

# Departmental Plans

2001/2 - 2003/4  
April 2001

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## 1.1 Ancient Egypt and Sudan (AES)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>DISPLAY</b>				
2.1.3	<b>advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions</b>	Gallery 35	Contribute to <i>Cleopatra</i> Apr-Aug 2001		Contribute to <i>Celebrate Sound</i> Mar 2003
			Develop Sudanese exhibition		
2.1.4	<b>maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	Gallery 61	Interim display and refresh (Sep 2001)		
		Galleries 60 and 61	'Plan' stage: select objects for final scheme and begin brief	'Select' stage: complete final design brief, approve finance and begin construction for fire escape route	Continue construction
		Gallery 4	Fill gaps, and complete new display of Rosetta Stone		
		Gallery 66		Refresh gallery - subject to Masterplanning	
		Gallery 1	Provide list of objects	Contribute to this Museum project	King's Library opens
		Study Centre			Contribute to Study Centre textiles display

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>TOURING EXHIBITIONS</b>				
2.5.1	<b>maintain national and international partnership and enhance public understanding and enjoyment of the collections and their cultural contexts through touring exhibitions</b>	Create international touring exhibitions	<i>Eternal Egypt</i> to Toledo 3 May 2001, Memphis 6 Oct 2001, Brooklyn Dec 2001 - Feb 2002	<i>Eternal Egypt</i> to Kansas Apr - Jul 2002, San Francisco Aug - Nov 2002, Minneapolis Dec 2002 - Feb 2003	<i>Eternal Egypt</i> to Chicago Apr - Aug 2003, Baltimore Sep 2003 - Jan 2004
		Support the National Touring Exhibition Scheme	Install <i>Ancient Egypt</i> in Birmingham May - Sep 2001	Begin touring programme to other venues	Touring exhibition on Australia (4 venues)
	<b>LOANS</b>				
1.1.4	<b>promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans</b>	Contribute to loan exhibitions outside the British Museum	<i>Cleopatra</i> in Chicago Oct 2001 - Mar 2002	Explore opportunities to develop long-term British Museum representation in USA	Continue international loans programme
			<i>Egyptian Antiquities</i> to Basle by Apr 2001 (long-term loan)	<i>Golden Calf</i> loan to Barcelona Jun 2002	Contribute to <i>Enduring Image</i> Asahi Shimbun loan to Japan Oct 2003
			Two sculptures on long-term loan to Baltimore installed by Apr 2001		
			<i>Gold and Civilisation</i> to Canberra Mar - Jun 2001, then Melbourne Jul - Oct 2001		
			<i>Nubian Cultures</i> to Madrid Mar 2002		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Loan to Stevenage May 2001		
			Lord Carnarvon loan to University of Wyoming, Laramie Apr - Sep 2001		
	<b>STUDY ROOMS/ PUBLIC SERVICE</b>				
2.2.4	<b>improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer, more consistent Museum-wide service</b>	Study Rooms	Open new Study Room and library to agreed new hours (Mon -Fri 10 a.m. - 1 p.m. and 2.15 p.m. - 4 p.m.)	Offer improved Study Room management to enable greater access	Monitor service and refine
			Special Open Day in new Departmental facilities		
		Public enquiries	Restore full service after rebuilding of Department	Monitor and refine procedures	
		Study Centre facilities	Develop activities linked to the public programme for the Study Centre (e.g. forgeries seminar)		
		Handling sessions	Develop handling sessions for children with special needs (with Education)	Expand handling collection	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.2.2	<b>improve the quality of physical access to the study collections, especially through the facilities of the Study Centre</b>	Study Centre - collections		Plan move of textiles to Study Centre	
		Study collections	Improve access to Stone Store		Extend access to include lithics and ceramics stores
			Develop programme of tours of study collection	Continue tours programme	
	<b>VIRTUAL MUSEUM</b>				
2.5.2	<b>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</b>	Contribute to COMPASS	Assist with COMPASS as required	Assist with COMPASS as required	Assist with COMPASS as required
		Web pages	Develop ideas for further presentation of galleries via web pages		
2.2.1	<b>utilise a variety of electronic media on- and off-site to show the Museum in Action</b>	Museum in Action	Promote use of video of excavation at Thebes	Work to assist with Museum in Action	Work to assist with Museum in Action
		Contribute to internet presence	Extend AES archaeological web pages		
			Launch pilot scheme for subscription service	Further develop subscription service	Assess and refine

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.5	develop electronic media on- and off-site to provide learning resources for curriculum-related and other accredited outcomes on a self-funded basis	Online learning resources	Departmental web page bibliographies and FAQs	Expand scope of web page bibliographies and FAQs	
	<b>PUBLIC COMMUNICATION</b>				
2.2.2	extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	British Museum lectures and gallery talks	Sackler Lecture 18 Jul 2001	Sackler Lecture Jul 2002	Sackler Lecture Jul 2003
			Contribute to gallery talk programme and British Museum Friends (BMF) Open Evenings	Contribute to gallery talk programme and (BMF) Open Evenings	Contribute to gallery talk programme and (BMF) Open Evenings
		Study Days	Study Day: The Gold of Kush Nov 2001	Continue Study Day programme	Continue Study Day programme
		Handling Sessions	Supply handling collection to Education for use in 'Excavating in Egypt' sessions in Clore Centre	Liaise with Education over use of handling collection	Continue handling collection programme
		British Museum Traveller	Egyptian tour Nov 2001 Sudan tour Dec 2001		
		Publication of popular articles	Contribute to <i>BM Magazine</i> and external periodicals	Contribute to <i>BM Magazine</i> and external periodicals	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.3	<b>promote object-based learning in Higher Education and increase impact on Higher Education through students achieving accredited outcomes, expanding the subject reach and range of partnerships on a self-funded basis</b>	University teaching	Encourage use of study collections for teaching by university staff	Teaching hieratic course for Oxford University	
			Seminar on Kurgus at Oxford University		
		PhD supervision	Supervision of Oxford candidate	Supervision of Oxford candidate	
		Research for PhD	Research in progress by M. Marree of AES		
	<b>RESEARCH, EXCAVATION, FIELDWORK</b>				
3.1.1	<b>advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction</b>	Peer Review	Participate in Peer Review of archaeology	Participate in Peer Review	Participate in Peer Review
		Thematic approach (2.4.1)	Illuminate theme of 'Discovery' through archaeological excavation in Egypt and Sudan		Illuminate themes of 'Religion' and 'Living and Dying' in Galleries 60-61
		Excavations and Fieldwork	Epigraphy in Egypt and Sudan (approved)	Epigraphy in Egypt and Sudan (approved)	Epigraphy in Egypt and Sudan (approved)
			Excavation at Kawa in Sudan (approved)	Excavation at Kawa in Sudan (approved)	Excavation at Kawa in Sudan (approved)
			Excavation in the Nile Delta (approved)	Excavation in the Nile Delta (approved)	Excavation in the Nile Delta (approved)
			Excavation and recording at Thebes (approved)		



