

THREE YEAR FUNDING AGREEMENT

BETWEEN THE

BRITISH MUSEUM AND DCMS

1999-2002

## 1. Introduction

1.1 This agreement is between the Department for Culture, Media and Sport and the British Museum.

1.2 The agreement is for the three year period April 1999 to March 2002.

1.3 The principal purpose of the Museum is safeguarding and making accessible its collection and for the funding provided in section 3 it will be expected to deliver the outputs agreed in section 4 below.

1.4 The agreement takes account of the statutory requirements placed upon the Trustees of the British Museum.

## 2. Context

2.1 Funding agreements will provide explicit and challenging statements of the underlying outputs and levels of performance which bodies will be required to deliver to achieve Ministerial objectives. They cannot just focus on input and process related changes, but they will be realistic about what achievable real world output targets should be and how far detailed targets can be set for the next three years. Agreements will also need to reflect the targets already set and signed up to in the Public Service Agreement.

### DCMS Aims and Objectives

2.2 The aim of the Department is:

"To improve the quality of life for all through cultural and sporting activities, and to strengthen the creative industries."

2.3 The Department will:

- \* work to bring quality and excellence in the fields of culture, media and sport;
- \* make these available to the many, not just the few;
  
- \* raise standards of cultural education and training;
  
- \* help to develop the jobs of the future in the creative industries.

Objectives

2.4 To achieve its aim, the Department in partnership with others, works to:

1. create an efficient and competitive market by removing obstacles to growth and unnecessary regulation so as to promote Britain's success in the fields of culture, media, sport and tourism at home and abroad;
  
2. broaden access for this and future generations to a rich and varied cultural and sporting life and to our distinctive built environment;
  
3. raise standards of cultural education and training;
  
4. ensure that everyone has the opportunity to achieve excellence in the areas of culture, media and sport and to develop talent, innovation and good design;
  
5. maintain public support for the National Lottery and ensure that the objective of the Lottery Fund supports DCMS' and other national priorities; and
  
6. promote the role of the Department's sectors in urban and rural regeneration, in pursuing sustainability and in combatting social exclusion.

2.5 In carrying out these objectives the Department will seek maximum value for money in using its human and financial resources, through applying the principles of efficiency and effectiveness in its sectors and in encouraging partnership with others.

British Museum Aims and Objectives

2.6 The principal aim of the Trustees of the British Museum is:

"to illuminate the histories of the world's civilisations for the benefit of present and future generations across the globe, by preserving, presenting, enhancing and researching the unique national collections in its care" [DCMS objectives 2 and 3]

To achieve this, the Trustees' additionally aim to -

- \* curate, preserve and conserve the collections to the highest international standards; [DCMS objective 2]
  
- \* inspire and excite, through well presented and serviced public galleries and stores, world-class exhibitions, education programmes and publications, and imaginative use of new technologies; [DCMS objectives 2 and 3]
  
- \* extend knowledge and understanding of the collections with their related cultures through scholarship and scientific research to the highest international standards; [DCMS objective 3]
  
- \* enrich the collections wherever possible; [DCMS objective 2]

\* preserve, improve and enhance the buildings which house the collections, not least the Smirke building [DCMS objective 2].

### 3. Levels of Grant-in-Aid

3.1 In his letter of 14 December 1998 to Mr Graham Greene the Secretary of State announced the grant-in-aid allocations for the three years 1999/2000 to 2001/2002. These figures, which are split between current and capital provision, are as follows but these are provisional and need further discussion:

1999/00 2000/01 2001/02

,m ,m ,m

Current Budget (provisionally) 34.721 34.881 34.881

Capital Budget (provisionally) 0 0 0

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34.721 34.881 34.881

3.2 The Museum will have to plan and agree targets for Year 3 on the basis of the figures as given above. If there are changes to the above figures, variations to the agreement will need to be agreed and incorporated as necessary.

3.3 Success in meeting the targets agreed in section 4 of this funding agreement will inform the way in which the Secretary of State will approach future funding discussions with Treasury and future provision for sponsored bodies. The Secretary of State also reserves the right, after consultation, to reallocate the "investment for reform" if he is not satisfied with the progress achieved by the Museum. In either case, the Secretary of State will, as appropriate take account of any views expressed by QUEST.

### 4. Performance Targets

4.1 To meet the objectives that the Department has agreed with Treasury and the key cross-cutting themes of access, education, excellence, creativity and social inclusion/outreach, DCMS and the British Museum have made a fundamental and radical examination of the targets most appropriate to meeting and delivering Government aspirations. Key areas which will support both the direct and cross-cutting performance targets range from the number and types of visitors including identifying new visitors, reducing the number of regulatory burdens, increasing the amount of self-generated income and carrying out touring exhibitions across the country.

