THE
BRITISH
MUSEUM

illuminating world cultures

Plan

2001/2 - 2003/4

April 2001

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Introduction and summary

This Plan covers The British Museum's ambitious programme of development from the period immediately following the opening of the Great Court through to the Museum's 250th anniversary in 2003 and lays the foundations for the major developments beyond.

By renewing its physical and intellectual capital, the Museum will reinforce its significance and legitimacy and articulate its place in the contemporary world, nationally and internationally. Building on the modernisation so visibly initiated with the Great Court and increasing the Museum's engagement with its various constituencies, the anniversary provides an opportunity to restate the Museum's contribution and position as a confident international institution which demonstrably illuminates world cultures.

The Museum's broad cultural significance derives from the breadth and quality of the collections, a historic commitment to making them widely available and to the scholarship which provides their context. In the 21st century, this is being magnified by the growth of cultural tourism and is strengthened by distinctive architecture and the Museum's location in a 'world city'.

The Museum is embracing its wide responsibilities and contributing to an increasingly multi-cultural society. We are committed to meeting the highest international standards in dimensions of excellence which go beyond the world-class nature of the collections. The Museum's sectoral leadership depends upon its success in dimensions which include the quality of the visitor's experience and participation, the Museum as a civic space, cultural diplomacy, interpretation, scholarship and stewardship.

As the momentum of modernisation and renewal grows, we will articulate and project the Museums' purpose, its relationship with the many publics it serves and the criteria by which it is willing to be held accountable. This will underscore our role as a leading museum of the 21st century, consolidating our place in British cultural life and expanding our regional, national and international reach in a way that both shifts and deepens public understanding of our position and the support necessary to sustain it.

In 2001, we will undertake the internal process of analysing, refining and adopting the goals for each of the agreed dimensions of excellence. 2002 will be used to secure external stakeholder support, taking account of the views of peer institutions, relevant opinion-formers, funders and national governments. 2003 will provide both a historic moment for celebration and an opportunity to project the Museum's future position.

The structure of the Plan follows the creation of a virtuous circle by which we will invest in the Museum's core purpose and reach. Doing this effectively, and being seen to do it, we will gain public recognition and support.

The Plan is organised around five aims and key commitments to:

Openness
Learning and Engagement
Research and Understanding
Public Recognition

Effectiveness

The first three - Openness, Learning and Engagement, Research and Understanding - describe the Museum's fundamental purposes and move from breadth to depth of outcome. The fourth aim - Public Recognition - ensures the continuation and growth of support. The final aim covers the management of people, processes, resources and risk in a way that enables the other aims to be achieved.

The key initiatives in delivering this Plan are:

Physical development of the **King's Library** as a gallery that reflects the Museum's foundation in the Age of Enlightenment and the **Wellcome Gallery** of Ethnography, a gallery of world cultures and the next step in the return of the Ethnography collections from the Museum of Mankind;

An extensive **public programme** including major international exhibitions, British partnerships and educational outreach, with a broadly based **250th anniversary** programme;

Development of the **Study Centre** on the Bloomsbury Campus to widen and deepen public access to the Museum's study collections and knowledge;

Creation of the **virtual museum** encompassing online collections and learning resources.

Essential **investment in people, infrastructure and the care of the collections**. In relation to people, we will we building on ways in which we recruit, train, develop, appraise and reward. In the category of infrastructure, we will be investing in basic building refurbishment and maintenance, fire, security and information systems. Alongside, the development of the Study Centre and the re-organisation of the Study Rooms and study collections in Great Russell Street will bring substantial improvements in the quality of care and access to the collections.

Openness

The Great Court has brought a new perception of The British Museum as a modern organisation and as a major contributor to London's cultural life.

Physical access and orientation
Along with enormous advances in physical accessibility and relief from over-crowding, the Great Court has improved the coherence of the building and provided a new public space in its own right. At the same time, the Museum has extended opening hours at weekends and in the evenings. Beyond the Great Court, the Museum will now set about improving the configuration and coherence of the surrounding areas of the building and physical access to the Museum. Through the Study Centre in particular, it will improve access to the collections, conditions for research and other curatorial purposes.

Civic space
With long opening hours, a diverse audience, library provision and educational/family facilities, the Great Court consolidates the importance of The British Museum as a social space. The Museum's potential to provide civic spaces for and in the capital city will be revealed and enhanced through partnership and programmes.

The visitor experience
Overall, a new base has been established. In 2001/2, we are projecting that there will be 5.9 million visitors, rising to 6.1 million in 2002/3 and 6.2 million in 2003/4. The Plan also sets out the objective of achieving year-on-year increases in satisfaction and repeat visits. This aim will be implemented by continuing to illuminate the breadth and depth of collections that span all continents and over 10,000 years of human history through:

> a dynamic public programme of major exhibitions and events;

> new galleries for the 250th anniversary exploring the Museum's history and international reach;

> new Study Rooms, more accessible study collections and library provision leading to the creation of the Study Centre;

> national and international touring exhibitions and loans;

> electronic access to cultural resources through COMPASS and other means;

In all this, we will set out to convey the significance of objects and the value of the context that the Museum can provide, complementing the value of artefacts *in situ* or accessed electronically and operating to push the boundaries of best practice for public information and participation.

Electronic access
The extension of the Museum's reach through the provision of electronic access to cultural resources is increasingly important. We are receiving hits on the web site at an annual rate equivalent to some four million visits and the number of virtual visitors will soon exceed the number of physical visitors.

The potential to develop visitor information, service, commerce and to advance the core purposes of intellectual access and cultural participation is enormous. Electronic content will provide support for a visit - through the internet, in the Reading Room, from the Clore Centre or from elsewhere in the Museum. For teachers, children, lifelong learners, specialists and anyone pursuing an interest without making a visit, we can provide an understanding of the collections and their cultural context. We will continue to develop COMPASS, extend the coverage of the schools series on Ancient Civilisations and develop a virtual account of the Museum in Action, complementary to its physical realisation in the Study Centre. Through links and partnerships, we will ensure our availability alongside other providers of cultural resources.

Learning and Engagement

Central to the Plan is a new focus on the intellectual framework and co-ordination of activities devoted to extending learning and engagement. To achieve a position of confident international leadership and make good its claim to 'illuminate world cultures' the Museum must offer a framework of understanding that is both broadly coherent and comprehensible to the general public. This requires us to explore the Museum's history and purpose, as well as conveying our cultural values as a contemporary institution.

Orientation across culture, time and place
The basic principles for the organisation of the Museum's content will remain the cultures and chronology that provide the context for the collections. At a broader level, however, we need to offer an account of how the cultures relate to each other across time and place. We can set this forth in orientation points around the Museum and within the virtual museum. With the new coherence brought by the Great Court, it becomes possible to imagine visitors orientating themselves in relation to some broad zones or cultural regions: The Ancient Civilisations of the Mediterranean and Ancient Near East; Britain and Europe; Asia; the Americas; Oceania; Africa. In this respect, the return of the Ethnographic collections from the Museum of Mankind provides the visitor with more international and contemporary scope. A zone devoted to 'History and Collecting' and a new focus on the collections of Prints and Drawings will underline the reasons for the existing pattern of collections and the periods in which they were established.

Themes
We can also begin to draw out some of the strands that link these elements by means of events within the Public Programme, special exhibitions, physical and virtual tours and trails. Working across cultures, there are themes that can be explored to offer new insights into particular cultures and the history of mankind. These include:

> Religion and Belief
> Living and Dying
> Power and War
> Science and Technology
> Trade and Commerce
> Representation
> The Contemporary

In addition, the strand of 'Discovery' can provide a route through archaeological sites, the history of collecting, decipherment or identification, as well as linking directly to the Museum processes explored in the Study Centre.

The Museum of Britain
We have also identified 'Britain and Europe' as an element which should become more prominent. This reflects the view that we have a responsibility to develop our role as the 'Museum of Britain' alongside that as an international museum and will find it increasingly hard to justify commenting on other cultures if we are unable or unwilling to comment on our own. A new articulation of this national responsibility would coincide with the Museum's central involvement in the Treasure Act and the Portable Antiquities Scheme, as well as providing a focus for activity in archaeology and local history across the country.

The public programme
With a clear framework of the kind outlined above, we can begin to co-ordinate the activities that constitute the Museum's public programme, and relate them back to a clearly understood core purpose. By connecting up the large number of events, exhibitions, talks, lectures, tours, study days and other activities, we can achieve greater impact with each individual event and create the links which will attract repeat visitors to other events. This enables us to expand and reinforce the audience base using existing resources.

Part of this programme will be shaped around large festivals - Japan 2001 and Brazil 500 provide highlights this year. Special exhibitions also offer an important opportunity to define and communicate our vision, link it to the identified themes and strands and attract new and repeat visitors. In the period leading up to the anniversary in 2003, the programme includes *Cleopatra: from History to Myth*, *Agatha Christie and the Orient*, *The Hunt for Paradise: Court Arts of Safavid Iran* and *The Queen of Sheba*.

Galleries
The two major galleries to be developed over the period of this three-year Plan - the King's Library and the Wellcome Gallery - offer an opportunity to explore some fundamental questions about the Museum's history, purpose and contemporary relevance. The King's Library will be devoted to the subject of discovery and learning in the Age of the Enlightenment, providing a visual and intellectual reflection on the age that produced the Museum itself and, thereby, some account of how the existing pattern of collections and cultures came about. The Wellcome Gallery will provide a cross-cultural perspective on ideas and practices associated with health, healing and medicine, taking a modern rather than historical approach centred on notions of personal and social well-being.

A number of existing gallery displays will be renewed, with a strong emphasis on effective and imaginative display and interpretation. As part of the Masterplan, we will be setting out to remedy important omissions, such as the absence of a Palaeolithic gallery. We will also explore the scope for using introductory spaces, temporary displays and physical lay-out to draw out relationships at the interface of galleries that are organised culturally and chronologically: Ancient Egypt in relation to Hellenistic, Coptic or Islamic Egypt; the development of Islam; the Ancient Civilisations of the Mediterranean in relation to Ancient China or India; the Christian states that succeeded the Roman Empire.

The Study Centre
In parallel with the enjoyment and understanding of the cultures and collections on display, we will extend access to the study collections and illuminate the processes by which objects advance knowledge. The establishment of the Study Centre is a critical part of this. It will be designed to explore questions about objects such as: How do we know? Why is it important? How do we do things? For those who have had their curiosity stimulated by the galleries and public programme, through to the specialist working on the collections or involved in a collaborative research project, the Study Centre will provide a showcase for the Museum's involvement in object-based learning, underpinned by archaeology, anthropology, art history, scientific research and conservation.

Education programme and activities
The Education Department will continue to create programmes, activities and learning

resources to inspire and support object-based learning at all levels. With increased capacity and transformed facilities, we are planning for 250,000 pre-booked school children in 2001/2, rising to 290,000 in 2003/4, and are now able to serve families much better. We will provide cross-curricular programming to advance the national agenda for history, art, literacy, numeracy, science and technology and cultural understanding. At secondary and sixth-form levels, we will be taking advantage particularly of the new Sainsbury African Galleries and the exhibitions for Japan 2001 to develop our work relating to art and religion as well as history, and increasing the number of pupils involved in national curriculum and examination-related activities. We hope to contribute to the government's Creative Partnerships scheme which will foster closer links between schools, the creative industries and museums and galleries.

Teaching the teachers remains one of the most significant ways in which we can convey the value of the object-based approach and encourage appreciation of the diverse cultures which the collections represent. We will train an increased number of school, Further Education and Higher Education teachers through INSET, promote new examination syllabuses in art history, for example, and further strengthen our relationships with Local Education Authorities, Qualifications and Curriculum Authority (QCA), Department for Education and Employment (DfEE). In Higher Education we will continue our relationship with the Institute of Education (MA course and professional training,) further develop our new collaboration with Birkbeck (joint staff appointment and joint courses) and explore new opportunities for closer collaboration with the Open University, and University of Westminster (MA in Visual Culture) and Art Colleges such as Camberwell and Central St. Martins.

A new diploma in the Arts of Asia has a broad range of international recruits for its April 2001 launch. This modular course will be taught by curators from the Oriental and Japanese Departments with outside experts and is validated by Royal Holloway College. It marks a new step in the development of our extensive relationships with further and higher education in London and can be developed into other cultural areas.

Through lifelong learning programmes, which range from practical workshops in miniature painting, printmaking, creative writing and Egyptian dance to film seasons, study days, evening lectures and courses we expect to see audiences rising from 75,000 in 2001/2 to 125,000 in 2003/4, with a large number of repeat visits.

Learning resources
Significant learning resources have been developed with the production of a series of educational web sites: Ancient Egypt and Mesopotamia have been completed and have proven highly successful. We are now working on Ancient China, India and an umbrella site on Ancient Civilisations as a part of our long-term strategy to draw schools, families and adults towards those areas of our collections that do not figure in the curriculum.

Outreach
Outreach is an increasing priority for the Museum and for the Education Department. The development of on-site and off-site programmes targeted at visitors with special needs and learning difficulties will also extend the participation of new audiences. In partnership with Barnet College, the Coins and Medals Department has a programme for adults recovering from mental illness. With SHAPE and Queen Mary College we have developed the Hidden

Histories training programme for disabled and deaf people. Professional training courses have been developed with the City Lit. The Arab World Education programme has now sent the Bedouin tent and the accompanying programme to venues ranging from Tyneside to Merseyside and Leicester to South London. Outreach to teachers' centres throughout London continues, and closer links are developing with community groups. Overall, we expect to reach some 35,000 participants in 2001/2.

Loans and touring exhibitions
Loans and touring exhibitions are essential to our ability to reach audiences well beyond the Museum and provide access to the collections and our cultural and intellectual expertise. We will continue to lend some thousands of objects a year, of which the major part is to museums within the United Kingdom. This year we will send objects on loan to, among others, museums in Belfast, Birmingham, Edinburgh, Leeds and Manchester and also to Antwerp, New York, Canberra and Kyoto.

Through national and international partnerships, we will be developing the programme of touring exhibitions. Within Britain we will continue to participate in the National Touring Exhibition scheme run by the South Bank Centre, with *British Popular Prints* travelling to Manchester and *Vanities and Virtues* to Cardiff. In addition we will be setting up a flexible network with some 10 partner regional museums, including Manchester and Belfast. The aim is to create a series of touring exhibitions, starting with one on Egyptian Life which will be going to Birmingham in May 2001, and leading in 2003/4 to *Buried Treasure in the United Kingdom: Finding Our Past,* an exhibition based on recent developments in the Treasure Act and Portable Antiquities Scheme. We will also make the collections more widely available by establishing a network of smaller loans to local museums, and by encouraging museums that are redeveloping to think of material in The British Museum as available on a longer-term basis. An example of the latter is the collaborative Money gallery opening next year at The Manchester Museum.

Internationally, a high-profile touring exhibition - *Enduring Egypt* - opened in Toledo, Ohio, in March 2001 and is due to visit a further seven venues over the three years of the Plan. Thousands of people will have seen the magnificently displayed collection of some 200 Egyptian artefacts by the end of the tour. In 2003/4, an exhibition based on Greek and Roman collections will visit the Far East, with venues in Shanghai, Seoul and Hong Kong.

Skills-sharing
Touring exhibitions developed in partnership with other museums offer an important opportunity to share the development and application of our skills and experience. Knowledge of design issues like security and conservation, or ideas on what particular aspects of an educational programme benefit all partners can be exchanged to the benefit of all concerned, ourselves included. Initiatives such as secondments and internships, work with the major museum trainers in Britain, work with local partners in support of the Treasure Act, and the training of Finds Liaison Officers within the Portable Antiquities scheme all contribute significantly to the development of skills and expertise. In the Study Centre we propose to build on existing training courses for regional museums on topics ranging from identifying coins to lifting heavy objects. In partnership with the relevant bodies in central London, we propose to increase the involvement of volunteers and improve our intern and work experience links to advance local skills as well as contributing to the skills-supply for the creative industries and tourism.

Research and Understanding

The fulfilment of this aim relies upon a new emphasis on the quality, connectedness and future direction of the Museum's research, supported by improved access to the study collections, libraries, archives and records upon which research and understanding depends.

Peer review of research
We will be undertaking a peer review of archaeology in 2001. Eight curatorial departments are currently involved in archaeological work and this review is likely to influence the shape of the Museum's extensive programme, which ranges from Roman shipwreck excavation in Britain through Egypt, Sudan and Turkey to Pakistan. We will extend the process to other disciplines in the following years, moving to anthropology in 2002.

