

## **Sunday morning opening at Norwich Castle**

Report by the Head of Museums and Archaeology

This report explores the business case for Sunday opening at Norwich Castle.

### **1. Background**

At the last AMC meeting on 8 March 2010, members asked that the viability of opening Norwich Castle on Sunday mornings be investigated. This report sets out the costs of extending opening hours. It also presents the results of research into other museum sites around the country and their experiences of Sunday opening.

### **2. Research amongst other museums**

The results are mixed and very much depend on whether there is a good audience for the locality (see Appendix 1). Surprisingly, well populated towns like Wolverhampton and Birmingham do not consider that Sunday morning opening is viable for them, while other places, such as Brighton and the Horniman in London, get good attendances. The Sainsbury Centre has found that it is difficult to attract a reasonable audience in Norwich on a Sunday morning unless a special event is on offer.

When Norwich Castle re-opened after its refurbishment in 2001 it opened at 12.00 noon during school holidays and 2.00 during term times. The earlier opening did not prove popular, which is why consistent opening hours of 1.00pm were introduced in 2003.

### **3. Costs**

Appendix 2 sets out the additional annual costs of opening from 10.00am on Sunday mornings. The additional costs would be just over £60,000 a year. The appendix sets out three possible scenarios for off-setting that additional expenditure resulting in shortfalls of between £20,000 and £42,000.

Whilst costs would reduce proportionately as a result of opening at the later times of 11.00 or 12.00, reductions in income from admissions would be likely to be greater as increasing opening times by one or two hours is less unlikely to attract many more visitors but rather extend the length of stay of existing visitors. The result of this would be to increase the cost of opening.

#### 4. **Conclusions**

- Although some museums elsewhere in the country find that Sunday morning opening is popular, others have not found it popular or cost effective. Another key attraction in Norwich does not feel that there is a consistent audience for Sunday opening.
- There is no budget available within NMAS to cover additional staffing costs. Additional funding would need to be sought to implement this proposal.

#### 5. **Actions**

That members consider and discuss this report

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Museum service	Sunday morning opening
Wolverhampton Museum & Arty Gallery	No. We undertook some research into Sunday opening in a couple of years ago. We decided not to open at all on Sundays as a result, because the offer in the city was poor, and we could not justify the extra expense.
Museum of English Rural Life, Reading	No. As part of the planning for the re-opening of MERL at its new site in 2005 we reviewed weekend opening, which had previously been all day on Saturday only. We asked focus groups and the clear steer was that afternoon opening on both Saturday and Sunday would be the most popular timings.
Wardown Park, Luton	No. We only open at 1pm on Sundays
Birmingham Museum & Art Gallery	No. Sundays are busy - though we've considered opening earlier - cost is prohibitive, particularly as staff would get more than plain time for Sunday working.
Preston Museum & Art Gallery	No. Insufficient council funding.
Eastbourne, Towner Art Gallery	Yes. However Sunday mornings are noticeably quieter than Saturday and due to budgetary constraints we are considering changing opening times to 12-5 in the coming year.
Sainsbury Centre	Yes 10.00 -5.00 but then we are closed on Mondays. Sunday mornings tend to be quietish until after noon unless there is a particularly popular temporary exhibition. Certainly little commercial sense as shop and cafe takings negligible, for us, until the afternoon.
Horniman Museum, London	Yes. We introduced Sunday morning openings following our Lottery funded Centenary Development in 2002.
Brighton Pavilion	Yes. We have always opened the Pavilion on Sunday morning.
Brighton Museum	Yes. We just started opening Brighton Museum on Sunday mornings. Visitor figures are quite good, but they are nothing like the Saturday morning figures. It hasn't cost us as the staff were already rostered as part of a general rostering exercise undertaken a couple of years ago.
Leicester Museums	Yes from 11.00am
Stockwood, Luton	After redeveloping Stockwood we started opening at 11am on Sundays
Glasgow Museums	Yes
RAF Museum, London	Yes

