that:

- there was insufficient public consultation;
- the new opening hours would result in the museums being open for less time each year overall;
- that reducing hours on two of the sites during peak summer times is ill advised; and

- that NMNI's ability to meet education, tourism and education needs has been compromised.

In addition NIPSA have calculated opening for the 48 Mondays a year that the three museums are currently closed would cost £218,296 in staffing costs (assuming the need for 54 staff across the three sites, at £63.78 per worker and 30% National Insurance/pension contribution).

Assuming these figures are correct it has been possible to extrapolate an estimated staffing cost for 362 day opening of £1,620,800. This equates to approximately 60% of NMNI's estimated total opening cost of 362 day per year opening (£2,737,805).

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## 1. INTRODUCTION

The following paper examines National Museums Northern Ireland's decision to close the regions three museums every Monday apart from bank holiday Mondays.

The paper begins by comparing previous opening arrangements at each museum with the current arrangements and where possible, providing an indication of how many hours per year the site will now be open as compared to previously.

The second section of the paper examines the market research carried out by Millward Brown Ulster, suggesting reasons why it might be discounted.

Following on from this the visiting figures used by National Museums Northern Ireland to supplement this research are examined, suggesting that whilst they might be flawed a case for Monday closing can be made based upon them.

The estimated cost of three possible opening scenarios is outlined in section five, whilst the views of NIPSA are considered in section six.

## 2. NATIONAL MUSEUMS NORTHERN IRELAND – OPENING HOURS

Table 1 (below) provides an outline of the previous opening hours for all three museums. In addition to these opening hours, the three sites had the following annual closing regimes. The Ulster Folk and Transport Museum was open for 362 days a year, closed Christmas Eve, Boxing Day and Boxing Day. The Ulster Museum closed for the same three days at Christmas as well as New Years Day and the 12<sup>th</sup> of July. The Ulster American Folk Park had a less well defined annual closure regime, closing for a '*variable but longer period over Christmas*'.<sup>1</sup>

National Museums Northern Ireland (NMNI), in their review of opening hours, identified five '*weaknesses*' in these opening hours:

- a significant inconsistency in opening times between sites;
- complex timings not easily communicated to end users;
- unable to match visitor demands and expectations;
- media and public criticism of the Ulster Museum's weekend opening hours;
- closing the Ulster American Folk Park during the winter had become increasingly difficult to justify.<sup>2</sup>

As a result of this and associated market research/review, NMNI have adopted the opening hours outlined in Table 2. In addition, annual closing has been standardised across the three sites to include three days during the Christmas period only.

Based upon the figures outlined in the two tables, and the information regarding annual closure, it has been possible to calculate the total hours per year two of the three sites would hypothetically be open under the current and previous systems (using the 2010 calendar year). This calculation has not been possible for the Ulster American Folk Park as definite information regarding previous Christmas closure is not available.

If the previous opening hours of the Ulster Museum were to be applied to the calendar year 2010 the site would be open 2163 hours a year approximately. Under the new regime this would increase to 2205. For the Ulster Folk and Transport

Museum, previous opening hours allow the site to be open for approximately 2503 hours per year. The new opening hours would reduce this to 2036.

**TABLE 1: PREVIOUS OPENING HOURS ALL SITES**

Site	Month	Monday to Friday	Saturday	Sunday
<b>Ulster Museum</b>	Jan - Dec	10.00 - 17.00	13.00 - 17.00	14.00 - 17.00
<b>Ulster Folk &amp; Transport Museum</b>	Mar - June	10.00 - 17.00	10.00 - 18.00	11.00 - 18.00
	July - Sept	10.00 - 18.00	10.00 - 18.00	10.00 - 18.00
	Oct - Feb	10.00 - 16.00	10.00 - 17.00	11.00 - 17.00
<b>Ulster American Folk Park</b>	April - Oct	10.30 - 18.00	10.30 - 18.00	10.30 - 18.00
	Nov- March	10.30 - 17.00	closed	closed

**TABLE 2: REVISED OPENING HOURS ALL SITES**

Site	Month	Monday	Tues - Fri	Sat - Sun
<b>Ulster Museum</b>	Jan - Dec	Closed	10.00 - 17.00	10.00 - 17.00
<b>Ulster Folk &amp; Transport Museum</b>	Mar - Sept	Closed	10.00 - 17.00	10.00 - 17.00
	Oct - Feb	Closed	10.00 - 16.00	11.00 - 16.00
<b>Ulster American Folk Park</b>	Mar - Sept	Closed	10.00 - 17.00	10.00 - 17.00
	Oct - Feb	Closed	10.00 - 16.00	11.00 - 16.00

### 3. MILLWARD BROWN MARKET RESEARCH

In 2007 National Museums Northern Ireland (NMNI) commissioned market research company Millward Brown to conduct a 'Usage and Attitude' survey which intended to 'provide robust empirical data to inform the museum's future planning and programming'.<sup>3</sup> A freedom of information request submitted by NIPSA has revealed the cost of research and consultancy to be £70,000.<sup>4</sup>

