

FUNDING AGREEMENT 2005/6 -2007/8 SIR JOHN SOANE'S MUSEUM

1. Introduction

This agreement:

- Is between the Department for Culture, Media and Sport and Sir John Soane's Museum;
- is signed by the Minister for Culture for DCMS, the Chairman of Sir John Soane's Museum and by the Director and Accounting Officer of Sir John Soane's Museum; and
- is valid for the period 1 April 2005 – 31 March 2008.

It takes account of the statutory requirements placed upon the Trustees of Sir John Soane's Museum under The Charities (Sir John Soane's Museum) Order 1969 SI 1969 No.468 and other legislation, such as Charity Law, FOI, DDA, and Data Protection.

2. Purpose

This agreement:

- summarises Sir John Soane's Museum's whole mission, strategic priorities, rationale, programme, planned output and delivery partners as set out in the Delivery Plan Summary at Annex A;
- sets out the contribution that Sir John Soane's Museum will make towards the delivery of key DCMS objectives, towards delivering efficiencies PSA 3 (See Annex C Paragraph 2) and public value, in the context of its overall mission;
- explains how the benefits of DCMS investment will be spread geographically, in particular by delivery through Sir John Soane's Museum's regional arms, and/or with regional partners;
- confirms the commitment of DCMS to Sir John Soane's Museum in terms of funding and other support;
- shows how delivery will be measured and monitored by reference to a set of key targets and performance indicators agreed with Sir John Soane's Museum and by such other quantitative and qualitative measures that Sir John Soane's Museum wishes to use to assess its performance and the achievement of public value in the context of its wider activities.
- provides an assessment of risks and how they will be managed.

3. Sir John Soane's Museum's Mission, Strategic Priorities and Rationale

- The Mission of Sir John Soane's Museum embodies the aims of Sir John Soane, founder and creator of the Museum, who, in 1833, negotiated an Act of Parliament to settle and preserve his house and collections for the benefit of the public. Soane saw his Museum as an 'Academy of Architecture, to be opened free of charge to the public', so that they may 'consult, inspect and benefit' from the collections. He stipulated, moreover, that his house-museum be maintained 'as nearly as circumstances will admit' in the state that he left it on his death in 1837. Soane's stipulations are respected and remain in force to this day. The principal aim of the Trustees and staff of the Museum is to maintain the integrity of Soane's vision, while

extending this, where appropriate, so that the Museum can play an increasing role in the educational and recreational life of this country.

- Over the next three years, the Strategic Priorities of the Museum are;

Building Projects: Complete the building projects currently on site in the Museum - the Wolfson Project, the emergency stabilisation works and Three Courtyards Project – reopening important historic rooms such as the Picture Room and the Monk’s Parlour, but also giving public access for the first time to the Monk’s Yard and Rear Kitchen. These works will not only remedy serious structural problems found in the Museum in 2004, but also bring many improvements to lighting, heating, paving and other services and features, permitting visitors to enjoy and benefit from Soane’s carefully orchestrated atmospheric effects in the north-eastern part of the Museum. This work is currently on site and progressing well. Completion planned for the end of December 2005, with reopening planned for March 2006.

Begin and complete the restoration and reinstatement of the adjoining house, No. 14 Lincoln’s Inn Fields, and its conversion as facilities for the educational work of the Museum. No.14 was purchased for the Museum by Sir John Soane’s Museum Society, with the aid of a substantial grant from the HLF, so as to provide the Museum enhanced facilities for education, improved displays, and more efficient working facilities for staff, and to enable the Soane Museum to deliver the Government’s strategic priorities for Museums. Over half of the six storey building- a highly important and hitherto inaccessible Soane-designed townhouse - will be open to the public and available for a wide variety of educational events, particularly those involving children - introducing Key Stage 2 and 3 level pupils to architecture and the visual arts. This will enable the Museum to expand and build upon its existing educational programme of classes, tours and workshops, allowing us to reach out more effectively to DCMS Strategic Priority children and adults, especially in the local community in Camden, Westminster, Southwark and Islington. The enhanced facilities will also permit us to expand our educational activities amongst adults, and initiate partnerships with architectural and art colleges. The upper levels of the house (2nd, 3rd, 4th floors) will house improved facilities for conservation – the vital work of looking after our collections - as well as more efficient and effective working conditions for Museum staff. The hire of the principal rooms on the first floor in the evenings will provide the Museum with much needed revenue, maximising our ability to help ourselves, as well as sharing these splendid neoclassical interiors with a wide variety of people, many of whom would not normally visit a Museum. We expect this project to commence in March 2006 and run for a calendar year, opening to the public in the Spring of 2007.