In this way it is intended to assess the quality and coherence of the range of research and curatorial work within the whole Museum and ensure a continuing lead. It is anticipated that links across departments will be highlighted and built upon. Thus the range of approaches to Roman Studies which is currently undertaken across three Departments will be considered as a whole; or the extent and integration of the Museum's attention to a topic such as Ancient cities and settlements will be strengthened by considering it together.

Collaboration
Collaborative projects with outside institutions have always existed. A number of initiatives are planned to extend these. The creation of a London Centre for Visual and Material Culture, based in the Study Centre, links the Museum to the University of London and the South Kensington Museums. Three pilot projects on the subjects of Food, Textiles and Britishness are planned to explore subjects on a cross-disciplinary, cross-institutional basis. In addition, the development of both the future King's Library and the Wellcome Gallery are benefiting from wider collaboration and partnership.

Publication
Scholarly publications remain an important means for the dissemination of research and interpretation. A new framework is being developed for the approval and review of publications and its alignment with the wider Museum research strategies. The impact, scope and appropriateness of electronic publication remain to be fully explored, especially in relation to our existing schedule of books and Occasional Papers.

Access to the study collections
This Plan includes significant investment in improved access to the study collections. Better access to and management of study collections is central to the Study Centre, but, in advance of that, a number of changes are under way. The opening times of Study Rooms are being standardised to provide a clearer, more consistent, museum-wide service which can be promoted to increase awareness of the service and facilities. These Study Rooms will become the focus for a range of properly co-ordinated and advertised activities, including behind-the-scenes tours, object-handling and enquiry sessions. The departments of Ancient Egypt and Sudan and the Ancient Near East both have fine new Study Rooms opening in 2001 and the European ceramics collections will be relocated with improved public access in 2002. Greek and Roman collections displaced as a result of the construction of the Great Court will be re-organised and the Wolfson Galleries re-opened.

Libraries and archives
Alongside the development of Study Rooms and increased access to collections, the Museum is investing more heavily in the valuable libraries that support research and understanding of the collections. In 2001/2, we will begin to organise procurement for library information systems across the Museum, and to advance the project for the automation and retro-conversion of all departmental library catalogues. Following on from the establishment of the Hamlyn Library in the Reading Room last year, the Museum's library facilities will extend significantly. The Central Library will be opened as part of the King's Library project, access will be improved to the rich libraries and archives of the departments of Ancient Near East and Ancient Egypt and Sudan and a new reading room in the Study Centre will make available the books housed in the six departments relocating there.

To secure improvements in the management of its archival holdings and pre-archival files, the archive unit will be established under the Eccles Librarian. This will co-ordinate work on centrally-held archives and advise departments on their holdings of materials.

Care of the collections
The stewardship of the collections and their contribution to the enrichment of cultural heritage is fundamental to every aspect of the Museum's purpose. We will be assuring the proper care, security and conservation of the collections with regular surveys and a new storage assessment procedure. Security against theft and fire will be strengthened by the increased use of CCTV, upgraded intruder detection and the next phase of the fire alarm and emergency lighting system. Equally important is the implementation of the policy of registering all objects within six months of acquisition and the agreed plan for registering historic backlogs. With the migration of the remaining MAGUS collection records to Merlin, we will begin to see substantial improvements in the quality and extent of computerised documentation. Nevertheless, the wider digitisation of the collections, with the essential inclusion of images, remains a great challenge; the project to digitise the Stein collection of Central Asian material and a similar proposal relating to the collections that will be available in the future Clothworkers' Centre for World Textiles represent small, if significant, advances.

Treasure and Portable Antiquities
New archaeological finds are being made all the time in Britain, many of them by accident or as a result of metal detecting. The new Treasure Act, which has brought about an expansion of our role, came into force in 1997 and under the new system seven times more finds now qualify. This has contributed immeasurably to our ability to preserve important finds and ensure that they are placed in national or regional museums where they can be enjoyed or studied by all. We will be reassessing how we deal with these finds and devote resources to it in the light of a government review of the way the new system is working.

The activity of recording finds is extended significantly by the Portable Antiquities Scheme, which is co-ordinated from the Museum on behalf of re:source (formerly the Museums, Galleries, Libraries and Archives Commission). It now operates in 11 regions of England and Wales, and already many tens of thousands of objects have been recorded. Most of these are found by metal detectorists, acting within the law, and until recently most went unrecorded. The information is now made available on the scheme's web site. We are supporting the bid to the Heritage Lottery Fund for a pilot three-year national extension of

the scheme, to apply to all of England and Wales. This would establish the recording of finds from all over the country on a more systematic footing.

Acquisitions
The need constantly to enhance and update the collections through acquisition is a central part of our legacy to future generations, and every effort is made to secure important and iconic objects. In addition to the opportunistic acquisitions of suitable objects, fieldwork and excavation activity are a major part of this process, adding both information and objects or finds to the collections. Through a cross-departmental group of curators with interests in modern collecting, more targeted acquisition in this field will be co-ordinated. There is also a renewed emphasis on the acquisition of context (photographs, archives, ephemera etc) which assist in the understanding and interpretation of what we already hold.

Ethical standards
The policies agreed with the Trustees relating to ethical standards and procedures are especially vital in securing the international reputation of the Museum. Our participation in the Department for Culture Media and Sport and other cross-sector groups extend our tradition of leadership in these fields and the 2001 Franks Lecture will draw attention to the wider issues surrounding the illicit trade in art and antiquities.

Public Recognition

Public recognition of The British Museum depends on the enjoyment, understanding and enrichment which the preservation and illumination of cultural heritage brings. As our ambitious programme develops, we need to shift and deepen public understanding of the Museum's local, national and international contribution and thereby change the nature and level of public support.

Marketing and communications
To secure visibility and reputation as an international museum, we will develop professional marketing and communications which sustain media relationships, brand development and representation. These will be concentrated on the Museum's overall position and on the distinctive areas of expertise in:

> archaeological discovery;
> conservation;
> object identification and interpretation;
> object-based learning;
> cultural diversity; and
> as a visitor attraction.

The programme for the 250th anniversary of the Museum will provide an opportunity for broad engagement through policy debate, cultural diplomacy and public programming.

Market research and response
Understanding and responsiveness to our audiences are essential if communication is to be effective. We are now undertaking twice-yearly visitor surveys and systematic evaluation of special exhibitions and new galleries. The Great Court has transformed routes through the Museum, so we are also undertaking visitor flow analysis. Market research on the Study Centre is under way. In responding to our audience's needs, we must recognise that the quality of a visit depends on achieving a successful balance between service and support on the one hand and the inspiration and excitement of the collections and their interpretation on the other. We will continue to build on the improved facilities and visitor service culture that the Great Court has brought.

Extending relationships
Through its network of corporate, professional and community relationships, The British Museum aims to take its place as a responsible and reliable body contributing to regional and community development, economic success and policy issues. Involvement with the London Tourist Board, Association of London Visitor Attractions (ALVA), the Museums Association and local groups, international bodies, the launch of a new corporate partners scheme and widespread organisational representation, enable us to contribute to debate and extend understanding of the Museum's social contribution to the sector of which it is part.

Income generation
Together, higher visitor numbers, levels of satisfaction, peer acclaim and improved public perception will increase both the numbers of supporters and the extent of their support. We will see a broadening of income streams from on-site services, donations, sales and

membership, with increasing cross-sales and new product offers. With the Great Court and, in due course, the King's Library, we can continue to improve and develop our corporate services. Off-site, sales from publishing, broadcasting, merchandising, retailing and photography will be strengthened.

Overall funding
Taking a vigorous and open approach to the development of individual, civic, community and corporate relationships, the Museum will seek to increase the range and extent of sponsorship and benefaction. The Plan includes substantial targets for revenue and capital funds to be raised by The British Museum Development Trust. Initiative funding provides another potential source of income and we will develop bidding infrastructure to seize the opportunities available to support work in education, research and the development of our e-strategy. Although we aim to strengthen and broaden the range of income streams and achieve greater Museum self-sufficiency, it remains essential that we succeed in converting government engagement with our vision for the future into further investment.

The ambitious programme set out in this Plan constitutes a significant fundraising challenge. As the major projects emerging from the Masterplanning exercise are defined, the scale of the next phase will become evident. By advancing its position as a progressive and well-managed organisation, approaching its projects and plans and in a spirit of mutuality, the Museum will strive to engage supporters for every aspect of its mission.

Effectiveness

Achieving the renewal set out in the Plan relies upon a new level of institutional effectiveness and an ambition to be world-class in dimensions which go beyond the quality of the collections and scholarship. We propose to develop a strategic initiative in relation to each of the dimensions of excellence set out in the introduction, bench-marking performance against best practice internationally over, say, a ten-year period, evaluating where it falls short, why, and how best to remedy it.

Policies and the Plan
Since last year, we have established a framework of eleven policies on the Museum's governance, which will be monitored, developed and communicated. The Plan becomes the vehicle for the establishment of a common direction and accountability within this framework, moving from Museum-wide aims and strategic purposes through management group and divisional objectives to departmental plans and individual objectives.

Performance management
Staged accountability and devolved responsibility for objectives requires improved performance through the management of people, resources, processes and risks. It also implies effective internal communication, creating an awareness of the internal and external issues affecting the Museum which allows individuals and teams to set their work in context. The Plan envisages effective management leading to increased outputs - ranging from extended opening hours and increasing visitor numbers to a higher-profile public programme and greater accessibility of objects and resources for study - essentially supported by existing resources.

Measurement
Built into the Plan are the core performance indicators by which we will measure our progress and which form the basis of the Funding Agreement. We will ensure that these indicators reflect the breadth and depth of the Museum's mission, so that core activities and values are not trivialised or jeopardised. The development of management information which enables us to understand the real benefit and cost of our activities, especially those that are cross-departmental, remains essential to the achievement of better performance.

People
We need an environment in which talented and motivated people can contribute to the Museum's success. The Plan sets out to manage staff recruitment and retention so that all posts are filled with motivated and able people. This, in turn, depends upon the creation of a culture of performance management and appropriate reward. We intend to introduce a new appraisal system and undertake a review of pay, grading and performance-related reward. In parallel, we will be planning an effective workforce and establishing the training and development to achieve it. Addressing employee relation issues and achieving best practice in developing placement, interns and volunteers are also central to the Human Resources plan.

Buildings and infrastructure

The Plan also covers a substantial programme of investment in support functions, infrastructure and capital maintenance to bring these to acceptable modern standards. We need to keep buildings safe, secure, clean, well-maintained and efficient in their use of energy. Investment in Information Systems (IS) allows for software updates, installation of a core Human Resources system, an event management system, library and archive systems, and tools for building management. Essential IS improvements include network development, cabling and wide area network support.

In addition to meeting the requirements of the Disability Discrimination Act, the programme of building maintenance and renewal includes roof, stonework and fabric repairs, fire safety works to install a new fire alarm system, emergency escape lighting and fire compartmentation. Planning for fire hose reel and sprinkler mains together with an upgrade of the high voltage ring main form part of the general improvement of the mechanical and electrical infrastructure underpinning future development of the Bloomsbury site. There are also a large number of small projects to improve public areas and a gallery refreshment programme.

Masterplanning
The Masterplan, for which a prospectus will be prepared in 2001/02, will cover the organisation of the whole of the Museum's estate - a re-examination made possible by the departure of the British Library - and establish the framework through which greater physical access, coherence, and functionality can be provided to meet future needs.

Long term planning for the effective use of the building depends upon the Masterplanning exercise, linked to the Buildings Conservation Plan and quinquennial condition survey. The development of both back- and front-of-house and, indeed, the relationship between the two, will be considered across the campus of Great Russell Street and the Study Centre and allowing for more effective use of Blythe House in west London.

Part 1   Aims, strategic purposes and objectives

Aim one: Openness

Strategic purpose 1.1

To ensure the availability and integrity of the Museum and its resources to the widest appropriate public

*   Objective 1.1.1 [Management Board Objective 11]
    sustain and develop opening hours for the Museum in line with public needs and ensure galleries are open on a reliable basis

*   Objective 1.1.2 [Marketing and Public Affairs Objective 3]
    develop service delivery and values in line with public needs and professional standards

*   Objective 1.1.3 [Management Board Objective 13]
    improve physical access for audiences especially those with special needs

*   Objective 1.1.4 [Keepers Committee Objective 1]
    promote national and international collaboration which enhance public understanding and enjoyment of the collections through loans

*   Objective 1.1.5 [e-Strategy Objective 1]
    utilise the potential of information resources including the internet to develop visitor information, service, commerce, intellectual access and cultural participation

Strategic purpose 1.2

To welcome and inspire all our visitors by providing physical and intellectual coherence

*   Objective 1.2.1 [Operations Objective 1]
    develop the architectural coherence and wonder of the building and its position in its urban setting, in support of the Museum's aims and purposes

*   Objective 1.2.2 [Management Board Objective 15]
    provide intellectual orientation across culture, time and place

Strategic purpose 1.3

To maximise participation in and satisfaction with The British Museum

- Objective 1.3.1 [Management Board Objective 12]
  achieve year-on-year increases in attendance, satisfaction and repeat visits through the quality of the visitor experience and the illumination of world collections and their cultures

- Objective 1.3.2 [Marketing and Public Affairs Objective 1]
  ensure that the enjoyment of a visit can develop into sustained interest by providing visitor services, support materials, public programming and membership schemes

- Objective 1.3.3 [Marketing and Public Affairs Objective 2]
  contribute to the economic, cultural and social development of the region through Museum-wide co-ordination and the development of new initiatives

Strategic purpose 1.4

To advance public understanding of the Museum and the cultural sector of which it is a part

- Objective 1.4.1 [Management Board Objective 2]
  fulfil duties and responsibilities to stakeholders through a consistent and open approach to information in line with published policy and best practice

- Objective 1.4.2 [Marketing and Public Affairs Objective 8]
  foster a positive relationship and involvement with stakeholders and complementary bodies

Risks to aim one: Openness

- unsatisfactory visitor experience, tourism trends or economic situation result in declining numbers
- the e-strategy and its implementation fails to achieve the potential offered by the medium
- the Museum offer fails to adapt to changing social trends
- the Museum fails to provide disabled access to meet visitor needs

Comparable DCMS objectives

2 and 6:   Broadening access and social inclusion

Comparable DCMS strategic purposes

- Being approachable and relevant to society
- Encouraging the widest possible audience
- Promoting the sector as a force for regeneration and social inclusion
- Enhancing sustainable economic regeneration

Performance indicators for aim one: Openness

	2000/01	2001/02	2002/3	2003/04
no. of visitors	5,700,000	5,900,000	6,100,000	6,200,000
no. of repeat visitors	2,450,000	2,540,000	2,650,000	2,700,000
no. of child visitors (under 16)	798,000	800,000	825,000	900,000
no. of over 60s visitors	400,000	415,000	430,000	435,000
% time open (main bldg)	61%	68%	68%	68%
no. of web site visits	3,000,000	4,000,000	5,000,000	6,000,000
% of display collection internet-accessible	7%	9%	10%	11%

Additional targets

	2000/01	2001/02	2002/3	2003/04
no. of Greater London visitors	740,000	760,000	790,000	810,000
% of visitors very satisfied	60%	65%	68%	70%

Aim two: Learning and Engagement

Strategic purpose 2.1

To extend understanding of human activities, enjoyment and interaction with the collections and cultures within the Museum through public programming and the imaginative and effective display of objects and their wider setting

- Objective 2.1.1 [Management Board Objective 16]
  develop themes as key tools for orientation and cultural access throughout the Museum's programme e.g. 1) Discovery (archaeological sites, history of collecting, decipherment, identification) 2) Religion and Belief 3) Living and Dying 4) Power and War (history and identity) 5) Science and Technology 6) Trade and Commerce 7) Britain and Europe 8) Representation 9) The Contemporary

- Objective 2.1.2 [Public Programme Group Objective 1]
  stimulate participation through on-site public programming which encourages repeat visitors and family audiences and is informed by the selected themes

- Objective 2.1.3 [Management Board Objective 18]
  advance international understanding and extend audience reach and repeat visits through on-site special exhibitions

- Objective 2.1.4 [Management Board Objective 17]
  maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation

- Objective 2.1.5 [Marketing and Public Affairs Objective 5]
  provide coherent materials for visit support including tours, trails, gallery guides

Strategic purpose 2.2

To improve access to the collections and extend understanding of the processes by which objects can be used to illuminate cultures

- Objective 2.2.1 [e-Strategy Objective 3]
  utilise a variety of electronic media on- and off-site to show the Museum in Action

