

## Biennial UK Museum Directors Survey 2026

This is the PDF version of the online survey. It will allow you to see all the questions ahead, gather any information, and talk to colleagues if you need to before completing the online version via the link below:

<https://www.research.net/r/AFDirectorsSurvey1>

The survey will save as you go, and you can come back to complete it at a later point. The numbering of the questions will appear differently in the online version to how they appear in this document, due to some questions not being applicable to all respondents.

The survey is open until 26 January and is likely to take between 15 and 20 minutes to complete. There is an option to request a copy of your responses at the end.

If you would like to complete the survey and require a different format, please contact Lucy Bird: [lbird@artfund.org](mailto:lbird@artfund.org). We can provide alternative formats, a Welsh language version or arrange a 1-to-1 call to help you complete the survey in the way that works best for you.

Asterisks indicate mandatory questions.

About Your Organisation	
1. Organisation name*	
<input type="text"/>	
2. Your name	
<input type="text"/>	
3. Your job title	
<input type="text"/>	
4. Type of organisation?* (Select all that apply)	
<input type="checkbox"/> Museum	<input type="checkbox"/> Non venue-based organisation
<input type="checkbox"/> Gallery	<input type="checkbox"/> Arts Organisation
<input type="checkbox"/> Historic House	<input type="checkbox"/> Library/Archive
<input type="text"/> Other (please specify)...	

5. What is the governance structure of your organisation?\* (Select one only)

<input type="radio"/> Independent charity (including CICs & CIOs)	<input type="radio"/> Non-Departmental Public Body (Nationals and Arms-Length Organisations)
<input type="radio"/> Local Authority	<input type="radio"/> University
<input type="radio"/> Other (please specify)...	

6. How many paid staff currently work in your organisation?\* (Select one only)

<input type="radio"/> None, entirely volunteer run	<input type="radio"/> 51 - 100
<input type="radio"/> Less than 5	<input type="radio"/> 101 - 250
<input type="radio"/> 5 - 20	<input type="radio"/> 251 - 500
<input type="radio"/> 21 - 50	<input type="radio"/> 500+
<input type="radio"/> Other (please specify)...	<input type="radio"/> Don't know

7. Where is your organisation based?\* (Select one only. If multiple locations, please select 'other')

<input type="radio"/> England	<input type="radio"/> Scotland
<input type="radio"/> Northern Ireland	<input type="radio"/> Wales
<input type="radio"/> Other (please specify)...	

7a. If England, please indicate which region (Select one only. If multiple locations, please select 'other')

<input type="radio"/> East of England	<input type="radio"/> South East
<input type="radio"/> East Midlands	<input type="radio"/> South West
<input type="radio"/> London	<input type="radio"/> West Midlands
<input type="radio"/> North East	<input type="radio"/> Yorkshire and the Humber
<input type="radio"/> North West	
<input type="radio"/> Other (please specify)...	

7b. If Scotland, please indicate which region (Select one only. If multiple locations, please select 'other')

<input type="radio"/> Eastern Scotland	<input type="radio"/> North Eastern Scotland
<input type="radio"/> Highlands and Islands	<input type="radio"/> South Western Scotland
<input type="radio"/> Other (please specify)...	

7c. If Wales, please indicate which region (Select one only. If multiple locations, please select 'other')

<input type="radio"/> North Wales	<input type="radio"/> Mid Wales
<input type="radio"/> South East Wales	<input type="radio"/> South West Wales
<input type="radio"/> Other (please specify)...	

7d. If Northern Ireland, please indicate which region (Select one only. If multiple locations, please select 'other')

<input type="radio"/> Belfast	<input type="radio"/> North
<input type="radio"/> Outer Belfast	<input type="radio"/> West and South

<input type="radio"/> East	
<input type="radio"/> Other (please specify)...	