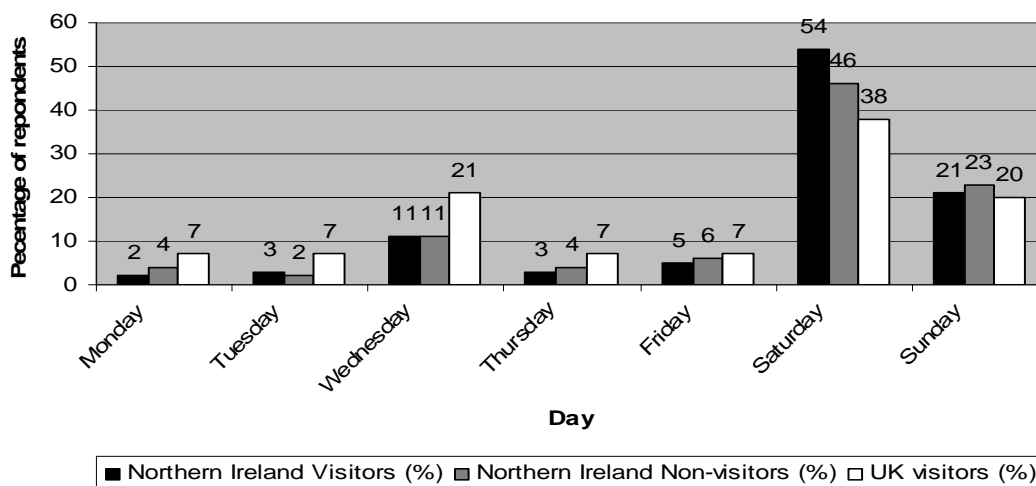
Figure 1 (below) outlines the respondents preferred day to visit a museum. Three respondent groups are included: Northern Ireland visitors, sample size 555 (400 telephone interviews and 155 face-to-face interviews); Northern Ireland non-visitors, sample size 300 (200 telephone interviews and 100 face-to-face interviews); and UK visitors, sample size 550 (400 telephone interviews and 150 face-to-face interviews).

Based upon the results contained in Figure 1 Saturday is the day all respondents felt they would be most likely to visit a museum, with Wednesday being the most likely mid-week day. Monday, with a 2% response rate, was the least popular day amongst Northern Ireland respondents who considered themselves museum visitors, however, only 1% more respondents showed a preference for Tuesday and Thursday. Fewest respondents in the category 'Northern Ireland non-visitors' demonstrated a preference for Tuesday (2%), whilst Monday and Thursday were equally preferred (4%). 'UK visitors', the apparent popularity of Wednesday apart, appear to deem each mid-week day equally preferential.

A number of problems may be identified in the Millward Brown survey, notably:

- the methodology utilised a ‘quota sampling’<sup>5</sup> system, a non-random system that is less reliable and more upon to bias than ‘random sampling’<sup>6</sup>;
- if an absence of bias is assumed, applying laws of ‘sampling error’ to the sample sizes for Northern Ireland Visitors (555) and Non-visitors (300), the differences in results for Mondays, Tuesdays, Thursdays and Fridays as preferred days would not be statistically significant; and
- the survey results are inconsistent with the visitor statistics (Annex 1) – **Visitor statistics** show that Wednesday is **not consistently** the most popular mid-week attendance day and Saturday is **not** the most popular weekend day, **yet the survey** showed these to be **by far** the most preferred mid-week and weekend days.

**FIGURE 1: SURVEY RESULTS – DAY MOST LIKELY TO VISIT A MUSEUM**



#### 4. VISITOR NUMBERS

A request was submitted to the Department of Culture, Arts and Leisure for visiting figures going back ten years. The Department provided visiting figures for all three museums for the following years: Ulster Folk and Transport Museum 2007/08 and 2008/09; the Ulster American Folk Park 2007/08 and 2008/09; and the Ulster Museum 2005/06.

A full set of these figures is contained in Annex 1. In their analysis of the figures NMNI have presented the yearly total of each day as a percentage of the total yearly visitor figures. Monday bank holiday figures have been excluded from the daily totals. Education visits are excluded from the final percentage calculations for 2008/09 in the case of Ulster Folk and Transport Museum and the Ulster American Folk Park, and for 2005/06 for the Ulster Museum.

#### ULSTER FOLK AND TRANSPORT MUSEUM<sup>7</sup>

Using NMNI’s methodology Monday appears to be the least popular day for visitors to attend the Ulster Folk and Transport Museum in both 2007/08 (8.82%) and 2008/09 (6.74%). In contradiction to the market research Wednesday (14.75% 2008/09 and 10.07% 2007/08) is not the most popular mid-week day in either year,



with Tuesday (11.8% 2008/09 and 15.64% 2007/08) appearing more popular in both years.

If we include Monday bank holiday figures (and education figures in the years they are removed) the total percentage of visitors attending the Folk and Transport Museum increases to 16.87% in 2007/08 and 11.64% in 2008/09 (see Table 3 for more details).

Another way these figures might be interpreted is to calculate the average daily visitor figure for each day, by dividing the total daily visitor number for a specific day by the number of days the museum was open upon that day in a given year. This yields the following result (this calculation includes Monday bank holidays).