- Objective 2.2.2 [Keepers Committee Objective 3]
  to extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely

- Objective 2.2.3 [Management Board Objective 19]
  to extend audience reach and repeat visits through the development of the Study

Centre as a showcase for the Museum in Action

- Objective 2.2.4 [Keepers Committee Objective 8]
improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer, more consistent Museum-wide service

- Objective 2.2.5 [e-Strategy Objective 4]
establish the feasibility of a level of public access to computerised documentation as part of the Museum in Action

Strategic purpose 2.3

To promote engagement with new audiences

- Objective 2.3.1 [Education Objective 1]
address needs and aspirations of defined socio-economic and cultural groups by developing outreach programmes in partnership with local communities

- Objective 2.3.2 [Education Objective 2]
increase participation of visitors with special needs and learning difficulties through targeted on- and off-site programmes

- Objective 2.3.3 [Education Objective 3]
provide cross-curricular and other programming to advance the national agenda for history, literacy, numeracy, science and technology and cultural understanding, on a self-funded basis

Strategic purpose 2.4

To develop formal and informal learning opportunities for individuals and groups to gain satisfaction, achieve curriculum-related and other accredited outcomes, and achieve income targets

- Objective 2.4.1 [Education Objective 5]
increase numbers of school, Further Education and Higher Education teachers trained in object-based approaches

- Objective 2.4.2 [Education Objective 6]
increase numbers of pupils involved in national curriculum-based activities, especially at secondary and sixth-form levels

- Objective 2.4.3 [Education Objective 7]
promote object-based learning in Higher Education and increase impact on Higher Education through numbers of students achieving accredited outcomes, expanding the subject reach and range of partnerships on a self-funded basis

- Objective 2.4.4 [Education Objective 4]
  increase repeat visits and develop cultural appreciation through lifelong learning programmes on a self-funded basis

- Objective 2.4.5 [Education Objective 9]
  develop electronic media on- and off-site to provide learning resources for curriculum-related and other accredited outcomes on a self-funded basis

- Objective 2.4.6 [Education Objective 10]
  increase use of learning resources on an income-generating basis

Strategic purpose 2.5

To facilitate access to the collections and our cultural and intellectual expertise beyond the Museum

- Objective 2.5.1 [Keepers Committee Objective 2]
  maintain national and international partnership and enhance public understanding, enjoyment of the collections and their cultural contexts through touring exhibitions

- Objective 2.5.2 [e-Strategy Objective 2]
  utilise a variety of electronic media, including the internet and multimedia, on- and off-site to advance understanding of the collections and their cultural context and to provide virtual experiences of the Museum informed by the chosen themes

Strategic purpose 2.6

To ensure the communication, development, and application of our skills and experience, sharing these with museums and other institutions and individuals

- Objective 2.6.1 [Education Objective 8]
  develop professional museum skills to meet national and international needs

- Objective 2.6.2 [Public Programme Group Objective 2]
  work in partnership with the relevant bodies in central London to advance local skills and contribute to skills-supply for the creative industries and tourism

Risks to aim two: Learning and Engagement

- educational activity fails to attract the public, with financial and reputational consequences
- exhibitions fail to attract the public, with financial and reputational consequences
- King's Library project is not delivered to quality, time and schedule objectives
- Study Centre project is not delivered to quality, time and schedule objectives
- the outreach programme fails to meet audience needs
- work required to meet regional and local agendas distracts from other essential activities
- skills-sharing activities fail to meet expectations

Comparable DCMS objective

3:    raising standards of cultural education

Comparable DCMS strategic purposes

- promoting educational potential and provision
- harnessing cutting-edge research in support of education programmes
- ensuring an adequate skills supply for the creative industries and tourism
- promoting engagement with under-served audiences (from Objective VI)

Performance indicators for aim two: Learning and Engagement

	2000/01	2001/02	2002/03	2003/04
on-site learners	300,000	330,000	340,000	350,000
outreach learners	5,000	6,000	7,000	8,000
no. of British loans venues	150	150	150	150
no. of foreign loan venues	80	80	80	80

Additional targets

	2000/01	2001/02	2002/03	2003/04
special exhibition visitors	100,000	300,000	300,000	300,000
BMF membership nos	13,000	16,000	18,000	20,000

Aim three: Research and Understanding

Strategic purpose 3.1

To further knowledge and interpretation of the collections by developing research as an integrated activity conducted to the highest standards of excellence

*   Objective 3.1.1 [Keepers Committee Objective 4]
    advance understanding and knowledge of the collections through research, and ensure its quality, coherence and future direction

*   Objective 3.1.2 [Keepers Committee Objective 5]
    promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad

*   Objective 3.1.3 [Keepers Committee Objective 6]
    develop scholarly publications which are aligned with the Museum's research strategy

Strategic purpose 3.2

To improve the depth of access to the collections and related resources through public services and public engagement with the study collections

*   Objective 3.2.1 [Keepers Committee Objective 9]
    advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives

*   Objective 3.2.2 [Keepers Committee Objective 7]
    improve the quality of physical access to the study collections, especially through the facilities of the Study Centre

Strategic purpose 3.3

To assure the proper care, security, and conservation of the collections

*   Objective 3.3.1 [Keepers Committee Objective 11]
    improve the quality of storage conditions

*   Objective 3.3.2 [Keepers Committee Objective 12]
    ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard

*   Objective 3.3.3 [Management Board Objective 21]

improve the security of the objects on display and in storage against theft and fire

Strategic purpose 3.4

To enrich cultural heritage through object-based research, enhanced documentation and acquisition

- Objective 3.4.1 [Keepers Committee Objective 13]
  maintain central role and increase public recognition in relation to the Treasure Act and the Portable Antiquities Scheme

- Objective 3.4.2 [Keepers Committee Objective 14]
  make acquisitions which build on identified strengths and fill identified gaps

- Objective 3.4.3 [Keepers Committee Objective 10]
  ensure plans for full registration are met, develop the quality and extent of documentation through further digitisation and the new Merlin system, and review the Collections Data Management Section (CDMS)

Risks to aim three: Research and Understanding

- Museum intellectual expertise fails to maintain necessary standards and to keep pace with stakeholders' expectations
- emphasis on access within the Museum undermines the quality and extent of scholarship
- the collection deteriorates through lack of conservation, inadequate storage or poor security

Comparable DCMS objective

4: excellence in the areas of culture, media and sport

Comparable DCMS strategic purpose

- ensuring active participation
- supporting individual excellence
- achieving and encouraging individual excellence
- enriching the cultural and sporting heritage through acquisition and preservation

Performance indicators for aim three: Research and Understanding

	2000/01	2001/02	2002/03	2003/04
% of collection stored at the right environmental quality	70%	72%	74%	76%

Additional targets

	2000/01	2001/02	2002/03	2003/04
% of collection documented to stated international electronic standards	54%	54.5%	55%	55.5%
no. of Treasure Act cases processed	180	180	180	180
no. of research visits	15,000	16,000	17,000	18,000

Aim Four: Public Recognition

Strategic purpose 4.1

To advance understanding of the diversity and value of historic and living world cultures and of The British Museum as an international museum

- Objective 4.1.1 [Management Board Objective 9]
maximise public awareness and reputation through positive media relationships and co-ordinated representation in the fields of archaeological discovery, conservation, object identification and interpretation, cultural understanding, and as a visitor attraction

- Objective 4.1.2 [Management Board Objective 7]
advance debate and contribute to the development of British cultural and education policy and improve understanding of the role of museums

- Objective 4.1.3 [Management Board Objective 8]
enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement

Strategic purpose 4.2

Enable responsiveness to audience needs

- Objective 4.2.1 [Marketing and Public Affairs Objective 4]
develop visibility and reputation through professional marketing, communications and the rigorous application of an appropriate corporate identity

- Objective 4.2.2 [Marketing and Public Affairs Objective 6]
improve relations with London civic, community and corporate bodies

- Objective 4.2.3 [Marketing and Public Affairs Objective 7]
develop information and research about existing and potential markets

Strategic purpose 4.3

To increase the number of supporters and the extent of their support

- Objective 4.3.1 [Commercial and Development Objective 1]
strengthen on-site donations, services, sales and membership to increase visitor value by developing cross-sales and new product offers

- Objective 4.3.2 [Commercial and Development Objective 2]

improve and develop corporate services through venue development and promotion

- Objective 4.3.3 [Commercial and Development Objective 3]
improve off-site sales including publishing, broadcasting, merchandising, off-site retailing and photography through partnership and diversification

Strategic purpose 4.4

To increase public and private income

- Objective 4.4.1 [Management Board Objective 20]
increase statutory funding ahead of average and develop other sources of income, including initiative funding

- Objective 4.4.2 [Commercial and Development Group Objective 5]
strengthen and broaden the range of income streams directed at greater Museum self-sufficiency

- Objective 4.4.3 [Commercial and Development Objective 4]
sustain benefaction and increase sponsorship on a year-on-year basis

Risks to aim four: Public Recognition

- the Museum's response to cultural diplomacy issues is not seen as adequate
- the Museum fails to make its case to the Department for Culture Media and Sport or fails to deliver its promises, and Grant-in-Aid erodes further
- the marketing and positioning of the Museum fails to attract the public and harms reputation
- media relationship becomes negative
- strategy to attract private funding is ineffective

Comparable DCMS objective

- promote Britain's successes in culture at home and abroad

Comparable DCMS strategic purposes

- developing an efficient and effective market
- support Britain's image abroad

Additional targets

	2000/01	2001/02	2002/03	2003/04
on-site spend per visitor	£1.72	£2.57	£2.64	£2.69
other on-site income	£0.5m	£1.9m	£1.8m	£1.8m
off-site gross margin	£2.4m	£2.7m	£2.9m	£3.0m
benefaction	£8.0m	£9.7m	£18.8m	£23.0m

Aim Five: Effectiveness

Strategic purpose 5.1

To operate the Museum within the policy and governance framework set by the Trustees

- Objective 5.1.1 [Management Board Objective 1]
  develop and communicate policies and procedures to support the framework of governance for Trustees, management and staff

Strategic purpose 5.2

To encourage and achieve institutional excellence through the planning process and its implementation

- Objective 5.2.1 [Management Board Objective 3]
  produce and implement an annual Plan which meets the Museum's aims and cascade this throughout the Museum

- Objective 5.2.2 [Management Board Objective 4]
  improve the performance of the Museum in meeting its objectives through management of people, resources, processes and risks

- Objective 5.2.3 [Management Board Objective 5]
  develop and monitor effective performance measures for the Plan and Funding Agreement

- Objective 5.2.4 [Management Board Objective 6]
  improve internal communications to develop awareness of internal and external issues affecting the Museum to allow individuals and teams to set their work in context

Strategic purpose 5.3

To provide an effective management process and systems which optimise the use of resources available to the Museum

- Objective 5.3.1 [Finance Objective 1]
  provide relevant management information flows that allow successful Plan delivery

- Objective 5.3.2 [Finance Objective 2]
  apply financial and management controls to ensure adherence to relevant policies and procedures and value for money

- Objective 5.3.3 [Management Board Objective 21]

apply capital process to all projects and exhibitions to assist effective delivery

- Objective 5.3.4 [Finance Objective 3]
  inform and provide support for new initiatives

Strategic purpose 5.4

To create an environment in which talented and motivated people can contribute to the Museum's success and give of their best

- Objective 5.4.1 [Human Resources Objective 1]
  manage staff recruitment and retention so that all posts are filled with competent people

- Objective 5.4.2 [Human Resources Objective 2]
  encourage culture of performance management and appropriate reward

- Objective 5.4.3 [Human Resources Objective 3]
  plan an effective workforce

- Objective 5.4.4 [Human Resources Objective 4]
  develop and train staff appropriately

- Objective 5.4.5 [Human Resources Objective 5]
  address employee-relations issues

- Objective 5.4.6 [Human Resources Objective 6]
  achieve best practice in developing placement, interns and volunteers to contribute to skills supply for the creative industries and tourism, and to advance local skills

Strategic purpose 5.5

To ensure that all support functions within the Museum are effectively delivered

- Objective 5.5.1 [Operations Objective 6]
  keep the Museum buildings safe, secure, clean and adequately maintained all to agreed service levels, and with efficiency in energy use

- Objective 5.5.2 [Operations Objective 4]
  maintain all external and internal Information Systems services and infrastructure for reliable use, to meet agreed levels of service

- Objective 5.5.3 [Operations Objective 7]
  develop and maintain Information Service standards and policies to meet Museum goals

- Objective 5.5.4 [Operations Objective 5]
  plan and deliver the agreed programme of internal and external Information Systems projects, ensuring delivery to time and within budget to agreed standards

- Objective 5.5.6 [Management Board Objective 23]
  ensure effective legal support including the development of appropriate structures to secure and exploit the Museum's assets

Strategic purpose 5.6

To make more effective use of the buildings in support of the identified aims and purposes, developing back- and front-of-house

- Objective 5.6.1 [Management Board Objective 14]
  produce a Masterplan for the future use of the buildings, linking with the completed Buildings Conservation Plan

- Objective 5.6.2 [Operations Objective 3]
  undertake a quinquennial comprehensive condition survey of building fabric and infrastructure, identifying necessary resultant actions

- Objective 5.6.3 [Operations Objective 2]
  plan and implement the agreed programme of building refurbishment and infrastructure projects, ensuring delivery to time and within budget to agreed standards

Strategic purpose 5.7

To ensure that external relationships are aligned to both the Museum aims and those of the partner

- Objective 5.7.1 [Management Board Objective 10]
  plan and develop institutional relationships including those with the Department for Culture, Media and Sport, *re:*source, National Arts Collection Fund, English Heritage, local authorities, Heritage Lottery Fund

Risks to aim five: Effectiveness

- Trustees governance fails to assure the effectiveness of the Museum's management
- failure to meet core performance targets for the Department for Culture Media and Sport and Trustees
- failure to consult appropriately causing loss of support from stakeholders
- audit fails to identify key Museum weaknesses
- major injury occurs to visitors or staff on-site, off-site, or on Museum business
- Museum fails to recruit, develop, and motivate staff effectively
- inadequate management of industrial relations leads to disruption
- the capital programme fails to meet quality, time, schedule and value for money objectives
- Museum support and operation system failures disrupt business
- infrastructure or fabric failure disrupt business or damage the building asset values
- failure of Information Systems, including financial systems, disrupt business

Comparable DCMS objective

Efficiency and Effectiveness

Performance indicators

	2000/01	2001/02	2002/03	2003/04
Grant-in-Aid per visitor (actual and virtual)	£4.01	£3.63	£3.29	£2.99
average days lost sick per employee	9.0	8.5	8.0	8.0

Additional targets

	2000/01	2001/02	2002/03	2003/04
Grant-in-Aid per actual visitor	£6.12	£6.10	£5.98	£5.88
non Grant-in-Aid net revenue income as % of total operating spend	18%	30%	31%	31%
operating spend per visitor ÷ visitor satisfaction	£7.48	£7.19	£6.34	£5.74

Part 2   Management group objectives

Management Board

- Management Board Objective 1 [Effectiveness Objective 5.1.1] [Dir]
  develop and communicate policies and procedures to support the framework of
  governance for Trustees, management and staff

  Milestone 2001-2:   participate in Trustees' Review of Governance and implement
  changes

  publish and distribute policies, governance guide, corporate
  structures and authorities pack as part of Museum Manual

  improve co-ordination of Trustee and management business

  Milestone 2002-3:   monitor policies through the Trustee Committees

  review Information Systems requirements for Trustees

  Milestone 2003-4:   review policies and procedures as appropriate

- Management Board Objective 2 [Openness Objective 1.4.1] [Dir]
  fulfil duties and responsibilities to stakeholders through a consistent and open
  approach to information in line with published policy and best practice

  Milestone 2001-2:   provide the Annual Report and lay before Parliament

  publish *Review*

  streamline and co-ordinate information-gathering for the
  Plan, Annual Report and *Review*

  hold annual open meeting

  review Freedom of Information process

  Milestone 2002-3:   provide the Annual Report and lay before Parliament

  publish *Review*

  hold annual open meeting

  Provide Archives access

  Milestone 2003-4:   provide the Annual Report and lay before Parliament

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publish *Review*

hold annual open meeting

Central Library access

- Management Board Objective 3 [Effectiveness Objective 5.2.1] [Dir]
produce and implement an Annual Plan which meets the Museum's aims: cascade this throughout the Museum