Planning for the Future: Progress and commence the Soane Masterplan. This project, initiated by the new Director in July 2005 with the support of the Museum’s Trustees, seeks to implement improvements to the way the Museum makes use of and presents Nos. 12 and 13 Lincoln’s Inn Fields. Still in a planning and feasibility study stage, the Soane Masterplan will address the challenges and opportunities presented to the Museum by increased visitor numbers, devising a new way of welcoming visitors to the Museum, orientating them and improving circulation. New and improved facilities are being investigated, including WCs, exhibitions Gallery, research and office facilities, a shop, and disabled access (for the latter see below), as well as the possibility of reinstating and opening up an additional floor of hitherto unseen historic Soane interiors to the public. These would include reinstating Soane’s original display of architectural models, in what is currently the Director’s Office, but also, potentially, Soane’s bedroom and bathroom. It is essential that any proposed changes respect and enhance the special atmosphere and character of the Soane Museum. Planning and feasibility studies are currently underway, and – subject to necessary approvals (including planning consents and Option Appraisals), and successful fundraising – work could begin on a phased implementation of the works in early 2007. Completion date to be agreed as part of the planning process.

Fire and Security: Fire has been identified as the No 1 Risk to the Museum, and the Museum has recently commissioned and agreed a new Fire Prevention Assessment for Nos 12, 13 and 14 Lincoln's Inn Fields. We will be seeking to implement its recommendations in a manner sympathetic to the historic fabric and character of the Museum. Part of this work will include the completion of the replacement of the electrical wiring in the Museum, for which the DCMS has pledged £200,000. We will be working to carry out these works over 2006 and 2007, phasing works so that disruption and room closure in the Museum are minimised. The addition of No.14 Lincoln's Inn Fields to the Museum, and the implications of the Soane Masterplan, mean that Security provision for the Museum will also need to be reviewed and improved.

Disabled Access: Improving provision for disabled access is another strategic priority of the Museum. The installation of a lift in the area of No. 12 Lincoln's Inn as part of the works for No 14, will give wheelchair users access to the entire basement of Nos. 12, 13 and 14 Lincoln's Inn Fields, including Soane's crypt with its celebrated ancient Egyptian sarcophagus, the Monk's Parlour and the recently restored Monk's Yard, as well as the Children's Education facilities in the basement of No.14. These access arrangements should be in place and useable by March 2007. This modest improvement in Disabled Access is to be built upon by the Soane Masterplan, which will address disabled access as one of its main priorities. Current investigations may confirm that a disused lift-shaft in No.12 Lincoln's Inn Fields can be used to bring disabled visitors to other floors of the Museum and its study facilities, but this needs further work over 2006. Once again, all proposals must respect the historic fabric and character of Soane's unique house-museum, and are subject to listed building consents.

Education: The opening of new facilities in No 14 Lincoln's Inn Fields in the Spring of 2007 will enable the Museum's educational programme to grow and develop. The appointment of a new, full-time, Education Officer post on a three year fixed-term contract in the spring of 2006, (fully funded by external funding) will anticipate the opening of the facilities, but will prepare for this expansion, encompassing adult as well as children's education. We are hoping to double the number of children visiting the Museum by 2007-08, and wish to develop formal academic links with architecture and art colleges both in London and in the regions. Part of the Education Officer's job will be to build up the educational potential of the Museum's website, fostering long distance learning links with people who are unable to visit the Museum. Education and enablement will be a central theme in our programme of temporary exhibitions (3 a year) and lectures, and our publications (exhibition and collection catalogues) over the next three years. These developments depend entirely on successful fundraising, only part of which is in place.