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Scientific Research	CAT scanning of mummies	CAT scanning of mummies continued	
3.1.2	promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad	University collaborative programmes	Wood identification		
			Scientific investigation of wall-paintings	Scientific investigation of wall-paintings	
			International collaboration with the University of Munich on Egyptian quarry stones		
			International project to publish Middle Kingdom Stelae - select pieces	Continue Middle Kingdom Stelae project	Continue Middle Kingdom Stelae project
			Collaborate with Metropolitan Museum of Art over wood analysis		
			Collaborate with Egypt Exploration Society on database of Nile Delta sites	Collaborate with Egypt Exploration Society on database of Nile Delta sites	
	<b>PUBLICATIONS</b>				
3.1.3	develop scholarly publications which are aligned with the Museum's research strategy	Scholarly catalogues	Complete <i>Ostraca</i> catalogue		Publication in association with new Galleries 60-61 (ready for BMP)
			Publish <i>Book of the Dead</i> catalogue		
		Occasional Paper Series	OP 139 Paper by G. Lapp on Papyri	Handlist of coffins ready for press	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Exhibition Catalogues		Investigate value of a 'collection handbook'	
		Books	Publication of <i>Medieval Kingdoms of Nubia</i>	Publication of <i>Poetry and Culture in Middle Kingdom Egypt</i> (R. Parkinson)	
			Investigate translation of Klemm's <i>Steine und Steinbrüche</i>		
		Conference Papers	<i>Colour and Painting</i>	<i>Nubia and Deserts</i>	Continue series of conference publications
			Publication of North Dongola Survey	<i>Sudan and Nubia</i>	
		Archaeological Reports	Plate preparation for 3rd volume of <i>Excavations at Tell el Balamun</i>		
	<b>LIBRARIES AND ARCHIVES</b>				
3.2.1	advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives	Library	Open new library		Offer access as library of last resort
			Begin library audit and prepare computerisation	Continue computerisation	Continue computerisation
		Archives	Relocate archives for improved access	Make initial batch of paper archives available via Study Room	Full access to Departmental paper archives
			Begin archive inventory	Complete archive inventory	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Photo-graphic archive	Relocate photographic archive	Begin conservation and copying of negatives	
	<b>CARE OF COLLECTIONS</b>				
3.3.1	<b>improve the quality of storage conditions</b>	Storage	Implement new storage assessment procedure	Improve storage of objects relocated to Level 4 by Jul 2002	
			Continue study reserve improvement in King Edward Building		
			Arrange storage for Klemm and Wendorf collections	Create unified lithics store on level 5	Begin arrangement of ceramics store on Level 5
3.3.2	<b>ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard</b>	Conservation	Initiate conservation and scientific programmes for Galleries 60-61	Continue observation of objects for Galleries 60-61	Complete observation of objects for Galleries 60-61
	<b>ACQUISITIONS AND DOCUMENTATION</b>				
3.4.2	<b>make acquisitions which build on identified strengths and fill identified gaps</b>	Acquisitions	Acquire Nubian collections from Southern Methodist University, Dallas (6 million items)	Continue acquisition of good pedigree material to fill gaps	Continue acquisition of good pedigree material to fill gaps
			Division of objects from excavation in Sudan		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
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 CDMS project	Merlin	Continue editing of database after Merlin conversion	Register Old Collection material stored on Level 5	Continue registration of Old Collection material
			Complete location codes for Level 4 stores	Begin registration of Klemm and Wendorf collections	Continue registration of Klemm and Wendorf collections
			Begin registration of papyri	Finish registration of papyri	
		Digitisation	Plan digitisation of registers	Begin digitisation of registers	
	<b>NATIONAL AND INTERNATIONAL RELATIONS</b>				
2.6.1	develop professional Museum skills to meet national and international needs	National advice to museums and related teaching projects	Training in object recognition for curators of small Egyptian collections	Assess curator training and develop for additional categories of objects	
		International advice to museums and related teaching projects	Egyptian Museum Cairo		
			Tanta Museum, Egypt		
			National Museum, Khartoum, Sudan		
2.6.2	work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills-supply for the creative industries and tourism	Internships	Training for Hussein Maqsub Magahid (Egyptian Antiquities Service)		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Volunteers	Expand number of volunteers in new Study Room to 4	Continue volunteers programme	Continue volunteers programme
4.1.3	enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement	Diplomatic relations	Develop co-operation with Egyptian Embassy	Discuss formal agreement protocol with Egyptian Supreme Council for Antiquities	
			Co-operate with Egyptian and Sudanese Antiquities Services over control of illicit trade		
			Promote new name of Department to reflect full range of activities		
		Develop contacts with sponsors and patrons	Investigate sponsorship for gallery refurbishments		
	<b>MANAGEMENT</b>				
5.2.4	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	Department meetings	Continue monthly Departmental meetings	Continue monthly Departmental meetings	Continue monthly Departmental meetings

## 1.2 Ancient Near East (ANE)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>DISPLAY</b>				
2.1.3	<b>advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions</b>	Gallery 5	<i>Agatha Christie and the Orient</i> 7 Nov 2001 - 24 Mar 2002	<i>The Queen of Sheba</i> 4 Jun - 13 Oct 2002	<i>Herod the Great</i> (proposed)
		Gallery 35			Contribute to <i>Celebrate Sound</i> Mar 2003
2.1.4	<b>maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	Gallery 6	Rearrangement of Assyrian Transept		
		Galleries 10 and 89	Complete reinstallation of Arts and Empire reliefs		Refreshment of Galleries 88-89
		Gallery 1	Provide list of objects	Contribute to this Museum project	King's Library opens
	<b>TOURING EXHIBITIONS</b>				
2.5.1	<b>maintain national and international partnership and enhance public understanding and enjoyment of the collections and their cultural contexts through touring exhibitions</b>	Create international touring exhibitions	<i>Agatha Christie and the Orient</i> (212 objects) to Basle Oct 2000 - Apr 2001, Berlin May 2001 - Aug 2001	<i>Agatha Christie and the Orient</i> (venues to be identified)	<i>Agatha Christie and the Orient</i> (venues to be identified)
				<i>The Queen of Sheba</i> (US/Canadian venues to be identified)	<i>The Queen of Sheba</i> (US/Canadian venues to be identified)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	LOANS				
1.1.4	promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans	Contribute to loan exhibitions outside the British Museum	<i>Assyrian Art and Culture</i> (13 objects) in New York, Sep 1999 - Sep 2002	<i>Third Millennium BC</i> in New York, Mar - Jul 2003	Sennacherib Cylinder (1 object) to Museum of Jewish Heritage, New York Jan 1999 - Jan 2004
			Etruscan Princes (5 objects) in Bologna, Sep 2000 - Apr 2001		Contribute to NHK exhibition on Mythical Beasts
			<i>Treasures from the Ark</i> (1 object), in The British Library Mar - May 2001		Contribute to <i>Enduring Image</i> Asahi Shimbun loan to Japan Oct 2003
			<i>Gold and Civilisation</i> ( 5 objects) in Canberra, Mar - Jun 2001, then Melbourne Jul - Oct 2001		
			<i>World of the Unexplained</i> (4 objects), in Vienna Jun - Sep 2001		
			<i>Sacred Foods</i> , in Barcelona Jun - Oct 2001		
	STUDY ROOMS/ PUBLIC SERVICE				