- Monday 2008/09 – 382, 2007/08 – 584;
- Tuesday 2008/09 – 401, 2007/08 – 503;
- Wednesday 2008/09 – 390, 2007/08 – 475;
- Thursday 2008/09 – 383, 2007/08 – 413;
- Friday 2008/09 – 403, 2007/08 – 423;
- Saturday 2008/09 – 772, 2007/08 – 580;
- Sunday 2008/09 – 566, 2007/08 – 512.

Based on the above calculation there appears to be little consistency in visiting numbers with Monday yielding the highest daily average visiting figures one year (584 – 2007/08) and the lowest the next (382 – 2008/09). Removing Monday bank holidays from the equation reduces the Monday yearly average to 283 visitors per day in 2008/09 and 302 visitors per day in 2007/08 which would make it the lowest in both years.

**TABLE 3: COMPARISON OF PERCENTAGE VISITOR FIGURES FOR ULSTER FOLK AND TRANSPORT MUSEUM INCLUDING AND EXCLUDING FIGURES FOR BANK HOLIDAY MONDAYS<sup>8</sup>**

	% excluding bank holiday Monday		% including bank holiday Monday	
	2007/08	2008/09	2007/08	2008/09
Mon	8.82	8.26	16.87	11.64
Tues	15.64	12.92	14.26	12.44
Wed	14.75	12.09	13.44	11.64
Thur	13.08	11.89	11.93	11.45
Fri	13.16	12.51	11.99	12.04
Sat	18.03	24.44	16.44	23.54
Sun	16.52	17.90	15.06	17.24

### **ULSTER AMERICAN FOLK PARK**

Examining the figures provided for the Ulster American Folk Park, it is evident that if we use the percentage figures provided by NMNI (with bank holidays and education visits for 2008/09 removed) that Monday again appears to be the least popular day (6.36% - 2008/09 and 8.08% 2007/08). The most popular mid-week day was Friday in 2008/09 (18.69%) and Wednesday 2007/08 (16.63%).

Including Monday bank holidays and education visits (2008/09) increases Monday's share of visitors to 14.25% (2008/09) and 16.7% (2007/08) (see Table 5 for further details).

Examining the figures as daily averages across the year leads to the following (Monday bank holidays are included, the results for Saturday and Sunday factor in the museum closing at weekends for a proportion of the year):

- Monday 2008/09 – 386, 2007/08 – 529;
- Tuesday 2008/09 – 341, 2007/08 – 431;
- Wednesday 2008/09 – 341, 2007/08 – 486;
- Thursday 2008/09 – 370, 2007/08 – 407;
- Friday 2008/09 – 488, 2007/08 – 433;
- Saturday 2008/09 – 549, 2007/08 – 680;
- Sunday 2008/09 – 668, 2007/08 – 665.

Again, examined this way, Monday does not appear to be the least popular day in either year. Conversely, it has the highest mid-week average visiting figures for both years. Removing Monday bank holidays from the equation reduces the Monday yearly average to 230 visitors per day in 2008/09 and 251 visitors per day in 2007/08 which would make it the lowest in both years.

**TABLE 4: COMPARISON OF PERCENTAGE VISITOR FIGURES FOR AMERICAN FOLK PARK INCLUDING AND EXCLUDING FIGURES FOR BANK HOLIDAY MONDAYS<sup>9</sup>**

	% excluding bank holiday Monday		% including bank holiday Monday	
	2007/08	2008/09	2007/08	2008/09
Mon	8.08	8.36	16.70	14.25
Tues	14.46	13.73	13.10	12.85
Wed	16.63	13.21	15.07	12.37
Thur	17.17	14.03	12.86	13.13
Fri	15.08	18.9	13.67	17.69
Sat	15.96	13.77	14.46	12.89
Sun	15.6	17.98	14.13	16.82

### **ULSTER MUSEUM**

The figures provided for the Ulster Museum correspond to the year leading up to its closure for refurbishment (2005/06). Looking at the headline figures provided by NMNI, which discount Monday banks holidays and education visits, Monday appears to have the lowest percentage (9.98%) share of visitors, the most popular midweek day based upon percentage of total figures was Friday and 12.57%.

Including both bank holidays and education visits in the percentage calculation for Monday increases its share of visitors to 12.9%, making it the most popular mid-week day.

Calculating the average daily visitor figures across the year (including Monday bank holidays and education visits) yields the following results:

- Monday – 484;
- Tuesday – 462;
- Wednesday – 460;
- Thursday – 455;
- Friday – 463;
- Saturday – 617;
- Sunday – 802.

Again calculated this way Monday is not the least popular mid-week day. Removing Monday bank holidays from the equation reduces the Monday yearly average to 431 visitors per day which would make it the lowest.