Outreach: It is important that the Museum continues to reach out to audiences outside London and abroad. Almost half of our visitors come from outside Britain, but the Museum needs to improve its accessibility to our public in the regions. We aim to do so by sending, every year from 2006, one Soane-curated travelling exhibition to regional venues in Britain. Where appropriate, the Museum will continue to lend works of art to exhibitions in Britain and abroad. Other 'outreach' initiatives include improving our website and making it more user friendly for children and students, and the more vigorous and imaginative deployment of our travelling exhibition stand, which provides information about the Museum. We are currently exploring with LB of Tower Hamlets the possibility of displaying the stand in the new 'Ideas Stores' in the Borough – seeking to encourage its large Bengali and other ethnic minority communities to visit the Museum. However, we must recognise that the Soane Museum, for all its magic and atmosphere, may not appeal to all audiences. Moreover, with its fragile and idiosyncratic historic fabric, and finite space, we must accept that we cannot continue to increase the number of direct visitors to the Museum without serious damage to its historic fabric, designated contents and atmosphere. This limitation will be offset by increased visitors to No.14; by widening the audience to include people with disabilities and people from ethnic minority communities; by outreach through the Web, off-site activities in schools and by printed publications; and by regional exhibitions and loans.

Sharing what we own: As well as promoting visits to the Museum, we must also continue to improve our knowledge of Soane's architecture and collections. We will continue to press forward with the publication of catalogues of the collections in the Museum – both in book form and online. Current projects include the ambitious catalogue series of the collections of *Adam* and *Soane* architectural drawings, the first volume of which will be published in 2006, and the Catalogues of *English Baroque Architectural Drawings*, *Cork Models*, *Antique Gems* and a revision of the *Catalogue of Soane's Classical Antiquities*. The final editing phase of the Library Catalogue Project is also being planned, with a view to making the catalogue entries for Soane's entire library available on the internet, with an accompanying publication on this rich and hitherto little-known collection. Funds permitting, all these titles will be published in or before 2008. Wherever possible, catalogue entries will be simultaneously published on the internet.

Caring for the Collections: We will continue the programme of conservation of our collections, and improving their display and storage conditions. A new training programme for our conservation cleaners is now being planned and we will also continue to monitor the effects of wear and tear caused by an increasing number of visitors to the Museum. With the opening of the new conservation facilities in No.14 in early 2007 the Museum will at last have a dedicated area reserved for the conservation of works on paper and artefacts.

Fundraising: In order to achieve the objectives above, fundraising will be an increasingly important activity in the Museum in 2006-2008. However, as is recognised by the DCMS, the increased size and activity of the Museum in the coming years will increase our running costs, and this cannot be made up by external fundraising alone.

Efficiency: With its core staff of seven, and one part time Children's Education Officer, the Soane Museum delivers an exceptional service, and programme of exhibitions and events. However, we are determined to still further improve the efficiency of the Museum. Our successful application to the DCMS in September 2005 for a grant to digitise our archive of photographs will result in major savings of time and effort in the administration of our photography service. The Museum has also commissioned a Report on maximising income from selling merchandise, hosting events, and other activities, and, funding permitting, some of its recommendations will be implemented over 2005-8. The additional space freed up by the opening of No.14 in 2007 will enable us to make more use of volunteers and interns, while the reorganisation of the offices proposed in the Soane Masterplan will create more efficient and effective working conditions for Museum staff.

- The Rationale for the Museum's Strategic Priorities for 2005-8 is:

It is imperative that the Museum completes current building projects and carries out the restoration of No.14 Lincoln's Inn Fields without delay. The increased space and facilities will allow the Museum to expand its educational programmes, conservation work, and ability to earn revenue from hosting events. This, in turn, will free up space in Nos. 12 and 13 Lincoln's Inn Fields, which, guided by the Soane Masterplan, will enable us to address the challenge of welcoming more visitors, opening up more of the Museum to the public, and give the Museum a shop, improved disabled access, and other facilities. The Museum also seeks to make improvements in fire protection and security, and in the way we care for, and share, our collections. In addition to these physical improvements, Sir John Soane's Museum intends to reach out to new audiences through a programme of educational events, touring exhibitions, and the internet, an externally funded fixed-term contract post being created (funding permitting) to enable us to do this effectively. An emphasis on fundraising and improving efficiency should enable the Museum carry out these major projects within the next three years' Funding Agreement, but we should not rule out the need for extraordinary DCMS assistance to achieve these goals.