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
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	Study Rooms	Open new ANE Study Room in Arched Room to agreed new hours (Mon-Fri 10 a.m. - 1 p.m. and 2.15 p.m. - 4 p.m.)	Extend Study Room hours to one Saturday per month	Extend Study Room hours to one evening per month
		Public enquiries	Develop new enquiry centre in Arched Room		
			Restore full service after rebuilding of Department	Monitor and refine procedures	
		Special programme	Develop programme for Ancient Near East Week (Nov 2001) linked to <i>Agatha Christie</i> exhibition	Ancient Near East Week linked to <i>The Queen of Sheba</i> exhibition	Ancient Near East Week
				Develop structured activities linked to the public programme for the Arched Room (architectural open days, behind-the-scenes visits)	Continue to develop structured activities linked to the public programme for the Arched Room
		Handling sessions	University College, London (UCL) - 3 p.a.	UCL	UCL
			Greenwich University - 1 p.a.	Greenwich University	Greenwich University
			Wolverhampton University - 1 p.a.	Wolverhampton University	Wolverhampton University



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Birmingham University - 1 p.a.	Birmingham University	Birmingham University
		Other Teaching	Evening classes in cuneiform (with BMF)		
3.2.2	improve the quality of physical access to the study collections, especially through the facilities of the Study Centre	Study Centre - collections		Plan move of textiles to Study Centre	
	<b>VIRTUAL MUSEUM</b>				
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	Contribute to COMPASS	Contribute to COMPASS tour of <i>Agatha Christie</i>	Contribute to COMPASS tour of <i>The Queen of Sheba</i> , Stein Collection, and Glass	
2.2.1	utilise a variety of electronic media on- and off-site to show the Museum in Action	Museum in Action	Work to assist with Museum in Action	Work to assist with Museum in Action	Work to assist with Museum in Action
		Contribute to internet presence	Develop ANE web pages for launch to coincide with opening of Arched Room	Edit and extend ANE web pages	Edit and extend ANE web pages
			Launch pilot scheme for subscription service	Further develop subscription service	Assess and refine

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.5	develop electronic media on- and off-site to provide learning resources for curriculum-related and other accredited outcomes on a self-funded basis	Multimedia	Edit New Media Unit programme on Mesopotamia and arrange presentation to Trustees		
			Nimrud and British Association of Near Eastern Archaeology (BANE) conferences		
		Online learning resources		Contribute to Fathom.com	Contribute to Fathom.com
	<b>PUBLIC COMMUNICATION</b>				
2.2.2	extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	British Museum lectures and gallery talks	V. G. Lukonin Memorial Lecture 10 Jul 2001	V. G. Lukonin Memorial Lecture 9 Jul 2002	V. G. Lukonin Memorial Lecture Jul 2003
			Anna Gray Noë Lecture 11 Oct 2001	Anna Gray Noë Lecture 10 Oct 2002	Anna Gray Noë Lecture Oct 2003
			BM Friends open evenings - Gallery talks and lectures	BM Friends open evenings - Gallery talks and lectures	BM Friends open evenings - Gallery talks and lectures
			BM Special exhibition gallery talks and lectures	BM Special exhibition gallery talks and lectures	BM Special exhibition gallery talks and lectures
			Organise series of ANE lunchtime lectures	Organise series of ANE lunchtime lectures	Organise series of ANE lunchtime lectures
		Study Days (Clare Centre)	BANE Schools and FE Day 8 Nov 2001, Levant 8 Dec 2001, Central Asia, Oman	BANE Schools and FE Day, Levant, Central Asia, Arabia, Mesopotamia	BANE Schools and FE Day Levant, Central Asia, Iran, Mesopotamia

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Organise conferences (Clore Centre)	Herods and Nabateans, 17-19 Apr 2001, with Education Department	Seminar for Arabian Studies Jul 2002	Rencontre Assyriologique, Jul 2003
			Astronomy and Mathematics, 25-27 Jun 2001, with University of Durham		
			Nimrud, 21-23 Nov 2001 with British School of Archaeology in Iraq		
			BANEA, 13-15 Dec 2001		
		Attending conferences	Continuity and Empire, in Padua, Apr 2001	Rencontre Assyriologique, in Paris, Jul 2002	
			Board Games in Academia, in Freiburg, Apr 2001		
			Quakes and Crackers, in New York, Jun 2001		
			Babylonian and Greek Medicine in Wassenaar, Jun 2001		
			Rencontre Assyriologique, in Helsinki, Jul 2001		
			ASOR meeting, in Colorado, Nov 2001	ASOR meeting, in Toronto, 2002	ASOR meeting, in Atlanta, 2003

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		British Museum Traveller	Jordan 22-30 Apr 2001; Syria, Jordan & Lebanon 7-19 May 2001; Phoenicia 9-26 Sep 2001; St. Paul in Anatolia 22 Sep - 7 Oct 2001	Turkey, Jordan	Turkey, Jordan, Iran
2.4.3	<b>promote object-based learning in Higher Education and increase impact on Higher Education through students achieving accredited outcomes, expanding the subject reach and range of partnerships on a self-funded basis</b>	University teaching	3 lectures on Phoenicians and Canaanites at Australian universities, in Oct 2001		
			Course of 20 lectures on Biblical Archaeologic at Birkbeck College, from Jan 2002		
		PhD supervision	PhD examination at University of Bradford		
	<b>RESEARCH, EXCAVATION, FIELDWORK</b>				
3.1.1	<b>advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction</b>	Peer Review	Participate in peer review of archaeology	Participate in peer review as required	Participate in peer review as required
		Excavations and Fieldwork	Sidon, Aug-Sep 2001 (approved)	Sidon, Aug-Sep 2002 (approved)	Sidon, Aug-Sep 2003 (approved)
				Jerablus Tahtani, summer 2002 (approved)	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
				Tell es-Sa'idiyeh, Apr-May 2002 (approved)	
		Scientific Research	Ongoing projects with Scientific Research within their agreed programme; Ras al-Hadd, Tell es-Sa'idiyeh, Sasanian glass, Merv)		
3.1.2	<b>promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad</b>	University collaborative programmes	University of Toronto - Royal Inscriptions of Mesopotamia	University of Toronto - Royal Inscriptions of Mesopotamia	University of Toronto - Royal Inscriptions of Mesopotamia
			University of Helsinki - State Archives of Assyria	University of Helsinki - State Archives of Assyria	University of Helsinki - State Archives of Assyria
			University of Gent - Mesopotamia History and Environment	University of Gent - Mesopotamia History and Environment	University of Gent - Mesopotamia History and Environment
			University of Vienna - Astronomical Diaries from Babylonia	University of Vienna - Astronomical Diaries from Babylonia	University of Vienna - Astronomical Diaries from Babylonia
			University of Durham - Applied Historical Astronomy	University of Durham - Applied Historical Astronomy	University of Durham - Applied Historical Astronomy
			Netherlands Institute for Advanced Study - history of medicine	Netherlands Institute for Advanced Study - history of medicine	Netherlands Institute for Advanced Study - history of medicine