**TABLE 5: COMPARISON OF PERCENTAGE VISITOR FIGURES FOR THE ULSTER MUSEUM INCLUDING AND EXCLUDING FIGURES FOR BANK HOLIDAY MONDAYS<sup>10</sup>**

<b>2005/06</b>		
	<b>% excluding bank holiday Monday</b>	<b>% including bank holiday Monday</b>
Mon	10.84	12.90
Tues	12.83	12.54
Wed	12.53	12.24
Thur	12.66	12.36
Fri	12.86	12.57
Sat	16.84	16.44
Sun	21.44	20.94

**OVERALL COMMENTS ON VISITOR FIGURES**

The following should be borne in mind when assessing the figures provided by NMNI:

- The exclusion of bank holiday Mondays means there will always be fewer Mondays than other days in the totals, so the more appropriate comparison would be average number of visitors for each day rather than the percentage shares shown in the final row.
- The analysis is biased against Mondays by excluding only bank holiday Mondays and not excluding any other holidays (St Patrick’s day for example where it does not occur on a Monday or Easter Tuesday) or special event days (e.g Hallowe’en) occurring on other days of the week (there appear to be some exceptional days where numbers are particularly high on other week days, but these have not been excluded).

In conclusion, an unbiased examination of the visitor figures reveals that although they are flawed to some degree, they suggest that Monday (excluding bank holidays) may still be the best day to close the museums if the decision has already been taken that the museums will only open six days a week.

**5. COST COMPARISONS**

NMNI have provided comparative costings for three possible scenarios: Option A, a ‘do nothing approach’ (based upon current practice prior to introduction of Monday closure); Option B, the Monday closing scenario; and Option C, a seven day opening scenario. These are presented in Table 1 (below) for all three museums for the financial year 2006/07.

Based upon the figures provided, the total estimated saving secured by moving from Option A to Option B is approximately £262,000. This is equivalent to saving £199,000 at the Ulster Folk & Transport Museum and £62,962 at the Ulster American Folk Park. There is no saving associated with switching from previous arrangements to a Monday closing scenario at the Ulster Museum, with the additional opening hours on Saturday and Sunday presumably being compensated for by Monday closure.

Comparing options B and C, it is evident, based upon the figures provided, that opening all three museums for seven days each week would cost an additional £395,000 (approximately). The estimated additional costs of opening each museum for seven days as opposed to the current arrangements are: Ulster Museum – £170,500; Ulster Folk & Transport Museum – £135,000, and the Ulster American Folk Park – £90,000.

Therefore it could be argued that revising opening arrangements to keep the Ulster Museum open seven days a week, whilst continuing to close the other two museums on a Monday, would yield a saving of approximately £91,600.<sup>11</sup> This is equivalent to reducing the saving currently secured through switching from Option A to Option B by 35%.

**TABLE 4: COMPARATIVE COST OF OPENING OPTIONS<sup>12</sup>**

	<b>Option A (£)</b>	<b>Option B (£)</b>	<b>Option C (£)</b>
Ulster Museum	1,022,941	1,022,941	1,193,431
Ulster Folk & Transport Museum	988,475	789,433	924,128
Ulster American Folk Park	593,207	530,217	620,245
<b>Total</b>	<b>2,604,723</b>	<b>2,342,588</b>	<b>2,737,805</b>

## **6. NIPSA'S VIEW**

NIPSA have called into question the decision to close the three sites on Mondays. They are of the view that the decision was taken without sufficient public consultation and make the point that only 855 members of the Northern Ireland public were interviewed by Millward Brown.<sup>13</sup>

They also suggest that the claim new opening hours represent longer opening hours is misleading (this may be the case for at least one of the sites, see section two). Furthermore they question the rationale behind reducing summer opening hours during summer peaks, as is the case with the Ulster Folk and Transport Museum and the Ulster American Folk Part, and during public holidays in the Republic of Ireland (in order to operate on these days museums would be required to open three additional Mondays, the first Mondays in May and August and the last in October).<sup>14</sup>

NIPSA raise concerns over NMNI's ability to meet education, tourism and learning needs in context of new opening arrangements. In relation to this they have raised the point that Education Boards were not consulted about the revision of opening hours.<sup>15</sup>

Furthermore, NIPSA question the validity of closure based upon actual visitor figures, stating some of the points raised in section four of this paper, particularly regarding the removal of bank holiday figures. They state that *'actual visitation figures clearly establish that Monday is not consistently the least popular day to visit museums'*. Section four would appear to back this up, if the analysis of the figures includes Monday bank holidays and education visits.<sup>16</sup>

Finally, NIPSA have used a figure of £63.78 per staff member per day to calculate the estimated staffing cost of opening the 48 Mondays three museums are currently closed. Assuming 54 six staff members are required across the three sites per day and including 30% combined National Insurance contribution and pension rate they arrive at figure of £218,296.<sup>17</sup>

Assuming NIPSA figures are correct a **rough** estimate of the staffing cost involved in opening all three sites for 362 days per year can be established, based on the assumption that each day requires 54 staff members across all three sites (at a cost of £63.78 per staff member). Such a calculation gives an **estimated total staffing cost** of approximately £1,620,800 per year or the equivalent of 60% of the estimated **total cost** of seven-day opening provided by NMNI (£2,737,805 – see Table 3).