Milestone 2001-2:   publish Plan 2002-5

ensure individuals' objectives reflect departmental and Museum objectives through annual reports

conduct a half-yearly review of performance and risk

hold senior management residential meeting

prepare Plan for next year and delegate budgets

Milestone 2002-3:   publish Plan 2003-6

ensure individuals' objectives reflect departmental and Museum objectives through annual reports

review previous year's performance

conduct a half-yearly review of performance and risk

hold senior management residential meeting

prepare Plan for next year and delegate budgets

Milestone 2003-4:   publish Plan 2004-7

ensure individuals' objectives reflect departmental and Museum objectives through annual reports

review previous year's performance

conduct a half-yearly review of performance and risk

hold senior management residential meeting in November

prepare Plan for next year and delegate budgets

- Management Board Objective 4 [Effectiveness Objective 5.2.2] [MMB]
  improve the performance of the Museum in meeting its objectives through management of people, resources, processes and risks

  Milestone 2001-2:   develop Management Groups' agendas, business, and relationships to each other

  provide direct HR support to managers for performance and other issues, strengthen HR links to departments and survey results

  develop appraisal and reward schemes

  develop quality and value of financial reporting to support and extend budget accountability by managers, The Museum Management Board and Trustees

  use a Register of Risks across management and departmental plans to create improved risk management

  Milestone 2002-3:   introduce competency framework to appropriate areas

  continue support to managers for performance and budget accountability

  complete review of pay and performance

  introduce new appraisal and reward system

  review risks and update Register of Risks

  Milestone 2003-4:   refresh register of risks across management and departmental plans

  continue support to managers for performance and budget accountability

  finalise implementation of review of pay and performance

  introduce new appraisal and reward system

  review risks and update register

review responses to risk review and update Register bi-annually

review performance management outcomes

continue to implement new reward mechanisms

- Management Board Objective 5 [Effectiveness Objective 5.2.3] [Dir]
develop and monitor effective performance measures for the Plan and Funding Agreement

  Milestone 2001-2:   improve process for collecting performance indicators biannually

  Milestone 2002-3:   consolidate collection and choice of performance indicators biannually

  Milestone 2003-4:   review performance indicators biannually

- Management Board Objective 6 [Effectiveness Objective 5.2.4] [MMB]
improve internal communications to develop awareness of internal and external issues affecting the Museum to allow individuals and teams to set their work in context

  Milestone 2001-2:   develop weekly senior management briefings

  develop monthly management briefings to include quarterly project and issue briefings

  train managers

  ensure briefings are cascaded in all departments

  monthly issues of *The Column* to all staff

  staff meetings twice a year

  survey staff attitudes

  launch intranet for staff and review intranet usage and relevance

  Milestone 2002-3:   continue to cascade briefings

survey attitudes

telephone service review

Milestone 2003-4:   continue with briefings and surveys

- Management Board Objective 7 [Public Recognition Objective 4.1.2] [Dir] advance debate and contribute to the development of British cultural and education policy and improve understanding of the role of museums

  Milestone 2001-2:   establish relevant conferences within the public programme

  increase comment at policy level (two policy-level conferences)

  Creative Partnership/Education Action Zones

  host Museums Association conference in London

  Milestone 2002-3:   undertake attitude research

  organise 250th anniversary programme: policy-level conference

  increase representation

  Milestone 2003-4:   launch 'cultural contract'

  250th anniversary programme: policy-level conference

  touring and outreach programme

- Management Board Objective 8 [Public Recognition Objective 4.1.3] [Dir] enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement

  Milestone 2001-2:   develop position statements: Access and Social Inclusion; Partnership; Cultural Property

  US tour and New York Britain Festival

  organise Franks lecture: 'Illicit Trade'

  Smithsonian/Getty forum

  pilot *Celebrate Sound*

Milestone 2002-3:   secure funding for 250th anniversary programme

deliver further position statements: London Links; International Contribution; Economic Impact

US tour and Queen's golden jubilee

organise Franks lecture: 'International Culture'

symposium: Museums in the Enlightenment

publish 250th anniversary publications including *History of The British Museum* and *British Museum Bibliography*

Milestone 2003-4:   open King's Library

deliver *Celebrate Sound*

250th anniversary programme: including *London 1753* with parallel display at the British Library on George III

host International conference: Cultural Institutions in the Global Era

deliver Far East and US tours as part of the 250th anniversary programme

- Management Board Objective 9 [Public Recognition Objective 4.1.1] [M+PA] maximise public awareness and reputation through positive media relationships and co-ordinated representation in the fields of archaeological discovery, conservation, object identification and interpretation, cultural understanding, and as a visitor attraction

Milestone 2001-2:   audit research and EU/international contact base

create a News Room and publish experts directory

US tour programmes

TV negotiations on art, history and events

conferences: Museums Association and Foreign Policy Centre

Manchester Money Gallery and Treasure Finds

secure *The Times* partnership on five exhibitions

identify representation

Milestone 2002-3:   co-ordinated contact programme

US tour programmes

develop TV series on the 250th anniversary

stage five major exhibitions

develop new press partnerships

representation at the European Union

conduct a perception survey

contribute to Sutton Hoo Visitor Centre

Milestone 2003-4:   250th anniversary programme including exhibitions

representation at the European Union

position launch

US/Far Eastern tour support

tour *Finding Our Past* exhibition

- Management Board Objective 10 [Effectiveness Objective 5.7.1] [Dir]
plan and develop institutional relationships including those with the Department for Culture, Media and Sport, *re*:source, National Arts Collection Fund, English Heritage, local authorities, Heritage Lottery Fund

Milestone 2001-2:   develop Funding Agreement with the Department for Culture Media and Sport

engage with *re*:source on e-culture and National Partnership and Touring Scheme

develop Heritage Lottery Fund involvement in funding the Study Centre

assign lead individuals for major relationships

formally review relationships annually, including input from each partner

Milestone 2002-3:   formally review relationships annually, including input from each partner

Milestone 2003-4:   assign lead individuals for major relationships

formally review relationships annually, including input from each partner

- Management Board Objective 11 [Openness Objective 1.1.1] [M+PA]
sustain and develop opening hours for the Museum in line with public needs and ensure galleries are open on a reliable basis

    Milestone 2001-2:   ensure new levels of gallery staffing and new procedures sufficient for reliable evening opening

    assess visitor flow and Great Court usage to inform masterplanning

    review the opening hours of the Great Court with the Millennium Commission to meet shared objectives in the light of experience

    determine opening hours of Study Centre

    Milestone 2002-3:   ensure new levels of gallery staffing and new procedures sufficient for reliable opening hours of Reading Room and Joseph Hotung Great Court Gallery to complement Great Court opening hours

    Milestone 2003-4:   achieve fuller Museum evening opening and define Study Centre hours at levels appropriate to market demand

- Management Board Objective 12 [Openness Objective 1.3.1] [MMB]
achieve year-on-year increases in attendance, satisfaction and repeat visits through the quality of the visitor experience and the illumination of world collections and their cultures

    Milestone 2001-2:   undertake refreshment work in Early Medieval (Room 41), Egyptian Daily Life (Room 61), and Assyrian Transept galleries (Room 6), the Central Saloon (Room 36) and Western route (Rooms 8/17/23)

    improve provision for visitors through the public programme

    sustain brand awareness levels

    implement improvements to web architecture

achieve visitor targets and profile

enter Museum for awards schemes

develop ticketing and membership systems

Milestone 2002-3: undertake refreshment work in the Bronze Age/Celtic/Roman Britain galleries (Rooms 49-50), Coptic Corridor (Room 66), Nereid Room (Room 17), Greek & Roman basements (Rooms 13a, 79-81), and Manuscripts Saloon (Room 2)

improve provision for visitors through the public programme

sustain brand awareness levels

develop e-brand

achieve visitor targets and recommendation levels

implement direct marketing infrastructure

Milestone 2003-4: undertake refreshment work in Greek & Roman upper suite (Rooms 69-73), Medieval & Modern Europe suite (Rooms 45-48), Greek & Roman basements (Rooms 83-85), Ancient Near East basement suite (Rooms 88-90)

improve provision for visitors through the public programme

sustain brand awareness levels

advance understanding through 250th anniversary campaign

achieve visitor targets and recommendation levels

- Management Board Objective 13 [Openness Objective 1.1.3] [Ops]
  improve physical access for audiences especially those with special needs

Milestone 2001-2: commission new access audit and develop site-wide strategy

install ramps to colonnade

plan access to Study Centre

Milestone 2002-3: continue access improvements to ensure all Museum properties are fully compliant with the Disability Discrimination Act (DDA)

Milestone 2003-4: achieve Disability Discrimination Act (DDA)-compliant access to Study Centre

- Management Board Objective 14 [Effectiveness Objective 5.6.1] [Ops]
produce a Masterplan for the future use of the buildings, linking with the completed Buildings Conservation Plan

  Milestone 2001-2: prepare Masterplan prospectus, consulting with Museum constituencies

  publish Conservation Plan

  Milestone 2002-3: produce Masterplan, promoting it externally

  Milestone 2003-4: develop implementation stages and funding strategy and commence implementation of first stage of the Masterplan

- Management Board Objective 15 [Openness Objective 1.2.2] [MMB]
provide intellectual orientation across culture, time and place

  Milestone 2001-2: establish Central Saloon (Room 36) as point of intellectual orientation in relation to chronologies of civilisations

  articulate chosen themes throughout the Museum's programme

  develop signage and other aids to orientation in the light of building use and flow

  improve physical navigation and orientation through the Masterplan

  develop King's Library and Wellcome Gallery as points of entry into the collections

  Milestone 2002-3: implement next phase of Masterplan

  develop concept for 'Britain and Europe' galleries

  develop concept for future ethnographic galleries and address significant gaps e.g. early prehistory

  Milestone 2003-4: implement next phase of Masterplan

  define plans for future galleries

- Management Board Objective 16 [Learning and Engagement Objective

2.1.1] [MMB]
develop themes as key tools for orientation and cultural access throughout the Museum's programme e.g. 1) Discovery (archaeological sites, history of collecting, decipherment, identification) 2) Religion and Belief 3) Living and Dying 4) Power and War (history and identity) 5) Science and Technology 6) Trade and Commerce 7) Britain and Europe 8) Representation 9) The Contemporary

Milestone 2001-2: develop theme of 'Discovery' through research programme and development of King's Library

develop theme of 'Religion and Belief', 'Living and Dying' through research programme and development of Wellcome Gallery

undertake *Egyptian Life* loan to Birmingham

develop theme of 'Religion and Belief' through programme relating to *Shinto* exhibition

initiate seminars on 'Britain and Europe' for planning future galleries

Museums Month lecture series: Collecting the Contemporary

Milestone 2002-3: contribute to Architecture Week: contemporary art

continue to develop themes through the exhibition and public programme

Milestone 2003-4: develop themes of 'Discovery' through Study Centre display, opening of the King's Library and planning for Rooms 2 and 3

develop theme of 'Religion and Belief', 'Living and Dying' through research programme and development of Wellcome Gallery

• Management Board Objective 17 [Learning and Engagement Objective 2.1.4] [MMB]
maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation

Milestone 2001-2: evaluate Korea, Africa, Celtic and Roman Britain Galleries

undertake preparation stages for King's Library project and commence construction

undertake preparation stages for Wellcome Gallery project and commence construction

undertake refreshment work in Early Medieval (Room 41), Egyptian Daily Life (Room 61), and Assyrian Transept galleries (Room 6), the Central Saloon (Room 36) and Western route (Rooms 8/17/23)

Milestone 2002-3:   evaluate Egyptian Funerary Archaeology Galleries

complete construction work on the King's Library project and commence fit-out

complete construction work on the Wellcome Gallery project and commence fit-out

undertake refreshment work in Bronze Age/Celtic/Roman Britain galleries (Rooms 49-50), Coptic Corridor (Room 66), Nereid Room (Room 17), Greek & Roman basements (Rooms 13a, 79-81), and Manuscripts Saloon (Room 2)

Milestone 2003-4:   complete fit-out work on the King's Library project and open

complete fit-out work on the Wellcome Gallery project and open

undertake refreshment work in the Greek & Roman upper suite (Rooms 69-73), Medieval & Modern Europe suite (Rooms 45-48), Greek & Roman basements (Rooms 83-85), Ancient Near East basement suite (Rooms 88-90)

- Management Board Objective 18 [Learning and Engagement Objective 2.1.3] [MMB]
  advance international understanding and extend audience reach and repeat visits through on-site special exhibitions

Milestone 2001-2:   *Agatha Christie and the Orient*

Cleopatra: from History to Myth

Albrecht Dürer and his Influence: the Graphic Renaissance Artist

Unknown Amazon

Shinto

From Alexander to Mark Anthony: Images of Power on Ancient

Coins

Milestone 2002-3:   *The Hunt for Paradise: Court Arts of Safavid Iran*

The Queen of Sheba: Treasures from Ancient Yemen

Modern Chinese Calligraphy

Country Views: Place and identity on Paper Money

Coins of the Princely States of India

Charles Masson Collections from Afghanistan

Milestone 2003-4:   *The Phantom Museum: Sir Henry Wellcome and his Collection*

Celebrate Sound

Greek and Roman Theatre

Forbidden City

- Management Board Objective 19 [Learning and Engagement Objective 2.2.3] [MMB]
  to extend audience reach and repeat visits through the development of the Study Centre as a showcase for the Museum in Action

  Milestone 2001-2:   use market research to develop business plan, detailed design and funding application

  ensure Heritage Lottery Fund approval and funding strategy in place to move towards next phase

  Milestone 2002-3:   Study Centre construction under way

  Milestone 2003-4:   fit-out and first departments established

- Management Board Objective 20 [Public Recognition Objective 4.4.1] [Dir]
  increase statutory funding ahead of average and develop other sources of income, including initiative funding

  Milestone 2001-2:   sign new funding agreement and bid for increased Grant-in-Aid

  develop infrastructure for initiative funding

  develop diversified sources of income through Commercial

and Development Group

achieve net income of £13.8 million

Milestone 2002-3:   achieve Department for Education and Employment (DfEE) recognition through funding

obtain research initiative and culture-online funding

achieve net income of £14.8 million

Milestone 2003-4:   develop funding contract

achieve regional initiative funding

achieve net income of £15.3 million

- Management Board Objective 21 [Effectiveness Objective 5.3.3] [MMB]
  apply capital process to all projects and exhibitions to assist effective delivery

  Milestone 2001-2:   Planning Committee to apply capital process rigorously to exhibitions and all major projects

  improve project management throughout the Museum

  Milestone 2002-3:   ensure that capital process is appropriately tailored for smaller projects

  Milestone 2003-4:   review and improve capital processes

- Management Board Objective 22 [Research and Understanding Objective 3.3.3] [Ops]
  improve the security of the objects on display and in storage against theft and fire

  Milestone 2001-2:   review departmental security procedures

  commission consultancy examination of CCTV needs

  commence upgrade of intruder detection systems

  complete reassessment of security photography of all objects on display and the costs involved in carrying it out

  plan security needs for Study Centre

install new fire system

Milestone 2002-3:   start implementation of gallery CCTV and continue upgrade of intruder detection systems

complete part two of security object photography

Milestone 2003-4:   continue implementation of gallery CCTV and upgrade of intruder detection systems

Complete part three of security object photography

- Management Board Objective 23 [Effectiveness Objective 5.5.6] [Dir]
ensure effective legal support including the development of appropriate structures to secure and exploit the Museum's assets

Milestone 2001-2:   improve process for claims for personal injury

review use of external solicitors in accident claims and improve effectiveness

issue the Government indemnities

complete new Data Protection Registrations

provide legal support for Study Centre process

Milestone 2002-3:   maintain Data Protection Registrations

Milestone 2003-4:   improve Data Protection Registrations

Keepers' Committee

- Keepers Committee Objective 1 [Openness Objective 1.1.4]
  promote national and international collaboration which enhance public
  understanding and enjoyment of the collections through loans

  Milestone 2001-2:   finalise conditions, criteria for international loans

  establish working database of loans directed by Steering Committee on Loans

  build on existing contacts and partnerships

  analyse and review costs and charging policy for loans programme

  Milestone 2002-3:   continue international loans programme

  explore opportunities to develop longer-term Museum partnerships

  ensure loan activity can be promoted through appropriate means on web site 'Beyond Walls'

  Milestone 2003-4:   continue international loans programme

  prepare mechanisms for working with developing countries, including virtual exhibitions

- Keepers Committee Objective 2 [Learning and Engagement Objective 2.5.1]
  maintain national and international partnership and enhance public
  understanding, enjoyment of the collections and their cultural contexts through
  touring exhibitions