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			British School of Archaeology in Iraq - ancient Umma	British School of Archaeology in Iraq - ancient Umma	British School of Archaeology in Iraq - ancient Umma
			British School of Archaeology in Iraq - Nimrud database	British School of Archaeology in Iraq - Nimrud database	British School of Archaeology in Iraq - Nimrud database
			University of Wolverhampton - pottery technology	University of Wolverhampton - pottery technology	University of Wolverhampton - pottery technology
	<b>PUBLICATIONS</b>				
3.1.3	<b>develop scholarly publications which are aligned with the Museum's research strategy</b>	Scholarly catalogues	<i>Ancient Caucasus</i>	<i>Cylinder Seals Volume 4</i>	
			<i>Balawat Gates</i>	<i>Ur Excavation Texts 6/3</i> (external author)	
			<i>Catalogue of Babylonian Tablets Volume 3</i>	<i>Assyrian Metalwork</i>	
			<i>Cylinder Seals 6</i>		
		Occasional Paper Series	<i>Stone Vessels</i> (submit)	OP 98: <i>Catalogue of Punic Stelae</i> (completed 2001)	<i>Stone Vessels</i> (publish)
			<i>Handlist of Lachish Material</i> (submit)		
		Exhibition Catalogues	<i>Agatha Christie and the Orient</i>	<i>The Queen of Sheba</i>	
		Books	Edit Festschrift for David Oates		Black Obelisk
			Investigate translation of Klemm's <i>Steine und Steinbrüche</i>		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Conference Papers	<i>Board Games in Perspective</i>	Proceedings of Sasanian Seminar (submit 2001)	Edit Papers of Rencontre Assyriologique
				Edit Papers of Nimrud Conference	
				Edit Papers of Astronomy Conference	
		Archaeological Reports	<i>Tell es-Sa'idiyeh II</i> (submit)	<i>Merv Report 2: Sasanian Remains in Erk Kala</i>	<i>Excavations at Ras al-Hadd</i> (BMP)
					<i>Excavations at Deir Situn, Iraq</i> (BMP)
	<b>LIBRARIES AND ARCHIVES</b>				
3.2.1	advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives	Library	Complete shelf marking	Plan for computerisation of library catalogue	Computerisation of library catalogue
				Offer access as library of last resort	
		Archives		Extend catalogue of ANE archives and make accessible in Arched Room	Extend catalogue of ANE archives and make accessible in Arched Room
		Photographic archive			Database of Ur photographic archive
	<b>CARE OF COLLECTIONS</b>				
3.3.1	improve the quality of storage conditions	Storage	Transfer tablets to new storage in Arched Room	Complete transfer of small objects to new stores	Develop plan for reorganisation of storage in Carthaginian Basement

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Fit out new storerooms in Supplementary Rooms 5, 7, and 8, and develop plan to transfer small objects		
			Transfer contents of B61 to another store		
			Develop plan for Banana Room	Fit out Banana Room	
3.3.2	ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard	Conservation	Implement plan for treatment of cuneiform tablets	Implement plan for treatment of cuneiform tablets	Implement plan for treatment of cuneiform tablets
	ACQUISITIONS AND DOCUMENTATION				
3.4.2	make acquisitions which build on identified strengths and fill identified gaps	Acquisitions	Acquire textiles from Khirbet Qazone	Acquire selection of pottery from Jerablus Tahtani	
			Acquire bulk of excavated material from Petra		
			Acquire Burney Relief		
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 CDMS project	Merlin	Asset transfer to Merlin in Jun 2001	Begin programme of editing existing records	Begin programme of editing existing records
			Registration of new acquisitions and backlog	Registration of new acquisitions and Nimrud backlog	Registration of new acquisitions and Nimrud and Tell Taya backlogs



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Digitisation			Make plans for digitisation of Ur III and Amarna tablets
	<b>NATIONAL AND INTERNATIONAL RELATIONS</b>				
2.6.1	<b>develop professional Museum skills to meet national and international needs</b>	National and international advice to museums	As required	As required	As required
2.6.2	<b>work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills supply for the creative industries and tourism</b>	Internships	Sackler scholarship and IHF Fellowship; develop plan for annual scholarship in cuneiform studies, and develop plan for annual internship for Iraqi scholars	Sackler scholarship and IHF Fellowship; develop plan for annual scholarship in cuneiform studies, and develop plan for annual internship for Iraqi scholars	Sackler scholarship and IHF Fellowship; Cuneiform scholarship, and Iraqi scholarship
		Volunteers	Volunteers from University of East London and University of Sheffield (2)	Extend use of volunteers	Extend use of volunteers
		Work placements	Work placements	Work placements	Work placements
		Training guides	Lecture(s) for Eye Opener Guides	Lecture(s) for Eye Opener Guides	Lecture(s) for Eye Opener Guides
4.1.3	<b>enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement</b>	Diplomatic relations	Maintain and extend links with Iraq, Iran, Turkey, Jordan, Yemen and Turkmenistan	Maintain and extend links with Iraq, Iran, Turkey, Jordan, Yemen and Turkmenistan	Maintain and extend links with Iraq, Iran, Turkey, Jordan, Yemen and Turkmenistan

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
				Develop contacts with Israel for Herod exhibition	Maintain and extend contacts with Israel for Herod exhibition
		Develop contacts with sponsors and patrons	Maintain membership of Friends of the Ancient Near East (FANES), arrange programmes and information	Extend membership of FANES	Maintain membership of FANES
5.2.4	<b>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</b>	Department meetings	Hold regular Departmental meetings	Hold regular Departmental meetings	Hold regular Departmental meetings

### 1.3 Coins and Medals (C&M)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>DISPLAY</b>				
2.1.3	<b>advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions</b>	Gallery 69a	<i>Struck on Gold</i> May 2001	<i>Death of Currency</i> May 2002	<i>Cityscapes</i> Jul 2003
			<i>Country Views</i> Sep 2001	<i>Masson in Afghanistan</i> Sep 2002	<i>Badges and Identity</i> Jan 2004
			<i>Coins of Princely States of India</i> Jan 2002	<i>Early Watches (MME)</i> Jan 2003	
		Gallery 90		<i>16th Century Medals</i> Jun 2002	
		Gallery 35	Contribute to <i>Cleopatra</i> Apr-Aug 2001		
		Gallery 5			<i>Finding Our Past</i> Feb 2004
2.1.4	<b>maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	Gallery 68	Rotation of objects: Money and memory Apr 2002	Second revisions	Rotation of objects
		Gallery 1	Stage 4 Jun 2001	Handover Jan 2003	Open Jun 2003
		Gallery 2		Stage 2	
		Galleries 39 and 41	Contribute to refreshment		
		Gallery 69a	Minor works		
		Galleries 49-50, 69		Contribute to refreshment	
		Galleries 70-73			Contribute to refreshment