**ANNEX 1: VISITOR FIGURES ULSTER FOLK AND TRANSPORT MUSEUM (UFTM), ULSTER AMERICAN FOLK PARK (UAFP) AND ULSTER MUSEUM (UM)**

UFTM 0809								
Week commencing	M	Tu	W	Th	F	Sa	S	
01-Apr		301	301	322	282	572	439	
07-Apr	204	308	265	461	276	634	447	
14-Apr	233	480	256	474	272	1322	337	
21-Apr	209	234	185	752	376	1087	544	
28-Apr	608	276	297	580	415	973	576	
05-May	2245	301	742	436	398	677	528	
12-May	171	368	304	346	427	861	709	
19-May	498	487	370	441	498	1648	975	
26-May	1291	463	424	767	710	1080	730	
02-Jun	550	472	434	583	671	3162	1448	
09-Jun	329	383	700	717	692	960	519	
16-Jun	437	756	713	654	818	535	692	
23-Jun	550	420	378	294	283	944	578	
30-Jun	739	481	625	394	470	435	586	
07-Jul	516	473	564	424	326	608	757	
14-Jul	1435	1305	901	764	608	749	959	
21-Jul	644	824	946	802	624	710	1600	
28-Jul	626	750	891	758	526	1735	1035	
04-Aug	703	719	942	816	700	575	962	
11-Aug	767	533	883	730	580	6060	911	
18-Aug	479	671	859	706	1013	918	700	
25-Aug	1319	914	951	613	486	824	399	
01-Sep	223	143	163	160	108	758	577	
08-Sep	315	275	237	290	194	542	424	
15-Sep	228	185	172	212	179	418	435	
22-Sep	154	292	235	159	171	834	444	
29-Sep	203	203	345	240	209	400	478	
06-Oct	141	277	201	232	200	581	455	
13-Oct	115	158	179	244	209	343	265	
20-Oct	70	140	236	262	226	353	406	
27-Oct	409	364	499	632	3819	406	257	
03-Nov	83	126	74	148	97	299	228	
10-Nov	56	87	151	58	92	1815	262	
17-Nov	191	184	223	168	44	183	206	
24-Nov	119	117	190	95	139	135	127	
01-Dec	176	91	203	173	143	79	177	
08-Dec	32	24	1104	555	507	179	3433	
15-Dec	30	39	59	89	29	96	90	
22-Dec	70	129	0	0	0	260	360	
29-Dec	477	430	291	132	399	316	275	
05-Jan	104	65	56	58	21	232	205	
12-Jan	107	50	70	19	118	222	233	
19-Jan	141	48	94	133	142	273	298	
26-Jan	111	278	89	254	344	390	201	
02-Feb	90	123	206	22	86	260	118	
09-Feb	131	164	147	327	219	393	349	
16-Feb	305	184	263	242	320	1013	354	
23-Feb	182	200	245	454	233	443	471	
02-Mar	117	111	142	391	219	504	434	
09-Mar	228	423	427	207	136	330	454	
16-Mar	294	3916	270	285	264	708	561	
23-Mar	150	218	370	463	235	333	405	
30-Mar	262	265						
	19865	21228	19872	19538	20553	40167	29413	
	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>	<b>Total</b>
Visitors	13575*	21228	19872	19538	20553	40167	29413	164346
%	8.26%	12.92%	12.09%	11.89%	12.51%	24.44%	17.90%	100.01%
Education	4780	5816	6719	6699	6351	2181	1226	33772
Less Education	8795	15412	13153	12839	14202	37986	28187	130574
% less BH & Edu	6.74%	11.80%	10.07%	9.83%	10.88%	29.09%	21.59%	100.00%