4. The Sir John Soane's Museum's contribution to the delivery of Government Objectives

- The first and only architectural museum in Britain, Sir John Soane's Museum is internationally recognised for the importance of its historic fabric and collections, and for its unique atmosphere. It is a precious and fragile place, but the Museum is fully committed to playing our part in delivering the DCMS Public Values as set out in Appendix D. The Museum is open 250 days a year, free of charge. In 2004-5, 87,165 people visited the Museum – exceeding our target despite the closure of parts of the Museum due to building works. We do not charge for temporary exhibitions or events in our educational programmes. Located close to public transport, the Museum is set in the heart of inner-city London, with its extremes of wealth and poverty, and its large ethnic minority populations. Through our expanding educational programmes we can reach out to priority groups, especially children. In 2004-5 we had 3,487 child visitors, 78% of whom were under 16, and 1,681 children participated in educational activities in the Museum. 7,600 (9%) visitors to the Museum were in the C2,D,E priority category. With planned improvements to access in the Museum we can begin to welcome increased numbers of disabled visitors. By attracting foreign visitors (half our visitors come from overseas), we contribute to the national prosperity, while the Museum is a source of inspiration for, and maintains close links with, architects, artists and designers. In 2004-5, we received 281,000 hits on the Museum website, and a touring exhibitions programme is in place, bringing the Soane Museum to the regions. In 2004-5, AEA Consulting carried out our annual visitor survey (see *Sir John Soane's Museum: Visitor Intercept Survey and Results*, August 2005, and we will repeat this valuable exercise annually over the next three years. The Survey for 2006-07, still in the process of being agreed, will include questions so we can monitor levels of visitor satisfaction. As has been recognised by the DCMS in previous years, due to present constraints of space and facilities, it is unlikely that Sir John Soane's Museum could cope with greatly increased visitor numbers, but we plan, with our new emphasis on education, to build up the numbers of children attending educational activities. Through carefully targeted publicity and outreach we will also strive to increase the number of priority group visitors (for example; through the use of the touring exhibitions stand in Inner City London boroughs, targeted leafleting, and advertising Museum job opportunities in publications with a high minority readership, ie; *Camden New Journal*, *Asian Voice*). Through the Soane Masterplan, in 2005-8, we aim to address the issues of visitor capacity, welcome, orientation and circulation.

Sir John Soane's Museum has been free since it opened to the public in 1837, as its creator wished. We will continue to honour Sir John's wishes.

- The Trustees and Director of Sir John Soane's Museum are committed to promoting equality and diversity among both workforce and audience and to provide access for disabled people. Key projects that will contribute towards the delivery of PSA 3;

Children's Educational programme, working with schools in London, notably in the inner city boroughs of Camden, Westminster, Southwark, Islington and other boroughs.

Adult education workshops. Two workshops (repeated twice) on 'Understanding Architectural Drawings' and 'Understanding your London House', planned for 2006. Aimed at helping ordinary people understand architecture, historic preservation and planning. To be advertised in local colleges and community centres.

Regional Touring Exhibitions Programme; one Soane Museum exhibition touring to three or more regional venues a year, for three years. Fostering links with regional museums and local communities.

Travelling Exhibitions Stand. Deployment of information about the Museum in libraries, Ideas Stores and community centres in London, concentrating on those with large priority group communities.

Improvements to the Museum website. Making it more accessible and relevant to priority target groups. Highlighting relevant aspects of the collection.

The proposed installation of a disabled lift in the area of No.12 Lincoln's Inn Fields, will give access to entire lower storey of the Museum, notably the historic Crypt and Monk's Parlour areas of the Museum, and the Children's Education facilities in the basement of No. 14 Lincoln's Inn Fields. An audio-visual tour of the entire Museum could also be made available to visitors in this part of the Museum.

The Soane Masterplan will explore and plan further improvements to disabled access and facilities in the Museum – notably the possibility of utilising the disused lift shaft in No.12 Lincoln's Inn Fields - permitting access to the upper floors of the Museum - the creation of a Soane Exhibition Room, and disabled WC facilities.