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>TOURING EXHIBITIONS</b>				
2.5.1	<b>maintain national and international partnerships and enhance public understanding and enjoyment of the collections and their cultural contexts through touring exhibitions</b>	Create international touring exhibitions	<i>Cleopatra</i> to Chicago Nov 2001		
		Support the National Touring Exhibition Scheme	<i>Size Immaterial</i> to Norwich Feb 2002	<i>Size Immaterial</i> to other venues	
		Manchester Museum	Manchester Museum Money Gallery Jan 2002, Education programme		<i>Finding Our Past</i> to Manchester and Cardiff, Sep 2003
	<b>LOANS</b>				
1.1.4	<b>promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans</b>	Contribute to loan exhibitions outside the British Museum	<i>Pisanello</i> , joint exhibition at National Gallery Oct 2001	<i>Masterpieces</i> to USA	Loans to V&A, NACF, etc
			Create BM loans database	FIDEM 2002	Contribute to <i>Enduring Image</i> Asahi Shimbun loan to Japan Oct 2003
			Loans to National Gallery, Weimar etc		
	<b>STUDY ROOMS/ PUBLIC SERVICE</b>				
2.2.4	<b>improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer, more consistent Museum-wide service</b>	Study Rooms	Open new Study Room and library to agreed new hours (Mon -Fri 10 a.m. - 1 p.m. and 2.15 p.m. - 4 p.m.)	Show 80,000 objects	Show 80,000 objects
		Public enquiries	Identify 4,500 objects	Identify 4,500 objects	Identify 4,500 objects

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Handling sessions	25 object handling sessions	25 object handling sessions	25 object handling sessions
		Handling in Gallery 68	Pilot volunteer squa	200 volunteer sessions with 20,000 audience	200 volunteer sessions with 20,000 audience
		Events and activities	60 numeracy etc. sessions for schools programmes in Clore Education Centre	60 numeracy etc. sessions for schools programmes in Clore Education Centre	60 numeracy etc. sessions for schools programmes in Clore Education Centre
		Photographs	350 public orders	350 public orders	350 public orders
		Casts	900 pairs	900 pairs	900 pairs
3.2.2	improve the quality of physical access to the study collections, especially through the facilities of the Study Centre	Study Centre - collections	As required	As required	As required
	<b>VIRTUAL MUSEUM</b>				
2.5.2	utilise a variety of electronic media, including the internet and multimedia, on- and off-site - to advance understanding pf the collections and their cultural context and to provide virtual experiences of the Museum informed by those chosen themes	Contribute to COMPASS	Contribute to COMPASS tour of Modern Asia	Contribute to COMPASS tour of Political Imagery	Gallery 1 entries on internet
				Contribute to COMPASS tour of Gallery 1 preparations	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.2.1	utilise a variety of electronic media on- and off-site to show the Museum in Action	Museum in Action	Respond to Web Architecture Group		
		Contribute to internet presence	Develop departmental pages, e.g. history, and by re-using CD-Rom material		
2.4.5	develop electronic media on- and off-site to provide learning resources for curriculum-related and other accredited outcomes on a self-funded basis	Online learning resources	Contribute to Ancient Civilisations web site (India)	Contribute to Ancient Civilisations web site (China)	
	<b>PUBLIC COMMUNICATION</b>				
2.2.2	extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	British Museum lectures and gallery talks	Alexander series 100 talks	Ancient coinage for beginners 100 talks (in USA)	100 talks
		Study Days	Stein Mar 2002		
		Festivals	Money Week Feb 2001	Money Week Oct 2002	Money Week Oct 2003
		British Museum Traveller	Egypt and Jordan, Norway	Central Asia	
		Publication of popular articles	<i>CCNB Newsletter</i> x 3 <i>Archaeology</i> publish 30 articles	<i>CCNB Newsletter</i> x 3 <i>Archaeology</i> publish 30 articles	<i>CCNB Newsletter</i> x 3 <i>Archaeology</i> publish 30 articles

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.3	<b>promote object-based learning in Higher Education and increase impact on Higher Education through students achieving accredited outcomes, expanding the subject reach and range of partnerships on a self-funded basis</b>	Further Education Colleges	Barnet/ Kingsway course for disadvantaged	Extend course to other colleges and museums	Extend course to other colleges and museums
		PhD supervision	London Sources and Methods in Ancient History	London Sources and Methods in Ancient History	London Sources and Methods in Ancient History
	<b>RESEARCH, EXCAVATION, FIELDWORK</b>				
3.1.1	<b>advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction</b>	Peer Review	Participate in peer review of archaeology	Participate in programme of peer reviews	Participate in programme of peer reviews
		Fieldwork	Hoards in Tehran Museum, Eastern Europe, Archive in Delhi, Bombay, Calcutta		
		Scientific Projects	Hoxne, Iron Age Gold, pilot Edward the Confessor, scope Roman Silver, Manchester collaboration		
3.1.2	<b>promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad</b>	University collaborative programmes	Royal Holloway: European Identity web site	Royal Holloway: European Identity database on internet	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Academic Societies	Royal Numismatic Society lecture programme, British Art Medal Society lecture programme	Royal Numismatic Society lecture programme, British Art Medal Society lecture programme	Royal Numismatic Society lecture programme, British Art Medal Society lecture programme
		British organisations and projects	RNS, BAMS, SNG, SSAS, BNS, SCBI	RNS, BAMS, SNG, SSAS, BNS, SCBI	RNS, BAMS, SNG, SSAS, BNS, SCBI
		International organisations	INC, ICOMON, ONS, FIDEM, Silk Road Institute, BIPS	INC, ICOMON, ONS, FIDEM, Silk Road Institute, BIPS	INC, ICOMON, ONS, FIDEM, Silk Road Institute, BIPS
		International projects	Society and Conflict, at National Museum of Denmark	Society and Conflict, at National Museum of Denmark	Society and Conflict, at National Museum of Denmark
			Roman Provincial Coinage	Roman Provincial Coinage	Roman Provincial Coinage
			Stein (Hungarian AS)	Stein (Hungarian AS)	Stein (Hungarian AS)
			Tehran Museum	Tehran Museum	Tehran Museum
	<b>PUBLICATIONS</b>				
	<b>3.1.3 develop scholarly publications which are aligned with the Museum's research strategy</b>	Scholarly catalogues	<i>SNG Spain</i> publish	<i>Hoxne II</i> submit 2001 and publish with PEE 2003	<i>SNG Carthage</i> compile 2001, edit 2002, publish 2003
			<i>Historia Numorum</i> publish	<i>Italian Medals in British Collections</i> submit 2001, publish 2003	<i>English Provincial Banknotes</i> catalogue, edit 2002, submit 2003
				<i>Money on the Silk Road</i> submit 2002, publish 2003	<i>Kushan Gold</i> compile 2002, edit 2003, publish 2004