\* Monday excluding bank holidays

UFTM 2007/08

Weekending	Monday	Tuesday	Wed	Thur	Friday	Sat	Sun	
01-Apr							505	
08-Apr	381	444	365	463	494	814	1828	
15-Apr	4582	2771	843	795	791	711	581	
22-Apr	217	203	190	127	237	520	431	
29-Apr	174	267	427	196	228	584	479	
06-May	136	459	240	408	315	695	611	
13-May	1663	352	241	370	844	565	448	
20-May	418	461	629	334	582	510	317	
27-May	345	383	276	379	430	650	489	
03-Jun	966	527	501	598	509	764	439	
10-Jun	593	505	645	681	525	674	558	
17-Jun	286	531	751	597	509	736	493	
24-Jun	622	751	502	805	554	1016	547	
01-Jul	500	597	324	458	320	547	582	
08-Jul	428	479	633	519	474	706	551	
15-Jul	668	765	498	454	800	839	698	
22-Jul	651	565	713	1090	794	898	1232	
29-Jul	844	818	924	708	670	931	1100	
05-Aug	1003	909	832	1164	730	885	581	
12-Aug	843	1018	882	1127	809	863	822	
19-Aug	842	837	899	773	689	1180	811	
26-Aug	709	716	758	927	782	980	901	
02-Sep	1305	947	584	666	586	1182	520	
09-Sep	154	231	337	248	297	940	540	
16-Sep	144	226	397	520	419	609	344	
23-Sep	263	488	112	358	334	594	558	
30-Sep	182	371	305	323	496	447	447	
07-Oct	194	328	210	273	370	550	403	
14-Oct	215	539	392	256	171	668	290	
21-Oct	112	156	161	137	281	617	421	
28-Oct	167	317	470	389	246	351	384	
04-Nov	379	546	5239	339	515	410	273	
11-Nov	71	298	123	235	382	275	275	
18-Nov	99	490	200	292	260	353	233	
25-Nov	65	316	44	193	143	304	275	
02-Dec	183	189	67	363	417	0	115	
09-Dec	142	232	86	130	382	112	1323	
16-Dec	23	366	173	387	273	160	273	
23-Dec	372	173	189	102	112	162	174	
30-Dec	0	0	0	253	271	570	298	
06-Jan	348	140	203	198	0	157	185	
13-Jan	69	89	46	32	53	293	211	
20-Jan	83	121	131	250	273	343	239	
27-Jan	147	171	248	76	131	354	405	
03-Feb	95	178	119	178	212	140	194	
10-Feb	73	166	192	114	320	396	316	
17-Feb	166	251	218	258	442	740	481	
24-Feb	388	209	159	183	320	362	225	
02-Mar	136	86	363	310	134	370	460	
09-Mar	120	164	319	158	348	433	314	
16-Mar	181	225	130	227	250	489	378	
23-Mar	2755	360	174	110	485	737	1183	
30-Mar	4612	2938	743	941	589	415	382	
	254							
<b>Total</b>	<b>30368</b>	<b>25669</b>	<b>24207</b>	<b>21472</b>	<b>21598</b>	<b>29601</b>	<b>27123</b>	
	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>	
Visitors	14485*	25669	24207	21472	21598	29601	27123	164155
	<b>8.82%</b>	<b>15.64%</b>	<b>14.75%</b>	<b>13.08%</b>	<b>13.16%</b>	<b>18.03%</b>	<b>16.52%</b>	<b>100%</b>

\* Monday excluding bank holidays



UAFP 2008/09

Week commencing	M	T	W	Th	F	Sa	S	
01-Apr			202	265	219	153	160	186
07-Apr	228	305	227	404	254	247	441	
14-Apr	308	286	241	172	236	235	416	
21-Apr	372	378	223	216	203	356	428	
28-Apr	412	275	1323	156	343	491	2042	
05-May	2677	223	345	236	347	350	443	
12-May	329	408	340	522	317	465	705	
19-May	624	478	295	545	545	747	1210	
26-May	1050	485	511	720	2324	644	542	
02-Jun	417	371	411	684	430	391	545	
09-Jun	361	456	435	526	594	444	523	
16-Jun	453	493	761	627	491	407	240	
23-Jun	354	513	411	399	776	561	411	
30-Jun	2197	194	338	548	2822	1165	1555	
07-Jul	317	467	488	372	307	407	919	
14-Jul	1254	700	740	640	755	658	576	
21-Jul	647	659	785	750	946	773	884	
28-Jul	646	722	612	1860	548	1310	711	
04-Aug	793	553	538	752	878	560	668	
11-Aug	574	488	613	717	450	314	653	
18-Aug	421	507	651	635	989	450	653	
25-Aug	1090	431	604	577	539	415	1560	
01-Sep	318	187	178	242	1605	3498	4112	
08-Sep	341	262	164	263	286	412	476	
15-Sep	210	245	172	486	313	508	336	
22-Sep	227	245	219	312	464	422	369	
29-Sep	121	1952	171	280	157	191	304	
06-Oct	220	155	291	153	278	141	330	
13-Oct	284	295	300	312	312	187	146	
20-Oct	476	290	275	415	280	189	152	
27-Oct	335	200	1500	1539	1785	0	0	
03-Nov	39	44	224	137	102	0	35	
10-Nov	27	171	123	103	148	0	0	
17-Nov	94	48	81	89	125	0	0	
24-Nov	156	178	165	109	126	0	0	
01-Dec	51	216	187	204	244	506	522	
08-Dec	115	94	35	63	574	510	231	
15-Dec	27	45	16	47	7	0	0	
22-Dec	25	51	0	0	0	0	0	
29-Dec	145	218	651	0	246	0	0	
05-Jan	55	24	7	29	19	0	0	
12-Jan	25	95	95	73	10	0	0	
19-Jan	37	80	60	46	15	0	0	
26-Jan	33	70	66	146	921	0	0	
02-Feb	151	132	132	63	146	0	0	
09-Feb	152	161	141	71	185	0	0	
16-Feb	93	201	133	168	94	0	0	
23-Feb	133	68	208	145	621	0	12	
02-Mar	56	74	213	194	84	5	0	
09-Mar	159	134	178	206	168	0	20	
16-Mar	158	1283	164	180	164	30	0	
23-Mar	144	142	106	138	181	0	30	
30-Mar	149	1137						
31-Mar								

20080      18091      17412      18490      24907      18149      23386

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Visitors	11019*	18091	17412	18490	24907	18149	23686	131754
Education	3983	4228	4172	4297	4246	117	159	21202
Less Education	7036	13863	13240	14193	20661	18032	23527	110552
% (less BH & Ed)	<b>6.36%</b>	<b>12.54%</b>	<b>11.98%</b>	<b>12.84%</b>	<b>18.69%</b>	<b>16.31%</b>	<b>21.28%</b>	<b>100.00%</b>