The Museum is an equal opportunities employer. By ensuring that jobs in the Museum are advertised as widely as possible, in both the local press and Asian Voice and creating truly equal opportunities for priority groups, we will be aiming to build up a socially diverse workforce over the next few years. All appointments will maintain the high professional standards we expect in all areas of the Museum.

- The Soane Museum's plans for increasing Efficiency include;

Digitising our photographic archive- this will result in major savings of time and effort in the administration of our photography service.

The Museum has also commissioned a Report (due November 2005) on maximising income from selling merchandise, hosting events, and other activities, and its recommendations will be implemented over 2005-8. Such trading income is not tied to any particular expenditure need and thus can be spent more efficiently in the pursuit of the Museum's priorities.

The reorganisation of the offices proposed in the Soane Masterplan will create a more efficient working environment for all Museum staff.

More efficient use of staff time brought about by changes to the photographic archive and a more efficient working environment will enable curatorial staff – including the Director – to participate more in fundraising initiatives alongside the development team. This is a critical need if the Museum is to be successful in fundraising for the Soane Masterplan.

5. Funding

The level of Government funding for the three years 2005-06 to 2007-08 includes the amount announced in the Secretary of State's letter of 14 December 2004 plus any further amounts agreed prior to the signing of the agreement. The Museum/Gallery's resource and capital budgets during the SR2004 period will be (as set out in the Museum/Gallery's funding allocation letter from the Secretary of State, plus any subsequent adjustments) as follows:

£000s	2005-06	2006-07	2007-08
Resource	1,091,000	963,000	1,008,000
Capital	0	200,000	0
Totals	1,091,000	1,163,000	1,008,000

The non-cash element of the resource budget is :

£000s	2005-06	2006-07	2007-08
Resource Non-cash			

[Please include this table only where the body is within the capital charging boundary].

The grant-in-aid allocation for the three years 2005-06 to 2007-08 is :

£000s	2005-06	2006-07	2007-08
Resource grant-in-aid baseline	1,091,000	963,000	1,008,000
Additional Resource grant-in-aid	0	0	0
Resource grant-in-aid sub-total	1,091,000	963,000	1,008,000
Capital grant-in-aid baseline	0	200,000	0
Additional capital grant-in-aid	0	0	0
Capital grant-in-aid sub-total	0	200,000	0
Total grant-in-aid	1,091,000	1,163,000	1,008,000

The grant in aid allocation is dependent on Sir John Soane's Museum maintaining the successful policy of free admission to the permanent collections and demonstrating satisfactory performance against the targets and deliverables set out in this Funding Agreement. Targets should be agreed in accordance with the levels of funding available. Any ring fenced amounts are, as set out in the allocation letter or in any subsequent ring-fenced allocations.

Success in achieving the targets in this Funding Agreement will inform the way in which the Secretary of State is able to approach the next funding round with Treasury.

Sir John Soane's Museum's ability to show measurable improvements in service delivery; the achievement of the Funding Agreement targets and its contribution to the delivery of Government policies will be factors in the Secretary of State's decisions over future allocations.

Variations to this Funding Agreement may be agreed and incorporated as necessary. This Funding Agreement recognises that that the achievement of the targets may also reflect success in self-generated income, sponsorship grants and continuous improvements in efficiency..

6. Risks

The top five risks for sir john Soane's Museum are:

- (1) Major fire, flood or similar incident causing significant damage to the building or exhibits.
- (2) Theft of, or damage to, exhibits.
- (3) Loss of Grant in Aid.
- (4) Reduced visitor numbers leading to loss of income.
- (5) Data loss or corruption.

7. Performance Monitoring

This Funding Agreement will be monitored by:

- a) Assessment of the achievement of the agreed Funding Agreement targets in the table below
- b) Assessment of the effectiveness of projects which support PSA 3;
- c) Reference (as now) to the Key Performance Indicators
- d) Performance against Sir John Soane's Museum's Delivery Plans and related measures [*as indicated in the balanced scorecard*]; and
- e) Assessment of the delivery of efficiencies.