4.2 Outputs that the British Museum will deliver are as follows and cross-referred to the attached Table of Key Performance Indicators.

a. The Museum aims to increase access to its collections at all levels, particularly visitors in person, electronic access to the Museum=s expanding Web-site and through travelling exhibitions and loans out. The number of visitors to the Museum is expected to be increased substantially with the opening of the Great Court. This will reverse the expected downturn in 1999/2000 caused by the construction works.

1998/99 1999/00 2000/01 2001/02

Actual visitors (PI Table 2.1): 5,610,000 5,000,000 5,750,000 7,000,000

Electronic access via the Web-site (3.3): 10,000,000 10,500,000 11,000,000 11,500,000

UK travelling exhibitions (3.2)

Number of exhibitions: 5 5 6 7

Number of venues: 10 10 12 14

All loans out (3.2)

UK venues: 74 75 80 90

Abroad: 64 48 50 55

Access through the Departmental Students= Rooms (2.3)

Number of students: 8,500 8,500 9,000 10,000

Number of objects accessed: 131,500 131,500 135,000 150,000

[Primarily supports DCMS objectives 2, 3, 4 and 6 and AAccess@, AEducation@, AExcellence@ and ASocial inclusion/outreach@ themes]

b. The Museum will complete its Marketing Plan by September 1999 and will aim to improve visitor satisfaction levels. It will ensure that visitors' satisfaction and reaction to standards of service and the quality of exhibitions is improved and monitored through twice-yearly visitor surveys and regular focus groups.

[ Primarily supports DCMS objectives 2, 3 and 4 and AAccess@ and AExcellence@ themes]

c. The Museum will take steps to broaden the range of its audience. The aim is to target school-children from inner city areas and outside the south-east, teachers, lifelong learners, ethnic minority communities, C2DE families and individuals with learning difficulties and/or mobility impairment. The number of visitors in these groups will be increased in a year-on-year basis as a proportion of total visitors by 2001/02; the Museum will start collection of data on these groups in 1999/00 for the inclusion of targets in the next annual update of the Agreement. The Facilities and activities on offer with the opening of the Great Court will include:

Increased number of educational events

Increased numbers of INSET and adult education courses

A new public reference library in the Round Reading Room

Electronic access to the collections through COMPASS

Special courses and improved gallery access for those with special needs

Development projects will take account of the needs of people with disabilities, and we undertake that our collections and their interpretation are as widely accessible as possible. In making such provision we shall follow relevant guidance on best practice.

[Primarily supports DCMS objectives 2, 3 and 6 and AAccess@, AEducation@ and ASocial Inclusion/Outreach@ themes]

d. The Museum will determine an increase in its opening hours with the opening of Great Court at the end 1999/2000.

[Primarily supports DCMS objective 2 and AAccess@ theme]

e. The Museum will complete the Great Court project by the end of the calendar year 2000 within the approved timescale for the project. The Great Court milestones are:

1999/00: New concrete structures and restored south portico completed

Roof & new Education Centre constructed

Forecourt redevelopment commenced

2000/01: Exterior cladding of Round Reading Room completed

COMPASS installed in Round Reading Room

Construction and fit-out completed

Public opening end of 2000

[Primarily supports DCMS objectives 2 and 3 and AAccess@ and AEducation@ themes]

f. The Museum will ensure that key information on 100% of its collections is accessible by the public through the following means:

1998/99 1999/00 2000/01 2001/02

Electronic form (1.1)

New records: 30,100 30,000 30,000 30,000

Total records: 1,158,600 1,188,600 1,218,600 1,253,600

Logged telephone enquiries (2.7): 330,100 341,000 362,500 390,000

Written enquiries to departments (2.7): 21,500 22,000 23,000 24,000

Personal enquiries to departments (2.7): 15,142 16,000 17,500 20,000

[Primarily supports DCMS objectives 2 and 3 and AAccess@ and AEducation@ themes]

g. The Museum will commence development of the Study Centre in 1999/00 and offer greater access to the study collections, stepped from 2001/02, and direct experience of active curation from 2002/03. A further major consequence of this project will be to enhance storage conditions for its collections by 2002/03.

[Primarily supports DCMS objectives 2, 3 and 4 and AAccess@, AEducation@ and AExcellence@ themes]

h. The Museum will increase its programme of high-impact temporary exhibitions with the completion of enhanced facilities in Great Court and will assess their quality and impact through twice-yearly visitor surveys, regular focus groups and close monitoring of visitor suggestions and complaints.

1998/99 1999/00 2000/01 2001/02

Temporary exhibitions (2.5)

Number of exhibitions: 23 23 20 20

Exhibition days: 2,700 2,500 2,000 2,000

Visitor numbers: 161,500 190,000 100,000 300,000

[Primarily supports DCMS objectives 2, 3 and 4 and AAccess@, AEducation@ and AExcellence@ themes]

i. The Museum will increase the number of educational visits for school children in organised groups with the opening of improved facilities in the Great Court. This will further strengthen the Museum=s heavy involvement with the National Curriculum.