## Funding Art

8. Thinking about the funding you received in 2025/26, how does this compare with the previous financial year? (Select 'Not applicable this year' if you didn't receive this source of funding or you never do).\*

	Increased	Stayed the same	Decreased	Stopped completely	Not applicable this year
National public source (e.g. Government or Arts Council)	<input type="radio"/>				
Local Authority (core or project)	<input type="radio"/>				
Trusts and Foundations	<input type="radio"/>				
Individual donations and philanthropy	<input type="radio"/>				
Community fundraising or crowdfunding	<input type="radio"/>				
Corporate donations and sponsorship	<input type="radio"/>				
Earned or commercial income	<input type="radio"/>				

Any comments?

9. Does your organisation have a collection?\*

Yes  No

Other (please specify) ...

9a. Thinking about work on your collections, in 2026/27 do you intend to (Select all that apply)

- Buy or acquire works
- Commission new works
- Carry out a collections review
- Engage communities with your collections
- Carry out conservation work
- Carry out documentation work
- CMS or IT system changes/improvements
- Exploring the potential of AI for collections
- Deaccession works
- Carry out digitisation activity
- Secure gifts and bequests

<input type="checkbox"/> Engage in restitution or repatriation activity
<input type="checkbox"/> None of the above
<input type="checkbox"/> Other (please specify) ...

9b. What, if any, are the barriers to undertaking collections activities in your organisation?\*  
(Select all that apply)

<input type="checkbox"/> Internal financial constraints	<input type="checkbox"/> Lack of relevant funding opportunities
<input type="checkbox"/> Team size and capacity	<input type="checkbox"/> Lack of specialist expertise
<input type="checkbox"/> Limited knowledge of the collection	<input type="checkbox"/> Limited volunteer management and training
<input type="checkbox"/> Lack of display space	<input type="checkbox"/> Digital or technological challenges
<input type="checkbox"/> None of the above	
<input type="checkbox"/> Other (please specify) ...	

Any comments?

10. Does your organisation programme temporary exhibitions?\*

<input type="radio"/> Yes	<input type="radio"/> No
<input type="radio"/> Other (please specify) ...	

10a. Have you applied for Museums and Galleries Exhibition Tax Relief since 2024?\*

<input type="radio"/> Yes	<input type="radio"/> No
<input type="radio"/> Not sure	

10b. Thinking about your exhibition plans, in 2026/27 do you intend to (Select all that apply)

<input type="checkbox"/> Develop new temporary exhibitions for your own venue/s
<input type="checkbox"/> Receive temporary exhibitions from other providers
<input type="checkbox"/> Tour temporary exhibitions
<input type="checkbox"/> Work in partnership with other museums/galleries to develop new temporary exhibitions
<input type="checkbox"/> Loan works to other organisations
<input type="checkbox"/> Borrow works from other organisations
<input type="checkbox"/> Extend the length of exhibition displays
<input type="checkbox"/> Re-use or recycle exhibition materials
<input type="checkbox"/> None of the above
<input type="checkbox"/> Other (please specify) ...

11. Does your organisation currently work internationally or engage in international collaborations?

<input type="radio"/> Yes	<input type="radio"/> No
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11a. If yes, is working internationally an area you would like to expand for your organisation?

<input type="radio"/> Yes	<input type="radio"/> No
<input type="radio"/> Other (please specify) ...	

11b. If no, is working internationally or international collaboration something you would like to explore for your organisation?

- |                                |                                     |
|--------------------------------|-------------------------------------|
| <input type="radio"/> Yes      | <input checked="" type="radio"/> No |
| <input type="radio"/> Not sure |                                     |

11c. What do you see as the (potential) benefits of international work/collaborations for your organisation?

12. Under our strategic pillar of 'Funding Art', which of these areas would you like to see Art Fund focus on in the next 5 years? (Select all that apply)\*

- |   |
|---|
| <input type="checkbox"/> Acquisitions   |
| <input type="checkbox"/> Commissions  |
| <input type="checkbox"/> Gifts and bequests (objects and works of art)              |
| <input type="checkbox"/> Touring and loans  |
| <input type="checkbox"/> Repatriation   |
| <input type="checkbox"/> Collections management (e.g. research and data management) |
| <input type="checkbox"/> Deaccessioning   |
| <input type="checkbox"/> Collections care   |
| <input type="checkbox"/> Diversity of curatorial staff                              |
| <input type="checkbox"/> Diversity of UK collections                                |
| <input type="checkbox"/> Digital skills and capacity (including AI)                 |
| <input type="checkbox"/> Working with artists                                       |
| <input type="checkbox"/> Environmental sustainability in collections                |
| <input type="checkbox"/> Working internationally                                    |
| <input type="checkbox"/> Other (please specify) ...                                 |