The figures for each Funding Agreement target will be negotiated and agreed individually between DCMS and Sir John Soane's Museum. The targets are as follows :

Key Funding Agreement Targets : 2005-06 – 2007-08

	2005-06	2006-07	2007-08
Total number of visits to the Museum (excluding virtual visits)	87,000	87,000	90,000
No of web-site visits (unique users)	100,000	100,000	150,000

Number of UK adults aged 16 and over from lower socio-economic groups attending the museum ¹	2650	2850	3000
Number of children aged 15 and under visiting the museum	2700	2700	3000
No of children in aged 15 and under in on and off-site organised educational sessions	1500	2000	3000
Net income from trading (including corporate hire)	120,000	125,000	130,000
Efficiency Savings	8,200	8,420	8,650

1. From 2006-7 onwards this performance indicator will be adjusted to reflect NS-SEC socio- economic groups 5-8

Using as a basis the targets above, plus any further targets proposed by Sir John Soane’s Museum (See Section 2 above), Sir John Soane’s Museum will produce an annual performance review no later than 31 July for the prior year and a report on the previous 6 months in time (early October) for the combined annual and 6-monthly Performance Review Meeting in the Autumn. This will review last year’s achievements, monitor the current financial year and look forward to the following year(s). It should refer also to the standard Performance Indicators and include a brief report on progress in delivering efficiencies and any update of the risk register. The review meetings will provide an opportunity to identify and discuss what action may be necessary to address any shortfall against target

The performance reports should:

- Set out actual outturn against the targets above and against the performance indicators, and PSA 3-related projects
- Provide an explanation, where outturn diverges from the expected; and
- Explain what action is being taken or is planned to address the shortfalls.

Performance against Sir John Soane’s Museum’s PSA 3-related projects will be assessed through updates that will be requested from Sir John Soane’s Museum in the context of the PSA 3 Project to increase access to priority groups.

Performance review meetings will generally be held at official level but additional meetings may be arranged with Ministers, where appropriate.

Any planned/forecast changes from target outturn should be notified to the Department as soon as practicable.

The responsibility for the delivery of the targets in this Agreement rests with the Trustees and with the Director and Accounting Officer of Sir John Soane’s Museum.

Signed by:

Minister for Culture, Department for Culture, Media and Sport

Chairman of Sir John Soane's Museum

Director and Accounting Officer of Sir John Soane's Museum

ANNEX

A. Sir John Soane's Museum Delivery Plan Summary

The main elements of Sir John Soane's Museum's delivery plan are summarised in the tabular form below using a separate table for each of the following four groups of activities:

Stewardship

Strategic Objective	Primary activities	Deliverables & outcomes	Partners
The Museum & its collections	Care & maintenance	Maintain free admission for over 250 days pa (ongoing)	
Soane Masterplan		Improve facilities for carrying out the Museum's activities. Provides greater potential for delivering Museum's & DCMS's aims and objectives. Planning and feasibility studies being carried out in 2006, commencement of 1 st phase in mid 2007	Fundraising.
Building projects		Better and more efficient use of space in Museum Opens areas previously inaccessible to the public. Three Courtyards / Wolfson Phase 4 complete by March 2006. No 14 contract runs March- December 2006, opening Spring 2007.	Architect and Contractors. Fundraising.
Fire & Security (incl. renewal of services)	Public safety	Implement recommendations of Fire Assessment Report and Security Adviser by 2007. Continue to mitigate risks (ongoing)	Fire Commissioner, Security and Fire Advisers.
Conservation	Conservation	Improved facilities opening in No 14 in Spring 2007	
Visitor numbers	Audience	Monitor visitor numbers and improve visitor experience. Aim to widen diversity of audience (ongoing)	AEA Consulting
Manage the Museum's finances		Aim to improve financial position. Audit and Finance Committee regular meetings (ongoing). Implement recommendations of Marketing and Merchandising Report (commissioned January 2006)	

Scholarship & Research

Strategic Objective	Primary activities	Deliverables & outcomes	Partners
Increase knowledge of the Museum & its collections	Scholarship & research	Publish catalogues (2006-2008)	

Access, Education & Communities

Strategic Objective	Primary activities	Deliverables & outcomes	Partners
Open further areas of the Museum to Visitors	Access	Enhance visitor experience by improving displays and presentation (ongoing and completion of current and future building projects); Broaden understanding of architecture (Exhibitions, Tours, Study Groups, opening of new Gallery and Soane exhibition as part of Soane Masterplan implementation (2008-9?).	
Increase activities for school-children & adults	Education	Widen audience, increase knowledge of how buildings are created Increase opportunities for life-long learning. New Head of Education by Spring 2006, opening of improved facilities by Spring 2007	
Seek to increase contacts with Inner London audience	Communities	Increase participation of C2DE visitors. Advertising and targeting minority groups.	