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
				<i>RPC VII</i> submit 2002, publish 2003	<i>Indo-Greeks Catalogue</i> edit 2001, publish 2003
		Occasional Paper Series	<i>OP 140 Review of the HSBC Money Gallery</i>	<i>Scientific analysis of Chinese Coins</i> submit 2001, publish 2002	<i>Late Medieval Coin Hoards</i> OP publish 2003
			<i>Early Medieval Coin Hoards</i> OP publish		
		Exhibition Catalogues	<i>Cleopatra and Pisanello</i>		<i>Finding Our Past</i> write 2002, publish 2004
		Books	<i>Money and its Uses in the Greek World</i> publish	Collected works of R. Wright, edit in 2001 and publish 2002	
			<i>Object of Art in the Renaissance</i> publish	Compile <i>Stein in The Times</i> 2001, publish 2002	
			<i>Beyond the Rubicon</i> publish		
		Conference Papers	<i>Sagas, Saints and Settlements</i> publish 2002	<i>Viking Warfare</i> submit 2002, publish 2003	<i>The Enlightenment in the British Museum</i> write 2001, publish 2003
					<i>Paid in Burnt Silver</i> submit in 2003, publish 2004
					Survey of Research: publish 2003

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Archaeo-logical Reports	<i>Coin Hoards IX</i> publish	<i>Persepolis to Punjab</i> submit 2001, publish 2003	<i>Discovery and Learning: King's Library in Context</i> edit in 2002, publish 2003
			<i>CHRB XI-XII</i> publish	<i>MIN 5</i> edit in 2001, publish 2002	
				<i>Silver Economy in the Viking Age</i> submit in 2001, publish 2002	
	<b>LIBRARIES AND ARCHIVES</b>				
3.2.1	advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives	Library	Retro-conversion of card catalogue		Central Library Jun 2003
			Bid for more space		
		Archives	Plan to meet PRO requirements		
		Photo-graphic archive	50 hoards new acquisitions, and respond to review	50 hoards new acquisitions	50 hoards new acquisitions
	<b>CARE OF COLLECTIONS</b>				
3.3.1	improve the quality of storage conditions	Storage	Bid for more space, especially for the medals collection		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Reorganise India, Kushan gold, Sasanian materials		
3.3.2	ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard	Conservation	Complete silver patina project Byzantine, Greek, AE paper programme, 50 hoards, exhibition work	50 hoards, paper programme, exhibition work, Asian AE, German emergency	50 hoards, paper programme, exhibition work, ongoing collection
3.4.1	maintain central role and increase public recognition in relation to the Treasure Act and Portable Antiquities Scheme	Treasure Act	50 hoards, Annual Report, respond to review (registrar etc)	50 hoards, Annual Report, respond to review (registrar etc)	50 hoards, Annual Report, respond to review (registrar etc)
		Portable Antiquities Scheme	HLF bid with re:source, Annual Report	National scheme, Annual Report	National scheme, Annual Report
	<b>ACQUISITIONS AND DOCUMENTATION</b>				
3.4.2	make acquisitions which build on identified strengths and fill identified gaps	Acquisitions	Acquire Norweb, Rogers, Wiggins collections	Acquire modern material	Acquire modern material
			Acquire modern material acquire British heritage (e.g. Climping)	Acquire British heritage	Acquire British heritage
			Develop handling collection		
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 CDMS project	Merlin	Convert to Merlin 2000 new entries, 6000 edits	2000 new entries, 6000 edits	2000 new entries, 6000 edits
			Develop Access links to Merlin: British, Greek, Sasanian		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Registration	Online registration Jan 2002, Perhsore, Hoxne, Hersh, Thackray II, Plastic cards, new medals	Pershore, Hoxne, Hersh, Thackray II, Norweb, FCO coins	
		Integration	Hersh, Thackray I, Mellor badges, medals	Thackray I, Gilbertson, Hersh, Thackray II, FCO notes	
	<b>NATIONAL AND INTERNATIONAL RELATIONS</b>				
2.6.1	<b>develop professional Museum skills to meet national and international needs</b>	National advice to museums and related teaching projects	Advise Barber Institute	Publish SNG Newcastle	Birmingham conference
			Regional curator course x 2	Regional curator course x 2	Regional curator course x 2
			Portable Antiquities training (11)	Portable Antiquities training (30)	Portable Antiquities training (30)
		International advice to museums and related teaching projects	Hirayama trainees, Robinson scholar	Hirayama trainees, Robinson scholar	Hirayama trainees, Robinson scholar
2.6.2	<b>work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills-supply for the creative industries and tourism</b>	Internships	School work experience	Work experience	Work experience
			Modern coins	Modern coins	Modern coins
		Volunteers	BMF volunteer programme	BMF volunteer programme	BMF volunteer programme

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
4.1.3	<b>enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement</b>	Diplomatic relations	European Association of Chief Archaeologists, International Numismatic Commission	European Association of Chief Archaeologists, International Numismatic Commission	International Numismatic Commission
		Develop contacts with sponsors and patrons	Ongoing contacts with embassies etc	Ongoing contacts with embassies etc	Ongoing contacts with embassies etc
	<b>MANAGEMENT</b>				
5.2.4	<b>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</b>	Internal Briefings	Co-ordinate Curatorial Forum, Museum committees, Loans Committee, Curatorial Groups, Working Parties, Union representation	Co-ordinate Curatorial Forum, Museum committees, Loans Committee, Curatorial Groups, Working Parties, Union representation	Co-ordinate Curatorial Forum, Museum committees, Loans Committee, Curatorial Groups, Working Parties, Union representation
		Competency training	15-20 sessions, departmental seminars	15-20 sessions, departmental seminars	15-20 sessions, departmental seminars

## 1.4 Conservation

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	DISPLAY				
2.1.3	advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions	Overview	Conserve c1500 objects for special exhibitions	Conserve c1500 objects for special exhibitions	Conserve c1500 objects for special exhibitions
			Test materials for use in showcases	Test materials for use in showcases	Test materials for use in showcases
			Develop appropriate environmental solutions working with Design, APMP, and BMD	Develop appropriate environmental solutions working with Design, APMP, and BMD	Develop appropriate environmental solutions working with Design, APMP, and BMD
		Gallery 35	c150 objects for <i>Cleopatra</i> Apr-Aug 2001	objects for <i>The Queen of Sheba</i> Jun 2002	objects for <i>Celebrate Sound</i> Mar 2003
			c20 objects for <i>Unknown Amazon</i> Oct 2001	objects for <i>Antony Gormley's Field</i> Nov 2002	objects for <i>Finding Our Past</i> Sep 2003
		Gallery 5	30 objects for <i>Agatha Christie and the Orient</i> Nov 2001	102 objects for <i>The Hunt for Paradise</i> May 2002	objects for <i>The Phantom Museum</i> June 2003
				objects for <i>Albrecht Dürer</i> Dec 2002	
		Gallery 24	objects for <i>Nebuta</i> and Kite Festival Nov 2001		
		Gallery 69a	200 objects for <i>Struck on Gold</i> May 2001	objects for <i>Death of Currency</i> May 2001	objects for <i>Cityscape</i> Jun 2003
			c100 objects for <i>Country Views</i> Sep 2001	Objects for <i>Masson in Afghanistan</i> Sep 2002	Objects for <i>Badges and Identity</i> Jan 2004