12a. And which of these would you consider to be the top 3 priorities for Art Fund? (Select 3 only)

- |   |
|---|
| <input type="checkbox"/> Acquisitions   |
| <input type="checkbox"/> Commissions  |
| <input type="checkbox"/> Gifts and bequests (objects and works of art)              |
| <input type="checkbox"/> Touring and loans  |
| <input type="checkbox"/> Repatriation   |
| <input type="checkbox"/> Collections management (e.g. research and data management) |
| <input type="checkbox"/> Deaccessioning   |
| <input type="checkbox"/> Collections care   |
| <input type="checkbox"/> Diversity of curatorial staff                              |
| <input type="checkbox"/> Diversity of UK collections                                |
| <input type="checkbox"/> Digital skills and capacity (including AI)                 |
| <input type="checkbox"/> Working with artists                                       |
| <input type="checkbox"/> Environmental sustainability in collections                |
| <input type="checkbox"/> Working internationally                                    |
| <input type="checkbox"/> Other (please specify) ...                                 |

## Audience-Making

13. What is likely to be your visitor total for the financial year 2025/26?\* (Select one only)

<input type="radio"/> 0	<input type="radio"/> 100,000 – 299,999
<input type="radio"/> 1 – 9,999	<input type="radio"/> 300,000 – 499,999
<input type="radio"/> 10,000 – 19,999	<input type="radio"/> 500,000 or more
<input type="radio"/> 20,000 – 49,999	<input type="radio"/> Don't know
<input type="radio"/> 50,000 – 99,999	

14. How do this year's visiting or participation figures compare to 2024/25?\*

	<i>Significant increase (more than 25%)</i>	<i>Increase (up to 25%)</i>	<i>Remained the same</i>	<i>Decrease (up to 25%)</i>	<i>Significant decrease (more than 25%)</i>	<i>Not applicable /don't know</i>
Overall visitor total	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Domestic visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Schools & learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community engagement & outreach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any comments?						

15. Have you made any of the following adjustments to your visitor offer since the pandemic, or do you intend to do so in 2026/27?\* (Select all that apply)

	<i>Introduced since the pandemic</i>	<i>Introducing in 2026/27</i>
Reduced opening hours	<input type="radio"/>	<input type="radio"/>
New general entrance charges	<input type="radio"/>	<input type="radio"/>
New exhibition charges	<input type="radio"/>	<input type="radio"/>
'Pay what you can'	<input type="radio"/>	<input type="radio"/>
Reduced the number of exhibitions annually	<input type="radio"/>	<input type="radio"/>
Any comments on recent changes to your visitor offer?		

16. Does your organisation have any kind of paid Membership scheme?\*

<input type="radio"/> Yes	<input type="radio"/> No
<input type="radio"/> Other (please specify) ...	

16a. If yes, what types of Membership scheme do you offer? (Select all that apply)

<input type="checkbox"/> Adult	<input type="checkbox"/> Dual
<input type="checkbox"/> Family	<input type="checkbox"/> Student
<input type="checkbox"/> Young person	<input type="checkbox"/> Senior
<input type="checkbox"/> Corporate	<input type="checkbox"/> Tiered (e.g. Gold, Silver, Bronze)
<input type="checkbox"/> Other (please specify) ...	