Business Excellence and Efficiency

Strategic Objective	Primary activities	Deliverables & outcomes	Partners
Manage the Museum within its resources		No further decrease in Museum's cash resources	
Identify further efficiency savings		Savings channelled to front-line services	
Adhere to financial reporting requirements		Publication of financial results before Summer Recess	
Digitisation of images		Improve efficiency of photography service, save staff time.	

B. Balanced Scorecard

In supplementing the core targets and performance indicators set out below, you may wish to include your institution's own quantitative and qualitative measures to evaluate progress against objectives, or to draw on those proposed in the DCMS Report *Efficiency and Effectiveness of Government-sponsored Museums and Galleries* (1999). Some examples are suggested under the "other measures" heading in the table below.

<p>STEWARDSHIP</p> <p><i>Core Targets:</i> N/A</p> <p><i>Performance Indicators collected by DCMS:</i></p> <ul style="list-style-type: none"> ▪ % collection stored in correct environmental conditions <p><i>Other measures (as proposed by the NDPB)</i> E.g. Evaluation of achievement of institutional objectives regarding collection profile, conservation, storage, documentation digitisation, etc.</p>	<p>SCHOLARSHIP AND RESEARCH</p> <p><i>Core Targets :</i>N/A</p> <p><i>Performance Indicators collected by DCMS:</i> N/A</p> <p><i>Other measures (as proposed by the NDPB)</i> E.g. Evaluation of progress of research and publication projects, which may include peer reviews</p>
<p>ACCESS</p> <p><i>DCMS Strategic Priority 1:</i> To further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.</p> <p><i>DCMS Strategic Priority 2:</i> To increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations, specifically by increasing the number accessing museums and galleries collections by 2% (PSA3).</p> <p><i>Core Targets:</i></p> <ul style="list-style-type: none"> • Number of actual visits • Number of web-site visits (unique users) • No of C2,D,E visitors over 16 attending the Museum • Number of child visits • Number of children in on and off-site organised educational sessions <p><i>Other Performance Indicators collected by DCMS:</i></p> <ul style="list-style-type: none"> • Number of adult visits (all sites) • Number of over-60s visits • Number of overseas visits • Number of repeat visits • Number of interpreted collection items available online (% of collection available online) • Hours open over baseline • Number of learners in on- and off-site educational sessions • % of (UK) visits by ethnic minorities • % of UK visits from socio-economic categories C2DE • Number of UK and overseas loan venues 	<p>BUSINESS EXCELLENCE AND EFFICIENCY</p> <p><i>DCMS Strategic Priority 3:</i>To maximise the contribution that the tourism, creative and leisure industries can make to the economy, specifically by improving the productivity of those industries by 2008 (PSA4).</p> <p><i>DCMS Strategic Priority 4:</i> To modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities, specifically by achieving at least 2.5% efficiency savings on our DEL in each year of SR2004.</p> <p><i>Core Targets:</i></p> <ul style="list-style-type: none"> • Net income from trading (including corporate hire) • Efficiency Savings <p><i>Other Performance Indicators collected by DCMS:</i></p> <ul style="list-style-type: none"> • Grant-in-aid per User • Revenue generated from sponsorship and donations etc. per visit (actual) • Other non-GIA income per visit (actual) • Average days lost in sickness absence per employee, excluding long-term sickness absence <p><i>Other relevant measures (as proposed by NDPB)</i></p>

- % of visitors who found the museum at least satisfactory

Other relevant measures (as proposed by NDPB)

Eg, assessing the impact of educational activities (as measured by Generic Learning Outcomes or other methodology) and audience/potential audience surveys

C. Public Values

DCMS's Priorities and Public Service Agreement Targets, Goals and Public Value Commitments

It is the strategic aim of DCMS to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence and champion the tourism, creative and leisure industries. This will be achieved through the following Priorities and Public Service Agreement Targets:

1: To further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.