\* Monday excluding bank holidays

UAFP 07/08

Week ending	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
01-Apr							345	
08-Apr	182	222	282	169	408	1235	2283	
15-Apr	4924	2457	657	538	543	441	630	
22-Apr	250	480	200	257	341	192	298	
29-Apr	317	166	335	166	215	327	597	
06-May	2912	302	242	256	267	405	756	
13-May	1321	205	284	157	319	362	425	
20-May	540	286	335	407	383	184	397	
27-May	721	502	500	458	578	598	480	
03-Jun	849	520	3231	644	400	536	475	
10-Jun	500	499	489	525	548	438	575	
17-Jun	309	529	403	620	543	362	365	
24-Jun	531	472	609	613	437	427	416	
01-Jul	435	633	412	300	306	3477	348	
08-Jul	268	204	2293	733	652	1206	1938	
15-Jul	419	692	613	550	672	765	643	
22-Jul	471	701	694	809	544	596	762	
29-Jul	630	713	760	676	614	761	802	
05-Aug	698	2464	650	632	568	903	699	
12-Aug	895	986	1007	910	698	529	689	
19-Aug	657	551	704	717	744	350	941	
26-Aug	624	638	789	727	672	692	906	
02-Sep	1081	617	728	2003	1851	4016	3300	
09-Sep	190	100	173	320	272	303	425	
16-Sep	289	235	448	366	238	413	398	
23-Sep	235	314	253	328	259	466	358	
30-Sep	271	173	200	426	3332	243	303	
07-Oct	137	90	249	322	344	71	0	
14-Oct	246	253	123	194	218	66	0	
21-Oct	209	313	403	340	268	64	0	
28-Oct	373	332	425	334	103	1733	23	
04-Nov	298	1424	2738	189	324	0	0	
11-Nov	44	138	294	341	134	0	0	
18-Nov	25	15	36	119	44	0	0	
25-Nov	99	59	126	90	118	0	0	
02-Dec	65	128	167	42	1500	0	0	
09-Dec	61	265	238	350	150	0	0	
16-Dec	31	183	211	70	489	576	570	
23-Dec	80	84	2	8	20	0	0	
30-Dec	0	0	0	73	494	0	0	
06-Jan	93	0	140	80	9	0	0	
13-Jan	30	19	85	34	56	0	0	
20-Jan	19	91	139	99	63	0	0	
27-Jan	14	2	163	81	141	0	0	
03-Feb	52	107	130	917	70	0	0	
10-Feb	17	69	183	33	84	0	0	
17-Feb	116	105	147	176	236	0	0	
24-Feb	89	182	289	205	237	17	0	
02-Mar	92	122	240	1751	54	0	0	
09-Mar	111	299	143	204	333	0	0	
16-Mar	158	188	206	179	164	0	54	
23-Mar	1280	316	268	74	175	601	927	
30-Mar	3084	1123	371	553	259	443	1131	
	155							
<b>Total</b>	<b>27495</b>	<b>21568</b>	<b>24807</b>	<b>21165</b>	<b>22491</b>	<b>23798</b>	<b>23259</b>	
	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>	<b>Total</b>
Visitors	12044*	21568	24807	21165	22491	23798	23259	149132
	<b>8.08%</b>	<b>14.46%</b>	<b>16.63%</b>	<b>14.19%</b>	<b>15.08%</b>	<b>15.96%</b>	<b>15.60%</b>	