17. Which of these audience development areas are a focus for your organisation in 2026/27? (Select all that apply)\*

<input type="checkbox"/> Global majority audiences	<input type="checkbox"/> International tourists
<input type="checkbox"/> Young people and students (16 – 25)	<input type="checkbox"/> Domestic tourists
<input type="checkbox"/> Digital audiences	<input type="checkbox"/> Local audiences
<input type="checkbox"/> SEND/disabled audiences	<input type="checkbox"/> Members/Friends
<input type="checkbox"/> Schools	<input type="checkbox"/> Community groups
<input type="checkbox"/> Under 5s and their families/carers	<input type="checkbox"/> Group travel (e.g. special interest)
<input type="checkbox"/> 5 – 15s and their families/carers	<input type="checkbox"/> Lower socio-economic groups
<input type="checkbox"/> None of these	
<input type="checkbox"/> Other (please specify) ...	

18. And which of these are your top priorities? (Select up to three)

<input type="checkbox"/> Global majority audiences	<input type="checkbox"/> International tourists
<input type="checkbox"/> Young people and students (16 – 25)	<input type="checkbox"/> Domestic tourists
<input type="checkbox"/> Digital audiences	<input type="checkbox"/> Local audiences
<input type="checkbox"/> SEND/disabled audiences	<input type="checkbox"/> Members/Friends
<input type="checkbox"/> Schools	<input type="checkbox"/> Community groups
<input type="checkbox"/> Under 5s and their families/carers	<input type="checkbox"/> Group travel (e.g. special interest)
<input type="checkbox"/> 5 – 15s and their families/carers	<input type="checkbox"/> Lower socio-economic groups
<input type="checkbox"/> None of these	
<input type="checkbox"/> Other (please specify) ...	

19. Under our strategic pillar of 'Audience-Making', which of these areas would you like to see Art Fund focus on in the next 5 years? (Select all that apply)\*

<input type="checkbox"/> Growing audiences
<input type="checkbox"/> Deepening engagement with audiences
<input type="checkbox"/> Engaging diverse audiences
<input type="checkbox"/> Increasing digital audiences
<input type="checkbox"/> Engaging early years and families
<input type="checkbox"/> Engaging students
<input type="checkbox"/> Working with teachers and schools
<input type="checkbox"/> Working with artists to engage audiences
<input type="checkbox"/> Engaging audiences around climate and sustainability
<input type="checkbox"/> Engaging over 55s
<input type="checkbox"/> Other (please specify) ...

19a. And which of these would you consider to be the top 3 priorities for Art Fund? (Select 3 only)

- |   |
|---|
| <input type="checkbox"/> Growing audiences                                    |
| <input type="checkbox"/> Deepening engagement with audiences                  |
| <input type="checkbox"/> Engaging diverse audiences                           |
| <input type="checkbox"/> Increasing digital audiences                         |
| <input type="checkbox"/> Engaging early years and families                    |
| <input type="checkbox"/> Engaging students                                    |
| <input type="checkbox"/> Working with teachers and schools                    |
| <input type="checkbox"/> Working with artists to engage audiences             |
| <input type="checkbox"/> Engaging audiences around climate and sustainability |
| <input type="checkbox"/> Engaging over 55s                                    |
| <input type="checkbox"/> Other (please specify) ...                           |

## Amplifying The Sector

20. Have you received a grant from Art Fund within the last 5 years?\*

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| <input checked="" type="radio"/> Yes | <input checked="" type="radio"/> No |
| <input type="radio"/> Not sure       |                                     |

21. Are you part of the National Art Pass Network?\*

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| <input checked="" type="radio"/> Yes | <input checked="" type="radio"/> No |
| <input type="radio"/> Not sure       |                                     |

22. Looking to the new financial year (2026/27) what are the challenges facing your organisation? (Select all that apply)\*