  Milestone 2001-2:   develop opportunities to increase income generation through international touring exhibitions

  work to establish a flexible group of national partners

  create calendar for touring exhibitions, starting with *Egyptian Life* to Birmingham (5/2001)

  continue National Touring Exhibition projects

  promote relationship with Museums' Association

  establish single point of contact for British touring exhibitions

in the Museum Exhibitions Office

define exhibition package, including a range of educational, marketing and Information and Communications Technology (ICT) activities

identify regional museums with development plans offering opportunities for long-term partnership e.g. Manchester and Glasgow, and network of smaller museums to take more smaller-scale touring exhibitions

Milestone 2002-3:   work with group of partners possibly to be extended

develop *Egyptian Life* touring exhibition further

develop National Touring Exhibition programme

define level of publicity appropriate to British touring and partnership activities and plans

Milestone 2003-4:   continue National Touring Exhibition programme at new level

reassess partnership group and establish the collaborative nature of projects through internships and exhibition development

tour *Finding our Past; Celebrate Sound*

- Keepers Committee Objective 3 [Learning and Engagement Objective 2.2.2] extend the way in which knowledge and the curatorial process are communicated both within the public programme and more widely

Milestone 2001-2:   expand range of popular publications

co-ordinate gallery talks and lectures within the public programme for curatorial departments, scientific research and conservation

co-ordinate conferences, study days and handling sessions within the public programme

review the adequacy of service arrangements for the Clore Centre

explore production of an annual research publication through internet and printed versions

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Milestone 2002-3:   develop Study Centre programme including tours, talks and handling sessions

develop curatorial contribution to the public programme further

Milestone 2003-4:   implement Study Centre programme

conference on Ancient Technology and Production

develop curatorial contribution to the public programme further

- Keepers Committee Objective 4 [Research and Understanding Objective 3.1.1] advance understanding and knowledge of the collections through research, and ensure its quality, coherence and future direction

Milestone 2001-2:   conduct a pilot peer review of archaeological research, identify other areas for peer review and develop further

develop thematic presentation of research including the creation of interdisciplinary project teams e.g. Britain and Europe

conduct excavation and anthropological fieldwork in e.g. Egypt at Tell el-Balamun and in Sudan at Kawa, in Turkey at Cnidus, in Pakistan at Akra and Lewan, Romania, Southwest America, Arctic, Tunisia, Vanuatu, Roman shipwreck excavation in Britain

Milestone 2002-3:   evaluate the peer review process and implement for other areas of the Museum's work

draft thematic presentation of research

develop excavation projects in light of conclusions of archaeological review

conduct scientific research e.g. identification of Chinese jade working techniques, experimental lithics project

Milestone 2003-4:   conduct excavation and anthropological fieldwork e.g. Vidisha project in India

publish thematic presentation of research

- Keepers Committee Objective 5 [Research and Understanding Objective 3.1.2]

promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad

Milestone 2001-2:   obtain funding for joint British Museum/university-affiliated research through London Centre for Visual and Material Culture (LCVMC), Victoria & Albert Museum, School of Oriental and African Studies, Science Museum, Wellcome Trust, University College London, Goldsmiths College, and University of Westminster, and pilot seminar series centred on themes of food, textiles, and Britishness

undertake and continue collaborative archaeological projects and fieldwork with e.g. The Institute of Archaeology, University of York, English Heritage

strengthen links with foreign schools, museums and other institutions abroad

Milestone 2002-3:   create more structured research links centred on the Study Centre

undertake and continue collaborative archaeological projects and fieldwork

strengthen links with foreign schools, societies, foreign museums and other institutions abroad

Milestone 2003-4:   develop defined partnerships with Natural History Museum, House of Commons, National Museum of Science and Industry, British Library and other institutions through the King's Library exhibition and as part of the 250th anniversary celebrations

- Keepers Committee Objective 6 [Research and Understanding Objective 3.1.3] develop scholarly publications which are aligned with the Museum's research strategy

Milestone 2001-2:   establish publications forum and framework of approval and review

develop alignment of scholarly publications with the Museum's research strategy

improve departmental responsibility for publications

review methods and appropriateness of different media publication

develop programme for completing outstanding publications (4+ years) and new scholarly initiatives

Milestone 2002-3:   focus on the completion of outstanding publications in the context of new scholarly initiatives

Milestone 2003-4:   review research strategy

- Keepers Committee Objective 7 [Research and Understanding Objective 3.2.2] improve the quality of physical access to the study collections, especially through the Study Centre

  Milestone 2001-2:   re-open Greek and Roman Level 1 galleries

  130,000 cuneiform tablets accessible with opening of new Ancient Near East Study Room

  accessible storage for Klemm, Wendorf and other collections with opening of new Ancient Egypt and Sudan Study Room

  Maudslay casts material at Stage 2 of storage improvement work at Blythe Road

  build on the re-organisation of the prints and drawings collection by creating aids to help students and staff use the Prints and Drawings Study Room more effectively

  Milestone 2002-3:   plan high-visibility storage for 3-D collections in Study Centre

  relocate European Ceramics study collection

  Milestone 2003-4:   first collections accessible in the Study Centre

- Keepers Committee Objective 8 [Learning and Engagement Objective 2.2.4] improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer, more consistent Museum-wide service

  Milestone 2001-2:   improve effectiveness of service delivery through standardised minimum opening hours

  co-ordinate and develop activities within Study Rooms

  increase awareness of Study Room service through
  e.g. promotional leaflets describing facilities such as free identification, explaining tiers of access, and improved telephone directory to include curatorial expertise in greater detail

Milestone 2002-3:   consider access to collections one Saturday a month in light of proposed Study Centre hours

standardise request forms, tickets, rates for photocopying, deposit forms and conditions

make admission more flexible to encourage wider use

plan for Scientific Research Study Room in the Study Centre

make some departmental archives more accessible via Study Rooms

increase range of activities for a wider audience in Study Rooms

Milestone 2003-4:   review further extension of access to collections e.g. one evening per month by appointment in light of proposed Study Centre hours

open new facilities in the Study Centre

develop evening programme of adult courses with British Museum Friends and Education Department

• Keepers Committee Objective 9 [Research and Understanding Objective 3.2.1] advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives

Milestone 2001-2:   make internet access available in Hamlyn Library with public access to online internet resources including British Museum and other library catalogues

provide dedicated support for procurement, organisation of Library IS across the whole Museum, including appointment of Systems Librarian

establish project definition and funding requirements for retro-conversion of all library catalogues

begin using automated library procedures in agreed departments, acting as pilots for automation and retro-conversion of library catalogues into Unicorn

plan removal of House of Commons Library and transfer

Central Library as part of King's Library project

complete migration of Anthropology Library and catalogue from Bookshelf to Unicorn

develop record management plan, consistent with Public Records Office policy

Milestone 2002-3: develop retro-conversion project

begin installing House of Commons Library and Central Library as part of King's Library project

develop detailed plan for Study Centre library provision

Milestone 2003-4: open Study Centre with Anthropology Library Reading Room offering visitors reading access to all libraries housed in the Study Centre

open new Central Library in the Sanskrit Library

improve access to Central Archives through provision in the new Sanskrit Library

make departmental libraries and archives more accessible via Study Rooms

open new Study Centre with all departments housed there making their archives and records available to visitors, consistent with Public Records Office policy

- Keepers Committee Objective 10 [Research and Understanding Objective 3.4.3] ensure plans for full registration are met, develop the quality and extent of documentation through further digitisation and the new Merlin system, and review the Collections Data Management Section (CDMS)

Milestone 2001-2: ensure migration of all remaining MAGUS collection records to Merlin in curatorial departments

implement policy of registering all objects within six months of acquisition

support implementation of Photography Review and Digital Image Strategy

confirm plans and initiate implementation of agreed programme for registering items in historic backlogs

review the recommendations of the Collections Documentation Committee and the timetable for completion of the computerisation of the registered collections

begin digitisation of Oriental Antiquities Stein collection

Milestone 2002-3:   implement Merlin conservation records system and migrate MAGUS conservation records

assess progress of programme for registering items in historic backlogs

assess methods of collecting images and linking to Merlin

develop bibliographic links between Merlin and the library system

complete digitisation of Oriental Antiquities Stein collection

Milestone 2003-4:   assess progress of programme for registering items in historic backlogs

initiate phased implementation of recommendations of assessment of collecting images and linking to Merlin

- Keepers Committee Objective 11 [Research and Understanding Objective 3.3.1] improve the quality of storage conditions

Milestone 2001-2:   agree and monitor Museum-wide storage standards

relocate all objects displaced by the Great Court works

continue condition surveys e.g. Japanese scrolls

implement the new storage assessment procedure

survey Oriental Antiquities/Japanese Antiquities basement for arms and armour

Milestone 2002-3:   complete Stone Conservation workshop

complete relocation of all objects displaced by the Great Court works

progress recommendations for improving storage which arise from assessment

prepare for move to Study Centre

develop plans for improved use of Blythe House

Milestone 2003-4: prepare for move to Study Centre

- Keepers Committee Objective 12 [Research and Understanding Objective 3.3.2] ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard

  Milestone 2001-2: review the balance of resources entailed in conservation for display, loan and storage

  treat unstable objects identified by surveys e.g. Islamic ceramics

  survey Department of Medieval and Modern Europe's arms and armour collection

  maintain position at the cutting-edge of conservation research

  provide conservation support for excavation projects

  Milestone 2002-3: implement recommendations of review of balance of resources

  Milestone 2003-4: continue to develop outreach programme to increase public awareness of the Museum's commitment to conservation through the public programme

- Keepers Committee Objective 13 [Research and Understanding Objective 3.4.1] maintain central role and increase public recognition in relation to the Treasure Act and the Portable Antiquities Scheme

  Milestone 2001-2: complete assessment of current contribution to the Treasure Act in the light of the Department for Culture Media and Sport review

  continue to process 150 Treasure Act cases per annum

  continue to conserve 6,000 objects per annum

  work with *re*:source to submit Heritage Lottery Fund bid for support for Portable Antiquities Scheme

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improve public recognition for the Portable Antiquities Scheme

Milestone 2002-3:   implement national pilot for the Portable Antiquities Scheme

Milestone 2003-4:   impact assessment of national pilot scheme

identify long-term funding for the Portable Antiquities Scheme

establish the centre of the Portable Antiquities Scheme in the Study Centre

- Keepers Committee Objective 14 [Research and Understanding Objective 3.4.2] make acquisitions which build on identified strengths and fill identified gaps

    Milestone 2001-2:   develop a strategy with British Museum Development Trust for securing funds for acquisitions

    Milestone 2002-3:   raise funds for acquisitions of British and contemporary material

    Milestone 2003-4:   review acquisitions

Public Programme Group

- Public Programme Objective 1 [Learning and Engagement Objective 2.1.2] stimulate participation through on-site public programming which encourages repeat visitors and family audiences and is informed by the selected themes

  Milestone 2001-2: participate in Japan 2001 festival

  participate in Brazil 500 festival

  develop sponsorship for on-site public programming

  increase numbers of events, re-inforce repeat visits and range of audiences, evaluate responses

  Museums Month

  Milestone 2002-3: participate in China 2003 festival

  Year of Cultural Diversity

  Museums Month

  The Queen of Sheba: *Treasures from Ancient Yemen* events programme

  250th anniversary programme

  Persian Nights programme to coincide with *Saffavid* exhibition

  Milestone 2003-4: launch of 'cultural contract'

  Wellcome Gallery events programme

  Museums Month

  Celebrate Sound Music festival

- Public Programme Objective 2 [Learning and Engagement Objective 2.6.2] work in partnership with the relevant bodies in central London to advance local skills and contribute to skills-supply for the creative industries and tourism

  Milestone 2001-2: increase volunteer output and review arrangements

  review and improve intern and work experience links

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audit funding sources and initiate bidding for these programmes

develop partnerships with appropriate organisations within the London Borough of Camden

further develop professional training for tour guides

Milestone 2002-3:   continue to develop volunteer, intern and work experience programmes

develop partnerships with appropriate organisations within the London Borough of Camden

Milestone 2003-4:   Study Centre CCWT (Clothworkers' Centre for World Textiles)

e-Strategy Group

- e-Strategy Objective 1 [Openness Objective 1.1.5]
  utilise the potential of information resources including the internet to develop visitor information, service, commerce, intellectual access and cultural participation

  Milestone 2001-2:   implement revised web architecture

  develop organisational structure and linked sites to support new architecture

  provide online support and publicity for exhibitions including *Cleopatra, Unknown Amazon*, and *Agatha Christie* and for tours
  provide internal support for services (including news, enquiry response and departmental web pages)

  ensure consistent web pages for all departments by July 2001

  use web site to develop brand awareness

  establish Museum's position and input to Culture Online web site and similar initiatives

  establish requirements, and identify resources and funding for on-site information and orientation

  Milestone 2002-3:   develop e-commerce sales, e.g. tickets and digital image sales, and analyse, benchmark and monitor internet usage

  extend on-line participation through COMPASS

  hold two open meetings

  implement funded projects

  Milestone 2003-4:   Museum in Action implementation

- e-Strategy Objective 2 [Learning and Engagement Objective 2.5.2]
  utilise a variety of electronic media, including the internet and multimedia, on- and off-site to advance understanding of the collections and their cultural context and to provide virtual experiences of the Museum informed by the chosen themes

  Milestone 2001-2:   establish New Media Unit with project programme

  develop online presentation of collections organised by culture and theme based on COMPASS and within revised

web architecture

provide online tours including: Anglo-Saxons (with BBC), One Hundred Views of Mount Fuji, Modern Collecting, Cleopatra, Pottery

Milestone 2002-3: review plans and technologies for gallery-based delivery

provide 10 further online tours such as *The Queen of Sheba: Treasures from Ancient Yemen*

Milestone 2003-4: provide 10 further online tours including Glass

provide online support for King's Library

provide online support for Wellcome Gallery

- e-Strategy Objective 3 [Learning and Engagement Objective 2.2.1]
utilise a variety of electronic media on- and off-site to show the Museum in Action

Milestone 2001-2: plan virtual Museum in Action and develop prototype

Milestone 2002-3: complete definition and design of virtual Museum in Action

Milestone 2003-4: complete implementation of virtual Museum in Action

- e-Strategy Objective 4 [Learning and Engagement 2.2.5]
establish the feasibility of a level of public access to computerised documentation as part of the Museum in Action

Milestone 2001-2: conduct feasibility study

Milestone 2002-3: develop the Clothworkers' Centre for World Textiles online as a model for future projects

Milestone 2003-4: evaluate Clothworkers' Centre for World Textiles online as a model for future projects

- e-Strategy Objective 5 [Learning and Engagement Objective 2.5.5]
develop electronic media on- and off-site to provide learning resources which support curriculum related and other accredited outcomes on a self-funded basis

Milestone 2001-2: complete web site: Ancient Civilisations (India)

review of web site: Ancient Civilisations (Mesopotamia)

set up COMPASS educational resources

establish Information and Communications Technology (ICT) Room in the Clore Centre

promote Reading Room as a recognised learning hub

develop and deliver initial contributions to Fathom.com web site and other educational service providers

Milestone 2002-3: complete web site: Ancient Civilisations (China)

completion of linking sites

review of web site: Ancient Civilisations (India)

Milestone 2003-4: review of web site: Ancient Civilisations (China)

Commercial and Development Group

- Commercial and Development Group Objective 1 [Public Recognition Objective 4.3.1]
  strengthen on-site donations, services, sales and membership to increase visitor value by developing cross-sales and new product offers

  Milestone 2001-2:   re-establish forecourt catering

  develop a business case for additional catering venues

  increase direct service/sales for visit support

  review COMPASS, audio guides, and visit guides provision

  provide new products for tour groups/exhibitions

  develop ticket package and lower level membership

  deliver retail/catering revenue

  develop e-ticketing and direct marketing

  achieve The British Museum Friends membership target of 13,000

  conduct a price review to increase income from on-site courses

  undertake Study Centre business planning

  Milestone 2002-3:   conduct a price/profitability review

  increase behind-the-scenes/group services

  increase direct service/sales for visit support

  develop COMPASS, language diversification, trails

  increase repeat visits and membership conversion

  hold a 250th anniversary donations campaign

  conduct a price review for on-site study services

  achieve The British Museum Friends membership target of 16,000

Milestone 2003-4:   develop 250th anniversary donations campaign

increase direct service/sales for visit support (King's Library, 250th anniversary)

Study Centre expansion of on-site courses/study services

achieve The British Museum Friends membership target of 20,000

- Commercial and Development Group Objective 2 [Public Recognition Objective 4.3.2]
  improve and develop corporate services through venue development and promotion