1998/99 1999/00 2000/01 2001/02

Educational events (2.6)

Pre-booked school visitors: 130,000 130,000 150,000 200,000

Public gallery talks/lectures/films (2.6)

Number of events: 2,650 2,650 2,750 3,000

Attendance figures: 38,500 38,500 39,000 40,000

[Primarily supports DCMS objectives 2, 3 and 6 and AAccess@, AEducation@ and ASocial Inclusion/Outreach@ themes]

j. The Museum aims to increase the percentage of teachers and school children who are highly satisfied with the educational content and value of the displays and events, particularly with the opening of improved facilities in the Clore Centre for Education, itself part of the Great Court Project.

Procedures are to be put in place to assess performance

[Primarily supports DCMS objectives 2, 3, 4 and 6 and AAccess@, AEducation, AExcellence@ and ASocial Inclusion/Outreach@ themes]

k. The Museum will increase the number of off-site presentations by museum staff to specific audiences, i.e. through visits to schools, lectures, media interviews/appearances and collaborations, etc.

1998/99 1999/00 2000/01 2001/02

Lectures (3.4): 641 650 700 750

Media interviews/appearances (4): 191 200 225 250

External examiners (3.4): 49 50 55 60

Membership of academic councils (3.4): 347 350 360 370

[Primarily supports DCMS objectives 2, 3 and 6 and AAccess@, AEducation@ and ASocial Inclusion/Outreach@ themes]

l. The Museum aims to increase its contribution to human knowledge and access to the collections through greater publication on-line and of popular and academic books, articles, etc.

1998/99 1999/00 2000/01 2001/02

Number of Web pages (3.3): 125 150 175 200

Published books and monographs (3.4): 83 79 83 86

Published articles (3.4): 361 375 400 425

[Primarily supports DCMS objectives 2, 3, 4 and 6 and AAccess@, AEducation@, AExcellence@ and ASocial Inclusion/Outreach@ themes]

m. The Museum will extend its Investors in People programme to embrace the whole organisation, targeting the achievement of IIP accreditation in 2001/02 and subsequently maintaining this status thereafter. The programme will involve the training for all staff at all levels, with a concentration on management training. It is expected that in each of the three years from 1999/00 some 30% of staff will engage directly in at least one training programme. In addition, some 15% of staff will each year engage in other job-specific training.

1998/99 1999/00 2000/01 2001/02

Staff days spent on training (6): 1,653 1,925 2,694 3,180

% spent of available staff time (6): 0.8% 1% 1.25% 1.5%

Sick absence: average days (6.2): 9 8 7 6

[Primarily supports DCMS objectives 3 and 4 and AExcellence@ theme]

n. The Museum will use its best endeavours to increase its self-earned income in accordance with the attached table. Estimates for 2000/01 and 2001/02 include material sums of ,2.184m and ,2.27m of additional net revenue required to achieve break-even. The Museum cannot guarantee to achieve these additional sums.

[Primarily supports DCMS objectives 1 and 4 and AMarketing@ and AExcellence@ themes]

o. The Museum will provide the Department with the information required for the purposes of demonstrating its efficiency and effectiveness against the benchmark indicators developed and mutually agreed in the course of the Review of Efficiency and Effectiveness of Government Sponsored Museums and Galleries. It will take steps to deliver an improved performance by reference to these performance indicators.

[Primarily supports DCMS objectives 3 and 4 and AExcellence@ theme]

## 5. Performance Review

### Respective obligations of the Museum and the DCMS

5.1 The British Museum will notify the DCMS of any major deviations of outturn from the targets and measures agreed in this document. This should be done in writing as soon as possible, and included in the appropriate annual report.

5.2 The DCMS will notify the British Museum of any changes to the levels of grant-in-aid promised in section 3 above which may affect the British Museum achieving its targets. The DCMS will also notify the British Museum if there is a change in Ministerial policy which affects the delivery of previously agreed targets.

5.3 The British Museum will produce an annual review which will form the basis of an annual meetings between Ministers and the Chairman of the Trustees, and between the Accounting Officer and senior DCMS officials. The meetings should be held as soon as practicable after the end of the financial year.

5.4 Officials of the DCMS and the Museum will meet at least once a year, in addition to the meeting described in 5.3 above, to monitor progress against this agreement.

5.5 Officials of DCMS will use best endeavours to help the Museum achieve its objectives.

## 6. General DCMS Obligations

The DCMS will abide by the six Whitehall Service Standards and will aim to do the following:

6.1 To answer all external correspondence, including complaints, within 18 working days;

6.2 To provide all NDPBs a contact name and telephone number within the Department for any queries the NDPB may have;

6.3 To give at least 10 working days to supply information requested where this is possible. This may not be possible when deadlines have been imposed by central Whitehall Departments or in respect of Parliamentary questions.

This agreement should be signed by :

1. A DCMS Minister on behalf of the DCMS.
2. Chairman of the Trustees of the British Museum on behalf of the Trustees.
3. The Director of the British Museum as Accounting Officer.

Final version

31.3.99