- |   |  |
|---|--|
| <input type="checkbox"/> Future viability of the organisation         | <input type="checkbox"/> Low visitor numbers               |
| <input type="checkbox"/> Rationalising or closing services            | <input type="checkbox"/> Reducing environmental impact     |
| <input type="checkbox"/> Lack of staff/capacity                       | <input type="checkbox"/> Contested heritage/histories      |
| <input type="checkbox"/> Lack of volunteer support                    | <input type="checkbox"/> Building maintenance              |
| <input type="checkbox"/> The wellbeing of staff                       | <input type="checkbox"/> Building operating costs          |
| <input type="checkbox"/> Funding shortfalls                           | <input type="checkbox"/> Collections condition and storage |
| <input type="checkbox"/> Earned income shortfalls                     | <input type="checkbox"/> Ethical fundraising               |
| <input type="checkbox"/> Loss of Local Authority support              | <input type="checkbox"/> Social/political polarisation     |
| <input type="checkbox"/> Cost of living impact on staff and audiences | <input type="checkbox"/> None of these                     |
| <input type="checkbox"/> Local government reorganisation              |  |
| <input type="checkbox"/> Other (please specify) ...                   |  |

23. And which of these are the main challenges? (Select up to 3)\*

- |   |  |
|---|--|
| <input type="checkbox"/> Future viability of the organisation | <input type="checkbox"/> Low visitor numbers           |
| <input type="checkbox"/> Rationalising or closing services    | <input type="checkbox"/> Reducing environmental impact |
| <input type="checkbox"/> Lack of staff/capacity               | <input type="checkbox"/> Contested heritage/histories  |

<input type="checkbox"/> Lack of volunteer support	<input type="checkbox"/> Building maintenance
<input type="checkbox"/> The wellbeing of staff	<input type="checkbox"/> Building operating costs
<input type="checkbox"/> Funding shortfalls	<input type="checkbox"/> Collections condition and storage
<input type="checkbox"/> Earned income shortfalls	<input type="checkbox"/> Ethical fundraising
<input type="checkbox"/> Loss of Local Authority support	<input type="checkbox"/> Social/political polarisation
<input type="checkbox"/> Cost of living impact on staff and audiences	<input type="checkbox"/> None of these
<input type="checkbox"/> Local government reorganisation	
<input type="checkbox"/> Other (please specify) ...	

24. For organisations in Wales and Scotland, what are the key issues for your organisation in the May 2026 Senedd or Scottish Parliamentary elections?

25. If there are local council or mayoral elections in your area in May 2026, what are organisation's priorities for these elections?

26. Under our strategic pillar of 'Amplifying the Sector', which of these areas would you like to see Art Fund focus on in the next 5 years? (Select all that apply)

- Advocacy to government and policymakers
- Opportunities for philanthropy
- Amplifying the sector through high profile events (e.g. Museum of the Year)
- Research to support advocacy and media coverage
- Convening UK-wide programmes to engage young people
- Programmes that support schools' engagement
- Creating best practice resources
- Promoting museums as a trusted source and space
- Promoting health/wellbeing work in museums
- Convening partnerships between sector organisations
- Developing partnerships with other sectors
- Other (please specify) ...

26a. And which of these would you consider to be the top 3 priorities for Art Fund? (Select 3 only)

- Advocacy to government and policymakers
- Opportunities for philanthropy
- Amplifying the sector through high profile events (e.g. Museum of the Year)
- Research to support advocacy and media coverage
- Convening UK-wide programmes to engage young people
- Programmes that support schools' engagement
- Creating best practice resources
- Promoting museums as a trusted source and space
- Promoting health/wellbeing in museums

<input type="checkbox"/> Convening partnerships between sector organisations
<input type="checkbox"/> Developing partnerships with other sectors
<input type="checkbox"/> Other (please specify) ...

27. Are there other major opportunities you see for the sector in the next 5 years that Art Fund could explore?

28. Any final comments?

29. Would you be willing to take part in follow up research, to explore the findings of this survey in more detail? This might be a video conference with sector colleagues or a phone call.\*

Yes       No

30. If yes, please provide your contact details below. These will be used for no other purpose than to contact you about this research and will only be shared with our research partner, Wafer Hadley. We never share personal data.

Email:

Phone number:

Thank you for taking the time to complete our survey. We really appreciate your valuable responses to directly inform our programme. We will publish the results early summer 2026.

To keep up to date with the latest on our funding and learning opportunities, free digital services, and news from across the cultural sector subscribe to our regular e-bulletin via the link below:

[www.artfund.org/professional/museum-bulletin](http://www.artfund.org/professional/museum-bulletin)