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Objects for <i>Coins of Princely States of India</i> Jan 2002	Objects for <i>Early Watches</i> Jan 2003	
		Gallery 90	20 objects for <i>Prints &amp; Drawings Recent Acquisitions 1996-2001</i> May 2002	Objects for the <i>Selection from the Collections of P&amp;D</i> Jan 2002	Objects for <i>London in the 1750s</i> May-Sep 2003
			20 objects for <i>The Business of Prints in Italy</i> Oct 2001	Objects for <i>16th-Century Medals</i> Jun 2002	
		Gallery 36	Ephemeral objects for <i>Souvenirs in Contemporary Japan</i> Jun 2001		
		Gallery 91	18 objects for <i>Chinese Figure Painting</i> Jun 2001	29 objects for <i>Vietnamese Decorative Arts</i> Jun 2002	
			Admonition Scroll and related paintings Jun 2001	85 objects for <i>Behind the Lines</i> Jun 2002	
			c80 objects for <i>Contemporary Chinese Calligraphy</i> Jan 2002		
		Galleries 92-94	26 prints and 6 scrolls for <i>100 Views of Mount Fuji</i> , May 2001		
			Objects for <i>Shinto</i> , Sep 2001		
			c72 objects for <i>Prints by Tajima Hiroyuki</i> spring 2002		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			100 objects for <i>Japanese Prints under the Occupation</i> spring 2002		
2.1.4	<b>maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	Permanent galleries	Conserve c1400 objects for permanent galleries	Conserve c1400 objects for permanent galleries	Conserve c1400 objects for permanent galleries
			Monitor environmental conditions, RH and temperature, light and pollutant gases as appropriate for the objects exhibited	Monitor environmental conditions, RH and temperature, light and pollutant gases as appropriate for the objects exhibited	Monitor environmental conditions, RH and temperature, light and pollutant gases as appropriate for the objects exhibited
			Test materials for use in showcases	Test materials for use in showcases	Test materials for use in showcases
			Develop appropriate environmental solutions working with Design, APMP, and BMD	Develop appropriate environmental solutions working with Design, APMP, and BMD	Develop appropriate environmental solutions working with Design, APMP, and BMD
		Gallery 1	Define project and start practical work on 100 objects	100 objects by Jan 2003	50 objects and complete conservation work by Jun 2003
			Complete the one year monitoring campaign and develop solutions for the environmental problems highlighted during the campaign	Implement environmental monitoring as required	



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Negotiate programme of care for House of Commons Library	Assist with installation of House of Commons Library	
			Recruit temporary stone conservator		
		Gallery 4	Reinstatement of the King List (AES) Mar 2002		
		Gallery 6	Installation of 2 Assyrian reliefs (ANE) Mar 2002		
		Galleries 10 & 89	Re-instatement of 5 Assyrian reliefs (ANE) Mar 2002		
		Gallery 13a	c50 objects (G&R) Mar 2002		
		Gallery 25		First refurbishment (Eth) late 2002	Cleaning of open display late 2003
		Gallery 26	First refurbishment of <i>First Peoples</i> (Eth) spring 2001	Cleaning open display objects	Cleaning open display objects
		Gallery 41	c150 MME objects		
		Galleries 60-61	Assist AES in inspection and examination of objects and conservation of c1400 objects including 3 wall paintings in preparation for gallery refurbishment	Project continues	Project continues

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Gallery 67	Conserve a newly-acquired 6-fold Korean screen		
		East Stairs	Annual cleaning of Haida Totem Pole late 2001	Annual cleaning of Haida Totem Pole late 2002	Annual cleaning of Haida Totem Pole late 2003
		Gallery 24	Conserve objects ready for Wellcome Gallery exhibition in 2003	Conservation continues for Wellcome Gallery	Open Wellcome Gallery in spring 2003
		New Ethnography galleries			As required
		PEE	Rebacking of Hinton St. Mary mosaic	Rebacking of Hinton St. Mary mosaic	Rebacking of Hinton St. Mary mosaic
		Various	Complete the lacquering of 300 silver coins on display in the galleries		
	<b>TOURING EXHIBITIONS</b>				
2.5.1	<b>maintain national and international partnership and enhance public understanding and enjoyment of the collections and their cultural contexts through touring exhibitions</b>	Support the National Touring Exhibition Scheme	Conserve 200 objects for touring exhibitions	Conserve 200 objects for touring exhibitions	Conserve 200 objects for touring exhibitions
			Test materials for use in showcases	Test materials for use in showcases	Test materials for use in showcases
	<b>LOANS</b>				

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.4	<b>promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans</b>	Contribute to loan exhibitions outside the British Museum	Conserve c1000 objects for loans	Conserve c1000 objects for loans	Conserve c1000 objects for loans
			Provide conservators as couriers for loans as requested	Provide conservators as couriers for loans as requested	Provide conservators as couriers for loans as requested
			Test materials for use in showcases	Test materials for use in showcases	Test materials for use in showcases
			Objects for <i>Pisanello</i> Oct 2002	Objects for revised <i>Human Image</i> , to Japan in 2001	Objects for <i>Enduring Image</i> Asahi Shimbun loan to Japan Oct 2003
			Objects for Sutton Hoo Visitor Centre end 2001	Objects for <i>Third Millennium BC</i> to USA in Mar 2003	Objects for <i>Dunhuang Paintings</i> , to Shanghai and Beijing in 2004-05
			Objects for <i>Nubian Cultures</i> to Madrid in Jan 2002	Objects for <i>Masterpieces</i> to USA	
			6 objects for <i>Hamzanama pages</i> to Melbourne in 2001-02	150 objects for NACF 2003 in Hayward Gallery	
			4 objects for Wilhelm Busch Museum, Hanover in May 2001	Objects for FIDEM 2002	
			4 objects for Koninklijk Museum, Antwerp in May 2001	3 objects for Rijksmuseum in Amsterdam, Jun 2002	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			33 objects for National Gallery of Scotland, Edinburgh in Jun 2001	Objects for <i>The Legacy of Genghis Khan</i> in Oct 2002	
			32 objects for Royal Academy in Sep 2001	Objects for Ainu loan Apr - Sep 2002	
				Objects for <i>Asian influence on European society and Culture</i> loan to Amsterdam and Rotterdam, Mar - Sep 2002	
	<b>STUDY ROOMS/ PUBLIC SERVICE</b>				
2.2.4	<b>improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer more consistent Museum-wide service</b>	Public enquiries	Answer queries from public, students and professionals	Answer queries from public, students and professionals	Answer queries from public, students and professionals
		Study Centre facilities	Develop plans for the new conservation facilities in the Study Centre		Set up a public collection care and conservation science consultation service
			Plan move to Study Centre	Plan move to Study Centre	Move to Study Centre
		Special programme	Develop ideas for Conservation Department contribution to public access in the Study Centre	Develop ideas for Conservation Department contribution to public access in the Study Centre	Develop ideas for Conservation Department contribution to public access in the Study Centre

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.2.2	improve the quality of physical access to the study collections, especially through the facilities of the Study Centre	Study Centre - collections	Ensure the correct environmental conditions and storage units are planned for the collection		
	<b>VIRTUAL MUSEUM</b>				
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	Contribute to COMPASS	Complete 70 stories and consider a conservation-oriented COMPASS trail	Contribute 40 stories	Contribute 40 stories
2.2.1	utilise a variety of electronic media on- and off-site to show the Museum in Action	Museum in Action	Consider contribution Conservation can make	Contribute to the development of the scheme	Launch Museum in Action
			Complete and market video of restoration of Toyoharu screen		
		Contribute to internet presence	Continue development of Conservation web pages	Continue development of Conservation web pages	Continue development of Conservation web pages