2: To increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations, specifically by increasing by 2% of each priority group in England the number of C2,D,Es, Black and Ethnic Minorities and Disabled People visiting museums and galleries collections and attending museum outreach services (PSA3).

3: To maximise the contribution which the tourism, creative and leisure industries can make to the economy, specifically by improving the productivity of those industries by 2008 (PSA4).

4: To modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities, specifically by achieving at least 2.5% efficiency savings on our DEL in each year of SR2004 (2005-8).

The DCMS Five-Year Plan sets out our goals for 2005-10, which are as follows:

- To support the cultural (and sporting) life of the nation, responding to rapid economic, social and technological change, drawing on a rich legacy of creativity and success;
- To ensure that everyone can enrich their lives through excellent culture, promote diversity at home and enhance Britain's prestige abroad; and improve the places where people live and protect the nation's cultural assets for future generations;
- To do this in a way that gives children the best start in life and is fair to everyone. We will promote, through culture and sport, both community action and personal freedom;
- To encourage creativity across the lifespan, linking individual cultural development from budding talent in children, to business and professional success in national and international marketplaces and arenas;
- To help our sectors to contribute to national prosperity;
- In everything we do, to ensure value for money and responsiveness to what people want.

DCMS aims to translate these goals into practical action with **ten commitments which will deliver public value outcomes.**

Personal enrichment: we will make sure that everyone, particularly people from those groups who have not taken up opportunities in the past, have the option to take part in our rich cultural life.

A great start in life: all children and young people will get a chance to experience the very best of culture.

Including everyone: we will ensure that financial support goes to a rich tapestry of visual and performing arts and sports facilities small and large; traditional and experimental; rural and urban; serving each of our communities and all of them. We will strengthen our links with the voluntary and community sector, including through the new National Lottery distributor. We will commemorate in 2007 the abolition of the slave trade in the British Empire.

Listening to people: many of the organisations that help us deliver our objectives are revered institutions, with a long and illustrious history, for example the national museums and galleries. We will help them deliver the effective, modern management needed in a changing Britain while being responsive to the public. We will consult the public on an unprecedented scale, ensuring that all our sponsored bodies, and the Department itself, are open and accountable.

Better places to live: Local libraries, leisure facilities and access to well-maintained public and historic buildings improve people's lives. We will strengthen our links with local government and regional bodies to ensure high quality services wherever people live in this country. We will work to maintain a key role for culture and leisure in the implementation of the Government's sustainable development strategy and demonstrate through Liverpool's selection as European Capital of Culture in 2008 how cities can develop and innovate in the cultural field.

Looking after the nation's cultural assets: Museums, galleries and the historic environment are key to understanding ourselves, our communities, and our nation. Their role in explaining where we have come from is vital to our ability to build a sense of who we are. These assets – historic sites and buildings, works of art and our church buildings – are enduring, yet irreplaceable. Over the next three years we will maintain and increase our support for the national museums, galleries and other bodies that perform this essential stewardship role for the nation. Investment and financial support for national and regional museums and galleries will be worth £423 million in 2007-8, up from £241 million in 1998.

International prestige: world-class sport and culture are a source of national pride and international prestige. Our world-class museums, performing arts, galleries and historic sites make Britain a great place to live and a fantastic tourist destination. We will use the UK Presidency of the EU to promote access to high quality sport and culture, for example leading work on new plans for the digitisation of cultural heritage and the mobility of museum collections. [Olympics – showcase for culture].

Personal freedom: people should be free to enjoy their leisure time within the law as they wish. We will continue to balance protection with personal freedom by regulating in the public interest.

Economic prosperity: We will increase productivity in the tourism, leisure and creative industries; providing targeted support to help them grow and to provide opportunities for the talented to make a living and contribute to the economy.

Value for money: We will encourage sponsored bodies, local authorities and other public bodies providing culture, sport and leisure services to work together, efficiently and effectively. Our overall target is to achieve efficiency savings within DCMS, our sponsored bodies and local government of £262 million a year by 2008, with the savings being used to help deliver better services to the public, with no reduction in the quality of services.