Milestone 2001-2:   launch corporate partners scheme

install event management system and processes

promote Clore Education Centre, Ford Centre and restaurant venues

deliver filming/hospitality targets

pilot forecourt use and hire of Burlington Gardens building for corporate or individual use

Milestone 2002-3:   expand corporate partners scheme

increase income from Clore Education Centre and diversify offer

deliver filming/hospitality targets

Milestone 2003-4:   increase income from additional venue(s)

deliver filming/hospitality targets

deliver Study Centre offer(s) and procedures

- Commercial and Development Group Objective 3 [Public Recognition Objective 4.3.3]
  improve off-site sales including publishing, broadcasting, merchandising, off-site retailing and photography through partnership and diversification

Milestone 2001-2:   outsource slide and digital images to non-exclusive sources

develop e-business infrastructure development e.g. images/cross-sales

develop product-with-exhibition package(s)

pilot online partnerships (Japan and Fathom.com web site)

develop 250th anniversary showcase(s) and product range

Milestone 2002-3:   expand online partnerships and sales

expand image outsourcing and reduce production costs

deliver 250th anniversary showcase(s) and product range

Milestone 2003-4:   expand product-with-exhibition package(s)

- Commercial and Development Group Objective 4 [Objective 4.4.3]
sustain benefaction and increase sponsorship on a year-on-year basis

Milestone 2001-2:   achieve exhibition sponsorship targets

launch corporate partners scheme

expand legacy campaign

launch Study Centre campaign

Milestone 2002-3:   achieve King's Library capital funding

achieve 250th Anniversary sponsorship and donation targets (American Friends of The British Museum and British Museum Friends)

achieve exhibition sponsorship targets

diversify sponsorship opportunities

develop projects to support Masterplan

Milestone 2003-4:   achieve target for King's Library capital funding

achieve 250th Anniversary donation targets (American Friends of The British Museum and British Museum Friends)

achieve Study Centre capital funding

- Commercial and Development Group Objective 5 [Public Recognition Objective 4.4.2]
  strengthen and broaden the range of income streams directed at greater Museum self-sufficiency

    Milestone 2001-2:   achieve tour income targets (Egyptian)

    review loan charges

    Milestone 2002-3:   develop business case for long-term loan(s)

    develop new accredited fee-earning courses in partnership

    Milestone 2003-4:   develop expanded tour programme (Far East)

    expand/deliver accredited fee-earning courses through Study Centre and partnership

Part 3   Divisional objectives

Education

- Education Objective 1 [Learning and Engagement Objective 2.3.1]
address needs and aspirations of defined socio-economic and cultural groups by developing outreach programmes in partnership with local communities

    Milestone 2001-2:   develop a more sustained outreach programme with a target of 35,000 participants through programmes on- and off-site

    focus, with London Boroughs, and community groups through the public programme

    develop contribution to Black History month (October 2001) and Year of Cultural Diversity (2002)

    Milestone 2002-3:   develop the outreach programme linked to touring exhibitions

    link outreach to new audiences with on-site exhibitions such as *The Queen of Sheba*: *Treasures from Ancient Yemen* (June - October 2002)

    develop Study Centre programme

    Milestone 2003-4:   optimise impact of *Celebrate Sound* for community programming (March - July 2003)

    implement Study Centre programme

- Education Objective 2 [Learning and Engagement Objective 2.3.2]
increase year-on-year participation of visitors with special needs and learning difficulties through targeted on- and off-site programmes

    Milestone 2001-2:   develop partnership with Barnet College

    develop partnership in courses with SHAPE - training in education for people with disabilities, and performance theatre sessions

    develop partnership in courses with the City Lit for adults with learning difficulties providing independence through education

    extend audio and language guides and increase profile of the multilingual staff

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provide special displays in Korean and Japanese languages

provide handling sessions for people with moderate learning difficulties

provide 'Money' programme for people with mental illness

Milestone 2002-3:   review work with colleagues and partners

Milestone 2003-4:   comply with legal requirements for the final stage of the Disability Discrimination Act (DDA)

- Education Objective 3 [Learning and Engagement Objective 2.3.3]
  provide cross-curricular and other programming to advance the national agenda for history, literacy, numeracy, science and technology and cultural understanding, on a self-funded basis

  Milestone 2001-2:   achieve target of 250,000 pre-booked schoolchildren

  provide school and family events such as Science Week

  create programme for Science Year 2001

  develop Japan interactive programme for schools through the Japan Festival

  develop programme for the Wellcome Gallery

  Milestone 2002-3:   achieve target of 280,000 pre-booked schoolchildren

  create programmes for Science Week and Science Year 2002

  develop theme of 'Citizenship' and other thematic approaches

  Milestone 2003-4:   achieve target of 290,000 pre-booked schoolchildren

  review progress with optional curriculum topics including role in exhibition programme.

- Education Objective 4 [Learning and Engagement Objective 2.4.4]
  increase repeat visits and develop cultural appreciation through lifelong learning programmes on a self-funded basis

  Milestone 2001-2:   achieve target audience of 75,000 lifelong learners

  maintain partnership with Birkbeck College to broaden audiences, topics and levels

develop partnerships with Workers Educational Association, British Film Institute, Open University, and London Boroughs

extend income-generating courses

Milestone 2002-3:   achieve target audience of 100,000 lifelong learners

develop King's Library, Wellcome Gallery and Study Centre projects

extend range of workshops and film programmes

Milestone 2003-4:   achieve target audience of 125,000 lifelong learners

pilot King's Library, Wellcome Gallery and Study Centre projects

- Education Objective 5 [Learning and Engagement Objective 2.4.1]
  increase numbers of school, Further Education and Higher Education teachers trained in object-based approaches

  Milestone 2001-2:   maintain INSET for teachers in schools and promote new areas such as art history

  maintain impact of INSET for teachers through liaison with Local Education Authorities, Qualifications, Curriculum and Assessment Authority, Department for Education and Employment and ensure relevance of courses offered

  develop Further Education and Higher Education training links in areas such as archaeology, anthropology history and art history

  Milestone 2002-3:   maintain INSET for teachers in schools

  maintain impact of INSET for teachers in higher education and further education (including via the internet)

  extend links with art colleges

  develop plans for the Study Centre

  Milestone 2003-4:   review web and other media in provision for all formal users

  implement Study Centre programmes

- Education Objective 6 [Learning and Engagement Objective 2.4.2]

receive increased numbers of pupils involved in national curriculum-based activities especially at secondary and sixth-form levels

Milestone 2001-2:   develop Department for Education and Employment relationship and recognition

develop provision for the national curriculum at GCSE and A-Level

provide *Discovering Japan* programme

Milestone 2002-3:   expand range of A-Level and further education work through e.g. Dürer programme

Milestone 2003-4:   review provision for art and religion

- Education Objective 7 [Learning and Engagement Objective 2.5.3]
promote object-based learning in higher education and increase impact on higher education through numbers of students achieving accredited outcomes by expanding the subject reach and range of partnerships on a self-funded basis

Milestone 2001-2:   achieve target of 2,000 students on British Museum and other higher education courses

initiate and further develop Diploma in Asian Art

continue to develop MA in the History of Printmaking (with University College, London)

MA in Museums and Galleries in Education (with the V&A, Science Museum and Institute of Education)

focus staff teaching for Higher Education

Information and Communications Technology (ICT) programmes (e.g. Fathom.com web site and COMPASS)

support doctoral students through PhD supervision

revise and extend links with art colleges such as Camberwell, Central St. Martins, and the School of Art and Design, University of Wolverhampton

contribute to professional training at university level

develop new plans for Study Centre and King's Library

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Milestone 2002-3:   achieve target of 2,500 students on British Museum and other Higher education courses

continue support for Diploma in Asian Art

continue support for MA in the History of Printmaking, Museums and Galleries in Education

develop contributions to MA in Visual Culture (University of Westminster)

support doctoral students through PhD supervision

develop new plans for Study Centre and King's Library

Milestone 2003-4:   continue support for Diploma in Asian Art

continue support for MA in the History of Printmaking and Museums and Galleries in Education

support doctoral students through PhD supervision

implement new programmes for Study Centre and King's Library

- **Education Objective 8 [Learning and Engagement Objective 2.6.1]**
  develop professional museum skills to meet national and international needs

Milestone 2001-2:   increase secondments within Britain(e.g. Millennium skills-sharing scheme - 2 per annum)

international secondments (e.g. BP Fellowships - 6 per annum, Hirayama - 1 per annum, Iran Heritage schemes - 1 per annum, Sackler scholar - 1 per annum)

further training for Finds Officers on extended Portable Antiquities Scheme

plan Study Centre-based and other training courses for regional Museums through Area Museum Councils or other partners e.g. identifying coins, lifting heavy objects, identifying small Egyptian antiquities

continue working with local partners on treasure work

share policy/information packages (e.g. governance, object thesaurus)

assess potentially productive areas for collections mapping

contribute to the work of major United Kingdom museum trainers (Leicester, UCL, City University)

Milestone 2002-3:   review international involvement, evaluate impact of regional initiatives

develop collections mapping projects

assess the feasibility of British Museum secondments scheme

Milestone 2003-4:   implement Study Centre-based training courses

continue collections mapping

run and evaluate British Museum secondments schemes

contribute to distance learning initiatives as appropriate

- Education Objective 9 [Learning and Engagement Objective 2.4.5]
develop electronic media on- and off-site to provide learning resources which support curriculum-related and other accredited outcomes on a self-funded basis

Milestone 2001-2:   reach 10,000,000 people via educational web sites

complete web site: Ancient Civilisations (India)

review of web site: Ancient Civilisations (Mesopotamia)

set up COMPASS educational resources

establish Information and Communications Technology (ICT) Room in the Clore Centre

promote Reading Room as a recognised learning hub

develop and deliver initial contributions to Fathom.com web site and other educational service providers

Milestone 2002-3:   reach 11,000,000 people via educational web sites

complete web site: Ancient Civilisations (China)

review web site: Ancient Civilisations (India)

Milestone 2003-4:   reach 12,000,000 people via educational web sites

review web site: Ancient Civilisations (China)

- Education Objective 10[Learning and Engagement Objective 2.4.6]
  increase use of learning resources on an income-generating basis

Milestone 2001-2:   expand range of flexible, up-to-date, teaching and self-directed learning resources including gallery and exhibition guides, teachers' packs, activity sheets for families and children, tailor-made materials for lifelong learning and Higher Education.

provide learning resources as appropriate for *Cleopatra*; *Unknown Amazon*; *Jewelled Arts of India in the Age of the Mughals*; *Agatha Christie and the Orient*; *Japan*; *Exploring the City*

revise all gallery guides

complete Korea video

Milestone 2002-3:   provide learning resources as appropriate for *Hunt for Paradise*; *Richard Hamilton*; *The Queen of Sheba:Treasures from Ancient Yemen*; *Behind the Lines: Images of the Vietnamese War*; *Dürer*; Antony Gormley's *The Field*; King's Library; Study Centre and Wellcome Gallery

Milestone 2003-4:   provide learning resources as appropriate for *Celebrate Sound*; *London in the 1750s*; *The Phantom Museum*; *Finding Our Past*; *Greek and Roman Theatre;* King's Library; Study Centre and Wellcome Gallery

Marketing and Public Affairs

- Marketing and Public Affairs Objective 1 [Openness Objective 1.3.2]
  ensure that the enjoyment of a visit can develop into sustained interest by providing visitor services, support materials, public programming and membership schemes

  Milestone 2001-2:   develop through British Museum Friends Museum-wide legacy campaign

      create membership affinity ladder

      conduct market research to test and evaluate the visitor offer

      formalise public events programme

      establish diary and events management system

      introduce readings and Museum performances on a self-funded basis

  Milestone 2002-3:   increase the percentage of visitors converting to membership

      promote the position of the Study Centre to sustain current visitors and encourage repeat visits and new audiences

  Milestone 2003-4:   increase visitor numbers targeting social inclusion, families and the local market

- Marketing and Public Affairs Objective 2 [Openness Objective 1.3.3]
  contribute to the economic, cultural and social development of the region through Museum-wide co-ordination and the development of new initiatives

  Milestone 2001-2:   develop Study Centre consultation

      establish contact audit and programme

      establish sustained representation in defined relevant bodies

  Milestone 2002-3:   community programme and initiative funding

  Milestone 2003-4:   250th anniversary

- Marketing and Public Affairs Objective 3 [Openness Objective 1.1.2]
  develop service delivery and values in line with public needs and professional standards

  Milestone 2001-2:   establish business reception

develop system for evaluating visitor comments

service level agreements (SLA) target of enquiry responses within two weeks

provide integrated box office function

provide membership module

develop e-service, e.g. online ticketing and sales

implement Photography Review

Milestone 2002-3:   submit for Charter Mark for Visitor Services

define Study Centre service levels

Milestone 2003-4:   open Study Centre and deliver projected service levels

comply with legal requirements for the final stage of the Disability Discrimination Act (DDA)

- Marketing and Public Affairs Objective 4 [Public Recognition Objective 4.2.1] develop visibility and reputation through professional marketing, communications and the rigorous application of an appropriate corporate identity

Milestone 2001-2:   review corporate identity and brand development

develop visitor targets and profile

implement exhibitions advertising campaign

enter awards scheme

extend infrastructure for direct marketing system

brand awareness (e-service)

Milestone 2002-3:   corporate advertising campaign

improve visitor targets

brand development (partnership)

Milestone 2003-4:   deliver 250th anniversary celebration programme

brand development (Study Centre)

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- Marketing and Public Affairs Objective 5 [Learning and Engagement Objective 2.1.5]
  provide coherent materials for visit support including tours, trails, gallery guides

  Milestone 2001-2:   review materials matrix

             streamline tours offer

             review gallery and exhibition guides

             review/update visit guide and trails availability

             revise and pilot additional languages and audio guides

  Milestone 2002-3:   diversify trails provision

             review audio guide provision/contract

  Milestone 2003-4:   publish King's Library guide

             provide Study Centre materials

             comply with legal requirements for the final stage of the Disability Discrimination Act (DDA)

- Marketing and Public Affairs Objective 6 [Public Recognition Objective 4.2.2]
  improve relations with London civic, community and corporate bodies

  Milestone 2001-2:   develop Study Centre consultation

             host Global Cities Conference

             launch Corporate Partners scheme

             develop contact audit and programme

             resolve planning issues

             host party for Mayor of London

             input to the consultation process for London's Cultural Strategy

  Milestone 2002-3:   extend community partnership e.g. Camden Forum

expand Corporate Partners scheme

participate in Queen's Golden Jubilee events

Milestone 2003-4:   open Wellcome Gallery

deliver 250th anniversary programme

open Study Centre

- Marketing and Public Affairs Objective 7 [Public Recognition Objective 4.2.3]
  develop information and research about existing and potential markets

  Milestone 2001-2:   undertake visitor survey report (April and September)

  undertake exhibition and gallery evaluations (Africa, Korea, Egyptian Funerary Archaeology Galleries and British Galleries)

  undertake visitor flow analysis

  undertake Study Centre market research

  Milestone 2002-3:   undertake visitor survey report (November)

  undertake national survey

  undertake exhibitions evaluations

  contribute to Study Centre business planning

  Milestone 2003-4:   undertake visitor survey report x 2

  undertake exhibitions and gallery evaluations, including King's Library and Wellcome Gallery

- Marketing and Public Affairs Objective 8 [Openness Objective 1.4.2]
  foster a positive relationship and involvement with stakeholders and complementary bodies

  Milestone 2001-2:   ensure representation in local organisations

  Study Centre consultation

  participate in dialogue with local boroughs and London bodies

  host London Party

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contribute to Architecture Week

Milestone 2002-3: Queen's Golden Jubilee

Milestone 2003-4: foster relationship with Study Centre stakeholders such as Clothworkers Guild, Royal Anthropological Institute

250th anniversary programme

National Art Collections Fund anniversary loan

Operations

- **Operations Objective 1 [Openness Objective 1.2.1]**
  develop the architectural coherence and wonder of the building and its position in its urban setting, in support of the Museum's aims and purposes

  Milestone 2001-2:   prepare Masterplan prospectus, consulting with Museum constituencies

                         publish Conservation Plan and refer to its principles in all building undertakings

                         undertake preparation stages of King's Library and Wellcome Gallery projects - including addressing all heritage issues - and commence construction

  Milestone 2002-3:   complete construction of King's Library and Wellcome Gallery projects and commence fit-out