**BUSINESS CASE: Opening Norwich Castle on Sunday mornings**

Appendix 2

Current Sunday opening hours: 1-4.30 Oct-June &amp; 1-5 July-Sept

Proposed opening hours: 10 - 4.30 Oct-June &amp; 10-5 July- Sept

**PROJECTED COST**

<b>Expenditure categories</b>	<b>Estimate Annual Cost</b> (based on annual budget 10/11)	<b>Estimate additional cost per half day -</b> rounded to nearest £1
Running costs to include: electricity, gas, water, sewerage, refuse, sanitary services, wear & tear (repairs), cleaning materials, consumables (e.g. light bulbs) <i>Calculated as proportion of annual budget</i>	£11,700	£225
Front of House staffing minimum staff required for service delivery and emergency evacuation		
Interpreters x 8: 36 hrs @ average £14.45 p/h inc w/e enhancement, on-costs & lunch cover	£27,040	£520
Interpreter duty officer cover additional cost £1.98 p/h x 4.5 hrs inc w/e enhancement, on-costs & lunch cover	£468	£9.00
Visitors Services Assistants x 3: 13.5 hrs @ average £13.25 p/h inc. on-costs & lunch cover	£9,308	£179
Building Services Assistants x 2 - 12 hrs @ average £14.45 p/h inc. w/e enhancement, on-costs & lunch cover(1 BSA on site already for security purposes)	£8,996	£173
Building Services duty officer cover additional cost £1.98 p/h x 6 hrs inc w/e enhancement, on-costs & lunch cover	£619	£12
Cleaning Assistant x 1 - 4 hours @ average £11.66 p/h inc. w/e enhancement on-costs	£2,392	£46
<b>TOTAL ESTIMATE COST</b>	<b>£60,523</b>	<b>£1,164</b>

On-costs calculated at 24%  
Weekend pay enhancements =  
time and one third.

**INCOME PROJECTIONS**

Average visitor numbers for Sunday pm	264
Average visitor numbers of Saturdays	548
Average ticket yield Norwich Castle (taking into account concs, children, offers etc)	£2.33

<b>Visitor Number Projections</b>	<b>Daily No. Visitors</b>	<b>Annual No. Visitors</b>	<b>Daily Admissions Income @ average yield of £2.33 per ticket</b>	<b>Annual Admissions Income @ average yield of £2.33 per ticket</b>	<b>Daily Retail Income @ average yield per visitor less cost of sale £</b>	<b>Annual Retail Income @ average yield per visitor less cost of sale £</b>
<b>Option 1:</b> Assumes same visitor numbers as for Sunday pm	264	13728	615.12	31986.24	105.6	5491.2
<b>Option 2:</b> Assumes same as for Saturday: i.e. Sat less Sunday pm figure	284	14768	661.72	34409.44	113.6	5907.2
<b>Option 3:</b> Assumes half number of visitors as Sunday pm on the basis that some Sunday pm visitors will attend in morning or make longer visits and Saturday is generally a more popular day than Sunday	132	6864	307.56	15993.12	52.8	2745.6

<b>FINANCIAL POSITION</b>					
	<b>Projected Annual Admissions Income</b>	<b>Projected Annual Retail Income *</b>	<b>Total Projected Income</b>	<b>Projected Annual Cost</b>	<b>SHORTFALL</b>
Annual visitor numbers <b>Option 1:</b>	£31,986	£5,491	£37,477	£60,523	<b>-£23,045</b>
Annual visitor numbers <b>Option 2:</b>	£34,409	£5,907	£40,317	£60,523	<b>-£20,206</b>
Annual visitor numbers <b>Option 3:</b>	£15,993	£2,746	£18,739	£60,523	<b>-£41,784</b>

\* 09/10 Visitor numbers divided by retail profit 09/10 = average £00.40 profit yield per visitor

NB Income projections do not currently take into account catering operation. Available financial analysis of current catering operation suggests that the Castle Café would at best break even opening on a Sunday am or make a loss.