\* Monday excluding banks holidays

**Ulster Museum Oct 05- Sept 06**

Please note these are UM figures for the last 12 months it was open

	Mon	Tues	Wed	Thur	Fri	Sat	Sun	Total
week commencing	379	423	598	492	468	973	1023	4356
03-Oct-05	392	449	496	439	474	956	1163	4369
10-Oct	419	422	635	421	265	609	782	3553
17-Oct	402	440	397	627	537	870	627	3900
24-Oct	488	378	358	311	405	730	592	3262
31-Oct	801	954	814	763	567	609	639	5147
07-Nov	408	403	488	505	338	829	591	3562
14-Nov	281	301	306	224	223	578	449	2362
21-Nov	340	246	284	178	239	325	509	2121
28-Nov	274	177	218	826	247	263	579	2584
05-Dec	252	371	361	244	393	272	724	2617
12-Dec	236	392	393	249	198	334	276	2078
19-Dec	228	292	226	287	254			1287
26-Dec		359	449	728	618	336		2490
02/01/2006	627	806	561	448	431	450	742	4065
09-Jan	325	405	319	478	279	756	864	3426
16-Jan	339	433	402	257	552	733	650	3366
23-Jan	269	300	558	433	825	680	671	3736
30-Jan	500	318	476	494	414	525	637	3364
06-Feb	381	248	407	414	374	652	939	3415
13-Feb	398	459	434	-562	1041	727	939	3436
20-Feb	1261	1195	849	778	926	769	831	6609
27-Feb	440	217	296	596	310	720	1063	3642
06-Mar	294	259	299	321	739	660	855	3427
13-Mar	327	408	620	399	735	731	852	4072
20-Mar	464	370	285	586	247	751	652	3355
27-Mar	321	238	740	460	391	602	533	3285
03-Apr	321	362	474	320	327	717	863	3384
10-Apr	607	677	717	601	537	667	511	4317
17-Apr	1639	1310	932	1141	930	629	472	7053
24-Apr	353	394	416	351	345	298	620	2777
01-May	923	394	294	296	327	406	327	2969
08-May	347	248	543	316	264	552	456	2726
15-May	213	231	177	200	231	783	563	2398
22-May	264	217	325	327	449	369	413	2364
29-May	948	673	495	437	220	717	449	3939
05-Jun	389	221	359	299	236	542	524	2570
12-Jun	147	215	240	183	362	430	503	2080
19-Jun	516	249	432	418	395	455	469	2934
26-Jun	313	287	334	382	469	276	441	2502
03-Jul	832	670	753	614	550	387	549	4355
10-Jul	493	444		768	475	457	279	2916
17-Jul	633	593	549	754	580	682	618	4409
24-Jul	416	475	506	642	562	905	220	3726
31-Jul	695	791	596	523	824	484	907	4820
07-Aug	753	844	825	782	937	697	551	5389
14-Aug	779	910	694	780	671	428	848	5110
21-Aug	562	726	457	741	660	729	701	4576
28-Aug	993	959	480	577	321	705	653	4688
04-Sep	327	405	197	402	410	731	651	3123
11-Sep	348	267	269	240	326	503	505	2458
18-Sep	251	283	320	249	175	921	601	2800
25-Sep	267	359	243	393	458	1192	9005	11917
<b>Total</b>	<b>25175</b>	<b>24467</b>	<b>23896</b>	<b>24134</b>	<b>24531</b>	<b>32102</b>	<b>40881</b>	<b>195186</b>
<b>%</b>	<b>12.90%</b>	<b>12.54%</b>	<b>12.24%</b>	<b>12.36%</b>	<b>12.57%</b>	<b>16.45%</b>	<b>20.94%</b>	<b>100.00%</b>
	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>	<b>Total</b>
Visitors	20672*	24467	23896	24134	24531	32102	40881	190683
%	10.84%	12.83%	12.53%	12.66%	12.86%	16.84%	21.44%	100.00%
Education	4769	6553	5280	6842	4205	429	936	29014
Less BH & Ed	15903	17914	18616	17292	20326	31673	39945	161669
<b>% (less BH &amp; Ed)</b>	<b>9.84%</b>	<b>11.08%</b>	<b>11.51%</b>	<b>10.70%</b>	<b>12.57%</b>	<b>19.59%</b>	<b>24.71%</b>	<b>100.00%</b>

\* Monday excluding bank holidays

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<sup>1</sup> National Museums Northern Ireland *Opening Hours Review – A report to the Board of Trustees*, February 2009

<sup>2</sup> *Ibid*

<sup>3</sup> Milward Brown Ulster on behalf of National Museums Northern Ireland *Market research on revised opening hours* October 2007

<sup>4</sup> NIPSA *presentation to the CAL Committee on the Monday closure of National Museums NI site* – 1 October 2009

<sup>5</sup> “**Quota sampling** - a method of sampling widely used in opinion polling and market research. Interviewers are each given a quota of subjects of specified type to attempt to recruit for example, an interviewer might be told to go out and select 20 adult men and 20 adult women, 10 teenage girls and 10 teenage boys so that they could interview them about their television viewing” Glasgow University Statistics Glossary <http://www.stats.gla.ac.uk/steps/glossary/sampling.html> (accessed 28/10/09)

<sup>6</sup> “**Random sampling** is a sampling technique where we select a group of subjects (a sample) for study from a larger group (a population). Each individual is chosen entirely by chance and each member of the population has a known, but possibly non-equal, chance of being included in the sample” Glasgow University Statistics Glossary <http://www.stats.gla.ac.uk/steps/glossary/sampling.html> (accessed 28/10/09)

<sup>7</sup> NMNI *Supplementary information requested by the Department of Culture, Arts and Leisure on Marker research on revised opening hours* 14/10/2009 Appendix 3 Visitor Figures

<sup>8</sup> Figures for education visits were included in all calculations

<sup>9</sup> Figures for education visits were included in all calculations

<sup>10</sup> Figures for education visits were included in all calculations

<sup>11</sup> Option C Ulster Museum 1,193,431 + Option B Folk & Transport 789,433 + Option B American Folk Park 530,217 = 2,513,081. Saving on previous opening hours = Option A 2,604,723 – 2,513,081 = 91,642

<sup>12</sup> NMNI *Supplementary information requested by the Department of Culture, Arts and Leisure on Marker research on revised opening hours* 14/10/2009 Appendix 5 Costings

<sup>13</sup> NIPSA *Presentation to the CAL Committee on the Monday closure of National Museums Northern Ireland Sites* 1/10/09

<sup>14</sup> *Ibid*

<sup>15</sup> *Ibid*

<sup>16</sup> *Ibid*

<sup>17</sup> *Ibid*