                         produce Masterplan, promoting it externally

  Milestone 2003-4:   complete fit-out work on the King's Library and Wellcome Gallery projects and open

                         commence implementation of Masterplan, ensuring continuous review of objectives and also ensuring reference to the principles of the Conservation Plan

- **Operations Objective 2 [Effectiveness Objective 5.6.3]**
  planning and implementing the agreed programme of building refurbishment and infrastructure projects, ensuring delivery to time and within budget to agreed standards

  Milestone 2001-2:   achieve agreed capital programme on time and within budget; key items include the next phase of the fire alarm and emergency lighting project, re-roofing the Duveen slip rooms, the re-tendering of Mechanical and Electrical measured term contracts and a review of procurement methods

                         review next year's plan with clients, revising and adjusting in the light of new information

  Milestone 2002-3:   achieve agreed capital programme on time and within budget; key items include the continuation of the fire alarm and emergency lighting project, further roof replacements and the creation of a new Security Operations Centre

> review next year's plan with clients, revising and adjusting in the light of new information

Milestone 2003-4: achieve agreed capital programme on time and within budget; key items for the year include roof replacements and a range of electrical wiring work

> review next year's plan with clients, revising and adjusting in the light of new information

- Operations Objective 3 [Effectiveness Objective 5.6.2]
  undertake a quinquennial comprehensive condition survey of building fabric and infrastructure, identifying necessary resultant actions

  Milestone 2001-2: prepare brief and format requirements for the survey; hold tender competition and commence data collection

  Milestone 2002-3: complete survey documentation and integration with graphic database, using CAD

  > formulate fabric maintenance programmes

  Milestone 2003-4: implement fabric maintenance programmes and continue overview of regular survey requirements

- Operations Objective 4 [Effectiveness Objective 5.5.2]
  maintain all external and internal Information Systems services and infrastructure for reliable use, to meet agreed levels of service

  Milestone 2001-2: consolidate support for new Great Court systems

  > design and introduce improved reporting and monitoring arrangements

  > develop support services for New Media Unit

  > produce review of old telecommunications cabling

  Milestone 2002-3: consolidate all systems and infrastructure to operate from single computer suite

  > secure Museum network, replacing legacy network equipment

  > begin migration from WordPerfect to Microsoft Office

  Milestone 2003-4: re-procure Internet service provider

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re-procure help desk application

complete migration from WordPerfect to Microsoft Office

upgrade telecommunications cabling

- Operations Objective 5 [Effectiveness Objective 5.5.4]
  plan and deliver the agreed programme of internal and external Information Systems projects, ensuring delivery to time and within budget to agreed standards

  Milestone 2001-2:   complete remaining Great Court projects

  plan infrastructure for King's Library and Study Centre

  secure Ethnography Library and Human Resources core systems

  upgrade building management system

  deliver initial digital image database

  extend event management support systems including membership module

  begin migration to Microsoft Office

  Milestone 2002-3:   develop integration of HR system

  extend digital image database

  complete migration to Microsoft Office

  Milestone 2003-4:   review payroll system

- Operations Objective 6 [Effectiveness Objective 5.5.1]
  keep the Museum buildings safe, secure, clean and adequately maintained all to agreed service levels, and with efficiency in energy use

  Milestone 2001-2:   extend the use of service level agreements, into staff area cleaning and into maintenance

  tender electrical, mechanical and decoration measured term contracts

  renew energy efficiency accreditation

  Milestone 2002-3:   review all cleaning service level agreements

tender lift maintenance contract

absorb climate change levy

Milestone 2003-4:   tender Intruder Detector System (IDS) maintenance contract and building work measured term contract

implement energy conservation projects

review extension of recycling arrangements

- Operations Objective 7 [Effectiveness Objective 5.5.3]
develop and maintain Information Systems service standards and policies to meet Museum goals

Milestone 2001-2:   review security and robustness of systems and commence implementation of any required changes

formalise network standards

develop Information Systems business continuity plan

information management plan

develop extensible mark-up language (XML) and metadata plan

Milestone 2002-3:   re-procure PC supplier

undertake policy review of total cost of ownership

Milestone 2003-4:   implement electronic records management procedures

deliver Museum data model

Human Resources

- Human Resources Objective 1 [Effectiveness Objective 5.4.1]
  manage staff recruitment and retention so that all posts are filled with competent people

  Milestone 2001-2:   analysis of staff turnover where high and action to address it

  analysis of the recruitment cycle time and commence action to reduce it

  introduce exit interviews

  Milestone 2002-3:   continue to address recruitment cycle time

  support managers in managing staff turnover

  obtain annual feedback from clients

  Milestone 2003-4:   maintain the recruitment and retention improvements

- Human Resources Objective 2 [Effectiveness Objective 5.4.2]
  encourage a culture of performance management and appropriate reward

  Milestone 2001-2:   develop, agree and introduce new appraisal system

  address areas of high sickness absence

  begin review of pay, grading and performance related reward

  support managers in managing performance

  Milestone 2002-3:   operate new appraisal systems and review outcomes

  complete review of pay and performance

  plan and agree the introduction of new pay structures

  continue to support managers

  Milestone 2003-4:   continue to implement new reward mechanisms

  continue to support and facilitate performance management

- Human Resources Objective 3 [Effectiveness Objective 5.4.3]
  plan an effective workforce

Milestone 2001-2:	introduce the computerised HR management system
	develop a long-term staffing plan
	develop staffing plans for major Museum projects
	define and prioritise succession planning
	define and test a competency framework and related skills audit
Milestone 2002-3:	implement the staffing planning process
	implement the succession planning process
	commence skills audit in line with staffing and succession plans and competency framework
Milestone 2003-4:	ensure annual planning is in place
	review multiskilling needs

- Human Resources Objective 4 [Effectiveness Objective 5.4.4]
develop and train staff appropriately

Milestone 2001-2:	agree staff training plans with client departments and implement
	commence linking training to nationally recognised awards
	develop and test competency framework
	review training effectiveness
	provide code of practice for volunteers and centralise their administration
Milestone 2002-3:	agree staff training plans with client departments and implement
	introduce competency framework to appropriate areas
	continue to develop links to nationally recognised awards
	annual review of training implementation and effectiveness
Milestone 2003-4:	agree staff training plans with client departments, and

implement, linked to succession plans and skills audit

undertake annual review of training implementation and effectiveness

- Human Resources Objective 5 [Effectiveness Objective 5.4.5]
  address employee-relations issues

  Milestone 2001-2:   develop joint staff-management forum's effectiveness

  review pay and grading system

  review and change key procedures

  conduct employee attitude survey

  Milestone 2002-3:   continue to develop forum effectiveness

  implement changes resulting from pay and grading review

  benchmark reward

  survey staff attitudes

  Milestone 2003-4:   continue to implement changes resulting from reviews, bench marking and surveys

  survey staff attitudes

- Human Resources Objective 6 [Effectiveness 5.4.6]
  achieve best practice in developing placement, interns and volunteers to contribute to skills supply for the creative industries and tourism, and to advance local skills

  Milestone 2001-2:   establish volunteer code of conduct and practise

  centralise the administration and co-ordination of volunteers

  ensure guidelines are established for all volunteers and appropriate training given

  Milestone 2002-3:   continue to develop and extend best practice in the use of volunteers and interns

  support the use of volunteers in Museum projects e.g. the Hamlyn Library

  Milestone 2003-4:   support the use of volunteers in Museum projects e.g. the Study Centre

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Finance

- **Finance Objective 1 [Effectiveness Objective 5.3.1]**
  provide relevant management information flows that allow successful Plan delivery

  Milestone 2001-2:   fully staff the Finance Department, with clarity of roles and good team working

  delegate budgets to budget managers, ensure ownership and monthly phasing

  use market analysis as a tool for income forecasting

  ensure Agresso system provides timely, useful budget management reports, with staff fully trained in its use

  ensure information on forward commitments available to Building Management Department, and information on use of critical resources (staff, property etc.) provided to Museum Management Board

  Milestone 2002-3:   provide timely, relevant, monthly reports

  review relevance of reports with customers and improve to meet need

  Milestone 2003-4:   provide timely, relevant, monthly reports

  review relevance of reports with customers and improve to meet need

- **Finance Objective 2 [Effectiveness Objective 5.3.2]**
  apply financial and management controls to ensure adherence to relevant policies and procedures and value for money

  Milestone 2001-2:   issue and train staff in the use of the Standing Financial Instructions

  complete and deliver annual audit programme

  ensure management implementation of agreed changes arising from audits

  carry out procurement review

  implement first tranche of procurement improvements
  improve investment management

develop a three year rolling monthly cash flow projection by June 2001

appoint new advisors and improve investment management

review banking services by Dec 2001

Milestone 2002-3:   deliver annual audit programme and as a result reduce high risk issues

enable Trustee Board sign-off of annual accounts by mid-July

implement second tranche of procurement improvements

ensure full implementation of procurement efficiencies

investigate Electronic Data Interchange for supplier invoicing

investigate new payroll service provider

Milestone 2003-4:   deliver annual audit programme

- Finance Objective 3 [Effectiveness Objective 5.3.4]
  inform and provide support for new initiatives

  Milestone 2001-2:   provide capital, funding and operational income and expenditure plans for Study Centre and King's Library

  provide financial analysis and support for Commercial and Development Group including all new income initiatives

  analyse and review costs and charging policy for loans programme

  finalise development of general VAT recovery scheme

  Milestone 2002-3:   review general VAT recovery scheme

  Milestone 2003-4:   continue to support new initiatives

Part 4   Programmes and projects

Programmes
The public programme comprises events and activities for a range of audiences from the general visitor and families to visiting students and scholars, from current and potential friends to corporate partners and professional contacts.

Its purpose is to stimulate and extend the curiosity of the visiting public, and key measures of success are repeat visits, membership levels and social profile.

The programme is based on an annual calendar planned three years ahead and based on:
a) seasons, holidays (including British school half-terms) and weekends which affect visitor volume and profile;
b) exhibitions and supporting programmes
c) festivals and external drivers (such as year-themes, Museums Month and Science Week) with clusters of events; and
d) changing patterns of interest (including those linked to the Museum's identified themes, TV programmes or the national curriculum).

Exhibition and display
The special exhibition programme supplements the more culture-focussed permanent galleries and has a variety of purposes. It acts as a showcase for innovation in interpretation and design, new discoveries, and international loans or recent acquisitions on display. A balanced programme across two special exhibitions galleries and four special display areas (Prints and Drawings, Japanese Antiquities, Coins and Medals and Oriental Antiquities) provides a diverse programme to enrich and extend audience experience.

The programme in 2001 will feature exhibitions generated in-house in addition to those created in collaboration with, or loaned from, other cultural institutions. Many will tour in Britain and abroad. *Cleopatra of Egypt: From History to Myth* (which opened in Rome and will subsequently tour to the Field Museum in Chicago) provides the first major international exhibition in the new Joseph Hotung Great Court Gallery and marks a change in marketing and design approach, which includes a major partnership with *The Times* for all exhibitions in 2001.

In addition, The British Museum will be the only European venue for *Treasury of the World: Jewelled Arts of Mughal India* (the Al Sabah Collection) and is playing a major role in the Brazil 500 Festival through the exhibition *Unknown Amazon*.

Interests in art and archaeology, contemporary culture and chronology are sustained in the future programme which includes *The Queen of Sheba: Treasures from Yemen*; *The Hunt for Paradise: Court Arts of Safavid Iran 1501-1576*; *Albrecht Dürer and his Influence: the Graphic Work of a Renaissance Artist*; and the special installation of *The Field* for The British Museum. During the lifetime of this Plan, the programme culminates in the 250th anniversary in 2003. This will constitute an international, national and London event including an exhibition on *London 1753*; *The Phantom Museum* (the collection of Henry Wellcome) and *Celebrate Sound*, a major exploration of music in society and the

instruments in The British Museum collection.

Public and member events
The Museum is hosting the central exhibition - *Shinto: Sacred Arts of Japan* - of the Japan 2001 Festival in London. *Thoughts from Home* explores contemporary Japanese ephemera, whilst the strength of the core collection is at the heart of *100 Views of Mount Fuji,* which will (in part) tour to other British venues. The construction of the *Nebuta* (an illuminated float) in the Wellcome Gallery will demonstrate contemporary crafts and form part of the Museum's winter season, accompanied by lantern making, dance and music.

The programme of public and member events programme is seeking in particular to encourage repeat visits, to increase the percentage of younger visitors (under 40) and to extend the numbers visiting the Museum on weekday evenings. Programmes of readings in the Reading Room and gallery music (early and contemporary) are being developed to complement the established programme of The British Museum Friends.

Ticket packages, new types of behind-the-scenes tours and group visit events (such as Dining with Cleopatra) will encourage new levels of membership and participation. The exhibition *Agatha Christie and the Orient*, for example, is accompanied by Murder/ Mystery events, tours and trails as well as films and lectures.

Education programme
The Museum's education programme plays a central role in ensuring that expertise is shared with communities and that specific groups and individuals are able to gain deeper understanding of the collections.

The on-site programme comprises visits for educational groups, formal and informal learning programmes, study days and teacher training, family events, gallery talks and lectures, making a significant contribution to the national curriculum and extending support for science and mathematics and for discretionary choices at secondary and sixth form levels.

The programme for adult learners is expanding through links with Birkbeck College and a network of universities and colleges across London, with the Diploma in Asian Art - the first on-site accredited Masters course - set to be followed by additional linked courses at higher levels.

During the lifetime of this Plan, the education programme will extend the initiatives relating to specific communities (e.g. Chinese, Middle Eastern, Asian and Afro-Caribbean), prioritising those London Boroughs which have high poverty indices in partnership with others through Creative Partnerships, local authorities and others.

Curatorial programme
The curatorial programme is the way in which the public can learn first-hand about the Museum's collections, research and its role in new discoveries. Exhibition-based lectures or gallery talks, handling sessions, identification days, demonstrations and behind-the-scenes tours are aimed at the curious visitor. These are enduringly popular and the continuing programme incorporates key annual events such as Money Week and Ancient

Near East Week, regular study days on everything from Cleopatra to Cuneiform, and the ongoing service to the public through Study Rooms.

The Museum regularly hosts international and scholarly conferences, colloquia and seminars, aimed at a more specialised audience. They also have an important diplomatic role, emphasising the Museum's willingness to collaborate with institutions and professional bodies worldwide. The 2001-2 calendar features conferences relating to exhibitions on *Cleopatra of Egypt: From History to Myth* and the *Unknown Amazon*, for example as well as the major international symposium on 'The Admonitions Scroll' in conjunction with the School of Oriental and African Studies and international scholars.

The symposium *Museums in the Enlightenment* will explore the international origins of museums in advance of the 250th anniversary in 2003 which will also feature a policy-level forum on museums in the global era.

Corporate affairs

The corporate affairs programme helps us present The British Museum's key role in the life of the capital and its value to the nation as a whole. The programme includes state and cultural visits, stimulates international debate through annual keynote events and provides briefings on international and cultural issues. In 2001 to 2002 this will include hosting the London Party for the Mayor of London, a partnership conference with the Foreign Policy Centre on *Global Cities*, the annual BP lecture, and the Franks Lecture on illegal trade by Manus Brinkman, Director of ICOM.

Professional communication is supported by representation in regional bodies and with professional colleagues and supplements direct collaboration at local and regional level. The programme includes a new Corporate Partners programme, private views and special briefings, VIP visits and high-profile galas and dinners as well as a broad professional communications programme. In 2001 The British Museum will host the annual Museums Association conference reception.

The neighbour programme and launch of the *Review* contribute to public accountability and consultation, which is being extended through the introduction of an annual public meeting on the Museum's plans for the future. Consultation on the development of the Study Centre will consolidate a new approach to relationships with local stakeholders.

Outreach

The Outreach programme is the means by which The British Museum ensures that everyone can benefit from the public investment made in it as a centre of excellence. It includes touring, distributed exhibitions and the virtual museum as well as extensive national and international loans.

The long-term loan for the Money Gallery being established at The Manchester Museum provides an example of a substantial relationship allowing the people of north-west England to gain easier access to the collections and to curatorial expertise. Exhibitions continue to tour with the South Bank Touring Initiatives but, beyond this, the Museum is actively developing larger-scale exhibitions for possible display in regional centres. *Eating, Living, Dying* - a major exhibition of some 200 Egyptian artefacts - will visit Birmingham in

2002. The major international exhibition *Enduring Egypt* will visit eight venues.

Projects

The public opening of Great Court in December 2000 brought a successful conclusion to the Museum's largest building project since the completion of the King Edward Building in 1914. During 2000-01 the project management function was consolidated and strengthened with the appointment of an Assurance Manager and the implementation of new capital expenditure procedures. These improve controls over each stage of the capital process with a series of well-defined 'gateways' through which projects must pass, scrutinised by the Planning Committee.

The other significant development in 2000-01 has been the creation of a Masterplanning Group as a sub-committee of the Management Board, ensuring a systematic planning process for the mid- to long-term development of the site.

Public Spaces
During 2001-02, the final components of the Great Court project will be completed. Work on improving public facilities across the Museum continues, with better signage, cloakrooms and catering provision already implemented. This is supported by a rolling programme to upgrade toilet facilities and other public provision, including full compliance with the Disability Discrimination Act.

The Study Centre, to be created in a former Post Office building in New Oxford Street, will provide facilities and services that offer an array of new forms of public access to the Museum's collections and knowledge and help people understand the extraordinary scope of activities that the Museum undertakes. It will accommodate collections (some 4 million objects), offices, workshops and laboratories which are at present in cramped or inappropriate premises, across the Museum's estate.

In 2001-02, we will continue to refine the concept and design in the light of market research. Alongside, we will be working on the business plan, procurement and funding strategy. The timing of construction, fit-out and opening will depend on the success of that funding strategy.

The continuing support of The British Museum Friends (BMF) is a invaluable component of the Museum's activities. During 2001-02 The British Museum Friends will develop and open a new Friends' Room in the South Room. This fine room is, like the King's Library one of the original components of Smirke building, completed in 1827 and originally built as a reading room. Redevelopment will bring the room back into public use and provide a significantly larger space for Friends' activities.

The King's Library
The King's Library project represents the most significant gallery redevelopment during the lifetime of this plan. The restoration of this grandest gallery within the Museum, one of the finest public salons in the world, will enable the public once again to experience its decor and ambience as the architect, Sir Robert Smirke, intended. Its original character will be revealed, and its original decorative style will be retrieved. The opportunity is also being taken to enhance the range of public services in the area. The slip rooms to the east of the Library will also be restored to provide a new Central Library, Patrons and VIP suite,

supported by an events kitchen at this and basement levels.

Construction work begins at the end of 2001, and will include full restoration of the temporary repairs which followed from wartime bomb damage. The gallery will be closed for much of 2002 and early 2003, with re-opening in mid-2003 timed to support and enhance the Museum's 250th anniversary celebrations. The new central Library will provide a unified and publicly-accessible reference library complementing the Hamlyn Library in the Reading Room and the departmental study libraries of last resort, together with improved access to the Museum's extensive Archives. The events kitchen will support both small-scale functions in the Patrons and VIP suite as well as corporate entertainment for up to 800 (standing) or 200 (seated) guests up to sixteen times a year in the King's Library.

The Wellcome Gallery
The Wellcome Gallery, like the King's Library, is a critical 'point of entry' into the collections. While the King's Library provides a focus for the strand of 'Discovery and Learning' through an exploration of the Age of Enlightenment, the Wellcome Gallery will take a complementary modern perspective on the themes of 'Religion and Belief' and 'Living and Dying'.

This concept will be developed during 2001-02, with construction starting towards the end of 2001 which includes removal of the floor plate in the level above to provide views into the Great Court from the Wellcome Gallery. A series of temporary installations and displays will in the meantime support the public and education programmes and draw visitors into the Africa Gallery below and the Great Court. Fit-out will start during 2002-03, with opening taking place towards the end of the 250th anniversary year.

There is also a measured programme of gallery refreshment and refurbishment across the Museum to ensure the continuing relevance and attractiveness of the displays. This programme runs in parallel to the Masterplanning process.

In 2001-02, gallery refreshment and refurbishment will take place in the Early Medieval Gallery (Room 41), the Egyptian Daily Life Gallery (Room 61), the Assyrian Transept (Room 6), the Central Saloon (Room 36) and the 'Western route' suite of rooms leading out of the Great Court (Rooms 8/17/23).

During 2002-03, the Bronze Age/Celtic/Roman Britain suite of galleries (Rooms 49-50), the Coptic Corridor (Room 66), the Nereid Room (Room 17), the northern end of the Greek and Roman basements (Rooms 13a, 79-81), and the Manuscripts Saloon (Room 2), will be the focus of renovation.

During 2003-04, refreshment and refurbishment will take place in the Greek and Roman upper suite (Rooms 69-73), the Medieval and Modern Europe suite (Rooms 45-48), the southern end of the Greek and Roman basements (Rooms 83-85), and the adjacent Ancient Near East basement suite (Rooms 88-90).

Infrastructure

The next three years also see significant investment in the infrastructure of the Great Russell Street building.

Planned infrastructure work both ensures compliance with legal requirements, such as fire regulations and the Disability Discrimination Act, and the continuing best use of the physical structure of this Grade 1 listed building. The 2001-04 infrastructure programme is shaped to ensure that the building fabric remains fit for use, that the back-of-house facilities and storage spaces are in optimum condition, and that services such as water supply and drainage, telecommunications and electrical supply are upgraded in line with visitor and staff needs.

The upgrading of the fire alarm and emergency lighting continues through the whole period of this Plan (2001-04). During 2001-2, key projects include re-roofing the Duveen slip rooms, the re-tendering of mechanical and electrical measured term contracts, and a review of procurement methods. This year will also see a quinquennial comprehensive condition survey of building fabric and infrastructure, which will inform future plans. During 2003-04 there will be a major review of electrical wiring with a programme of replacement and enhancement where necessary. Information Systems projects will include an upgrade of the network architecture, the installation of a new voice and data switch, and a review of the existing telephony cabling. The period of the Plan will also see the migration from the Corel software suite to Microsoft Office.

Projects over £250k   2001-2004

Project	2001-02	2002-03	2003-04	Total
PUBLIC SPACES				
Complete Great Court	£3,100,000			£3,100,000
Create Study Centre	£5,000,000	£34,000,000	£33,000,000	£72,000,000
Create Friends Room	£396,000			£396,000
EXHIBITION SPACES				
Create Wellcome Gallery (Phase 2)		£1,600,000		£1,600,000
Renew Rm 1 King''s Library (BMDT Funding ££9 million)	£2,000,000	£3,000,000	£5,300,000	£10,300,000
Gallery Wash & Brush-ups	£250,000	£250,000	£250,000	£750,000
INFRASTRUCTURE: BMD				
Fire Plan: FAEL Contracts	£1,490,000	£1,561,000	£1,516,000	£4,567,000
Fire Plan: Fire Separation Works, Sector E		£138,000	£167,000	£305,000
Fire Plan: Fire Separation of Staff/Public Areas			£400,000	£400,000
Security: South Room Redevelopment (Levels 2&3)	£25,000	£245,000		£270,000
Security: IDS Upgrade	£150,000	£150,000	£100,000	£400,000
Security: CCTV Installation		£200,000	£250,000	£450,000
Fabric: Rooms 18 (Duveen) Slips Roof (££480k from 00/01)	£570,000			£570,000
Fabric: Room 17 Roof	£20,000	£380,000	£40,000	£440,000
Fabric: High Level Stonework/Rainware Repairs	£250,000	£50,000	£50,000	£350,000
Fabric: Roof Ventilation and Shading	£150,000	£150,000	£150,000	£450,000
Fabric: Rooms 19-20 Roofs		£20,000	£280,000	£300,000
White Wing external repairs			£454,000	£454,000
Fabric: Roadways	£250,000	£250,000	£250,000	£750,000
Fabric: Water Services	£250,000	£250,000	£250,000	£750,000

Project	2001-02	2002-03	2003-04	Total
Storage: MoME Relocation of Ceramic Reserve	£800,000			£800,000
Storage: General Improvements	£500,000	£250,000	£250,000	£1,000,000
Disabled Access: Survey Implementation	£50,000	£100,000	£100,000	£250,000
Back of House: ANE Office relocation	£816,000			£816,000
Back of House: EGY office relocation	£518,000			£518,000
Back of House: P&D Workshop & Storage in KEB	£80,000			££80,000
Miscellaneous: KEB Level 1 Scheme incl etc	£50,000	£600,000		£650,000
Back of House: SE Sector (Accommodation for COMPASS/EMU ?)	£250,000			£250,000
Back of House: SE Sector Phase 2		£250,000	£250,000	£500,000
Miscellaneous: Minor Works	£225,000	£235,000	£235,000	£695,000
Miscellaneous: Feasibility Studies	£100,000	£100,000	£100,000	£300,000
INFRASTRUCTURE: IT				
PC Upgrades	£50,000	£230,000		£280,000
OA replacement	£150,000	£150,000		£300,000
Miscellaneous	£665,000	£394,000	£1,500,000	£2,559,000
Study Centre		£575,000		£575,000
PLANT & EQUIPMENT				
Other - To be identified	£200,000	£200,000	£200,000	£600,000

Highlights from the Events Programme 2001-2004

Highlights from the Events Programme 2001-2004

Date	West Wing	Hotung Exhibition	Prints & Drawngs	Japanese	Oriental II	Coins & Medals	BP Showcase Room 36	Wellcome	International Touring	British Touring	Public & Member Events	Education programme	Curatorial programme	Calendar
April 01		Cleopatra of Egypt - From History to Myth 12 Apr 2001 - 26 Aug 2001				From Alexander to Mark Antony	Annuraaq: Clothing from Iglooik		Egyptian Antiquities to Basel	Japanese Ceramics to Bath	Mancala Challenge		Herod Conference	Easter
May 01	Jewelled Arts of India India in the Age of the Mughals 16 May 2001 - 2 Sep 2001		P&D recent acquilisitions 4 May 2001 - 16 Sep 2001	100 Views of Mount Fuji 10 May 2001 - 29 Jul 2001	Chinese Figure Painting May 2001 - Jul 2001	BD	14 February 2001 - 27 May 2001 BD, FP		Eternal Egypt to Toledo, OH Agatha Chrisite to Basle	Ancient Egypt to Birmingham Vanities & Virtues to Cardiff	Franks Lecture INDIA Open Meeting	SEASON Mesopotamia web site	Sudan Colloquium	MUSEUMS MONTH
Jun 01						Struck on Gold: Money of the Mughal Emperors 10 May 2001 - 9 Sep 2001	Japanese Ephemera 13/14 Jun 2001 - 30 Sep 2001		World of the Unexplained to Vienna Gold to Melbourne		AFBM Dinner		Burma Conference Cleopatra Conf Astronomy Seminar	Architecture Week
Jul 01								Exploring the City: The Norman Foster Studio 20 Jun 2001 - 7 Oct 2001			London Party	Ford Family Festival	Nile Delta Colloq Sackler Lecture	Archaeology Day Schools Summer Holiday
Aug 01														
Sep 01	BD	FN, BD	BD	Shinto 4 Sep 2001 - 2 Dec 2001						Follies of Fashion on tour	Shinto Month/ Japan Festival The Big Draw COMPASS		Museums Assoc Conference	Open House
Oct 01			The Print in Italy -70			Country Views Place and Identity on Paper Money 13 Sep 2001 - 6 Jan 2002			Eternal Egypt to Memphis, TN Cleopatra to Chicago		Thames Festival BRAZIL 500 FESTIVAL Native American	Levant Study Day	Noe Lecture	Black History Month
Nov 01	Agatha Christie and the Orient 7 Nov 2001 - 24 Mar 2002	Unknown Amazon Nature and Culture in ancient Brazil 24 Oct 2001 - 1 Apr 2002	Prints of SW Hayter 27 Sept 2001 13 Jan 2002	BD, FN				Nebuta/ Kites 15 Nov 2001 - Mar2002			Film Festival Annual Dinner ANE Week	Oman Study Day Gold of Kush: Study Day Porcelain Study Day	Nimrud Conf	
Dec 01									Eternal Egypt to Brooklyn	Burma to Exeter	JAPAN FESTIVAL Light Motifs		BANEA Conference	
Jan 02											Arched Room opens			CULTURAL DIVERSITY YEAR Chinese New Year
Feb 02			Richard Hamilton: Picturing Joyce's Ulysees 31 Jan2002 - 19 May 2002	Japanese Prints from the Occupation 17 Jan 2002 - 19 May 2002	Contemporary Chinese Calligraphy 31 Jan 2002 19 May 2002	Coins of the princely states of India 10 Jan 2002 - May 2002				Size Immaterial to Norwich	Mystery Season Readings Money Week	Paper Festival		Half Term Women's Week
Mar 02	BD, FN	BD, FS						BN, FN	Mightier than the Sword to Melbourne			Stein Study Day		Science Week
Apr 02									Eternal Egypt to Kansas					

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Highlights from the Events Programme 2001-2004

Date	West Wing	Hotung Exhibition	Prints & Drawngs	Japanese	Oriental II	Coins & Medals	BP Showcase Room 36	Wellcome	International Touring	British Touring	Public & Member Events	Education programme	Curatorial programme	Calendar
May 02	The Hunt for Paradise: Court Arts of Safavid Iran 15 May 2002 - 15 Sep 2002 BN, FN	Queen of Sheba Treasures from the Yemen 5 Jun 2002 - 13 Oct 2002 BN, FN	George Abrams Collection 16th Century medals 13 Jun 2002 22 Sep 2002	Kazari Japanese Decorative Styles 19 Jun 2002 - 1 Sep 2002	Behind the Lines: Vietnamese Images of War 13 Jun 2002 - 22 Sep 2002	European Coinage May 2002 -Sep 2002					Franks Lecture 24-Hour Museum		Sudan Colloquium	MUSEUMS MONTH
Jun 02									*Mightier than the Sword* to Dubai		Persian Nights Spice Festival	Vietnamese Study Day		
Jul 02													Arabian Seminar Egyptian Colloq Sackler Lecture Lukonin Lecture	Archaeology Day
Aug 02									*Eternal Egypt* to San Francisco					
Sep 02														Open House
Oct 02			to be confirmed	Japanese Swords from Peter Moores Project 2 Oct 2002 - 2 Jan 2003	Tibetan Tangkas Sep 2002 - Apr 2003	Charles Masson collections in Afghanistan Sep 2002 - Jan 2003			*Mightier than the Sword* to Riyadh		Money Week		Noe Lecture	Black History Month
Nov 02		Antony Gormley's Field 13 November 2002 12 January 2003 FN, BN						Wellcome Gallery Construction	*French Drawings* to Tokyo		ANE Week Annual Dinner			
Dec 02	Albrecht Durer and his influence: The Graphic Renaissance Artist 4 Dec 2002 - 23 Mar 2003 BN								*Eternal Egypt* to Minneapolis					
Jan 03														
Feb 03						Previous Time: Early Watches Jan 2003 - Jun 2003								
Mar 03		Celebrate Sound: British Museum 250th Anniversary Exhibition 6 Mar 2003 - 13 Jul 2003							*3rd Millennium BC* to New York					Women's Week Science Week
Apr 03									*Eternal Egypt* to Chicago			Africa Focus		
May 03											Franks Lecture		Sudan Colloquium	MUSEUMS

Highlights from the Events Programme 2001-2004

Date	West Wing	Hotung Exhibition	Prints & Drawngs	Japanese	Oriental II	Coins & Medals	BP Showcase Room 36	Wellcome	International Touring	British Touring	Public & Member Events	Education programme	Curatorial programme	Calendar
			London in the 1750s		Ming: China's Renaissance									MONTH
Jun 03	The Phantom Museum: Sir Henry Welcome and his Collection		May 2003 - Sep 2003		May 2003 - Nov 2003				*G&R Treasures* to Shanghai		250th Anniversary			
Jul 03						Cityscapes					China 2003 Festival		Egyptian Colloq Sackler Lecture Lukonin Lecture	Archaeology Day
Aug 03	5 Jun 2003 - 5 Oct 2003					Jul 2003 - Jan 2004								
Sep 03			BD, FN						*Eternal Egypt* to Baltimore					
														Open House
Oct 03	FS, BN										Money Week		Noe Lecture	Black History Month
Nov 03											Annual Dinner			
Dec 03	Greek & Roman Theatre	BN, FN												
Jan 04	Dec 2003 - Mar 2004				(FS = FUNDING SECURED FN = FUNDING NEEDED BD = BUDGET DEVISED AA = AWAITING APPROVAL)									
Feb 04						Badges as Symbols of Identity			*Claud Drawings* to Williamstown					
Mar 04		Finding our Past (Buried treasure in Britain)				Jan 2004 - May 2004							Women's Week	
	EW, PW													Science Week
Apr 04		Sep 2003 - Jan 2004							*Celebrate Sound* on tour					