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.5	develop electronic media on- and off-site to provide learning resources for curriculum-related and other accredited outcomes on a self-funded basis	Multimedia	Complete the Royal Society of Chemistry/ British Museum Conservation teaching pack for schools on understanding chemistry through conservation science		
	<b>PUBLIC COMMUNICATION</b>				
2.2.2	extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	British Museum lectures and gallery talks	Contribute to 15 events including 6 gallery talks, Money Week, National Science Week	Contribute to 15 events	Contribute to 15 events
			Contribute to 6 BMF open evenings	Contribute to 6 BMF open evenings	Contribute to 6 BMF open evenings
		Sci-Art Project	Complete the project by conserving the selected objects and establish final presentation of the work with the artist	Work with the artist on the final presentation	
		Facilitate learning visits to the studios	Co-operate with other departmental programmes	Co-operate with other departmental programmes	Co-operate with other departmental programmes

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			P&D Friends events etc	Investigate cultural tourism as a source of income, building on experience with Fine Art Study Tours	
		Study Days	Contribute to 3 study days e.g. BANEA in Nov 2001, BM Young Friends, ANE Ceramics Day in Nov 2001	Contribute to 3 study days	Contribute to 3 study days
				Develop conservation science study days	
		Handling Sessions	Develop 2 pilot handling sessions with schools	Finalise 2 handling sessions and add to events programme	2 handling sessions for schools
		Publication of popular articles	Contribute 8 popular articles for <i>Remus</i> , <i>BM Magazine</i> etc	7 contributions	7 contributions
2.4.3	<b>promote object-based learning in Higher Education and increase impact on Higher Education through students achieving accredited outcomes, expanding the subject reach and range of partnerships on a self-funded basis</b>	Support conservation courses in universities and colleges	Take 14 interns from recognised conservation courses, nationally and internationally	Take 14 interns from recognised conservation courses, nationally and internationally	Take 14 interns from recognised conservation courses, nationally and internationally
			Continue programme of student visits for university and college courses in conservation	Continue programme of student visits for university and college courses in conservation	Continue programme of student visits for university and college courses in conservation
			RCA/V&A Conservation Science student	RCA/V&A Conservation Science student	RCA/V&A Conservation Science student

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Imperial College MSc in chemistry with Conservation Science student	Imperial College MSc in chemistry with Conservation Science student	Imperial College MSc in chemistry with Conservation Science student
			6 BP Fellows	6 BP Fellows	6 BP Fellows
		University teaching	Provide occasional lectures for recognised conservation courses	Provide occasional lectures for recognised conservation courses	Provide occasional lectures for recognised conservation courses
		Research for PhD	Post-excavation changes to archaeological iron at Birkbeck College	Post-excavation changes to archaeological iron at Birkbeck College	Post-excavation changes to archaeological iron at Birkbeck College
	<b>RESEARCH, EXCAVATION, FIELDWORK</b>				
3.1.1	<b>advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction</b>	Excavations	Provide conservation support for 4 British Museum (or Museum-supported) excavations, e.g. Troina, Sicily Mar - Apr 2001, El Kab, Egypt Jan - Feb 2002, UEA project in Butrint, Albania May - Jul 2001, Sudan, Dec 2001 - Feb 2002	Provide conservation support for 4 British Museum (or Museum-supported) excavations, e.g. Forum Novum, Italy, Tel es-Sa'idiyeh	Provide conservation support for 4 British Museum (or Museum-supported) excavations
		Post-excavation conservation	Textiles and leather from Khirbet Qazone		



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			300 objects including from Stonea, Uley, Hawkesdon Helmet, Shipwrecks project, Hinton St. Mary		
			130 objects from Sutton Hoo	75 objects from Sutton Hoo	
		Fieldwork	Contribute conservation expertise to Museum fieldwork projects e.g. the removal of a wall painting from the site of Qasr Ibrim, Egypt	Contribute conservation expertise to Museum fieldwork projects	Contribute conservation expertise to Museum fieldwork projects
		Scientific Research	AES Polychrome Bronze project, pilot research for database		
		Conservation research	Develop the use of ion chromatography in conservation research, internal report	Publish	
			Deterioration of enamel and glass; literature search and project outline	Research, internal report	Publish
			Corrosion of iron at low RH; plan, research	Internal report	Publish
			Tarnishing of silver; complete, internal report	Publish	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Study the efficiency of cleaning methods for works of art on paper	Internal report	Publish
		Evaluation	Reinstate the programmes for evaluating conservation materials and methods	Evaluation of conservation materials and methods	Evaluation of conservation materials and methods
3.1.2	promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad	University collaborative programmes	Collaborate with RCA/V&A conservation science teaching programme		
			Collaborate with Cardiff University on UKIC-AS Survey of Provision for Archaeological Conservation in Britain		
	<b>PUBLICATIONS</b>				
3.1.3	develop scholarly publications which are aligned with the Museum's research strategy	Occasional Paper Series	OP 145 <i>Past Practice - Future Prospects</i> Sep 2001		OP Preprints of 2003 departmental conference
			OP 137 <i>Conservation Mounting for Prints and Drawings</i>		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Books		Publication of <i>Restoration of Porcelain</i> 2nd Edition (BMP)	
		Conference Papers	Contribute 10 papers to Conservation conference proceedings e.g.	Contribute 8 papers to Conservation conference proceedings e.g.	Contribute 8 papers to Conservation conference proceedings e.g.
			Infra Red User Group Meeting, Los Angeles 2001; 'New Developments in the use of FT-IR in Conservation Research	ICOM-CC Rio de Janeiro Sep 2002; 'Technology of Egyptian Cast Copper Figures'	
			ICOM-CC Metals, Chile Apr 2001, 'Conservation of Gold in the British Museum'		
			Hyalos-Vitrum Glass, in Rhodes Apr 2001, 'Glass Conservation in the British Museum'		
			Post-prints of ICOM in Arles/Vienne		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Iron Gall Ink Meeting, in Newcastle 2000; 'The Chemistry of Iron Gall Ink' and 'Review of Early Treatments of Iron Gall Ink Drawings at the British Museum'		
			Coloured Image in Chicago, 2000; 'Deterioration of Paper caused by Metal containing Dyes and Pigments'		
		Archaeo-logical Reports	Contribute conservation appendices to 3 reports e.g. El Kab, Egypt; Buckland, Kent; Lakenheath, Suffolk		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Refereed journals	Submit 5 conservation/conservation science papers e.g. 'Polychrome Bronzes' in <i>Journal of Egyptian Archaeology</i> ; 'Improved Cuneiform Tablet Conservation Procedure' in <i>Studies in Conservation</i> ; 'The Changing Face of Paper Conservation Research' in <i>The Paper Conservator</i>	Submit 5 conservation/conservation science papers e.g. 'Alteration of Silver Patinas on Display' in <i>Studies in Conservation</i>	Submit 5 conservation/conservation science papers
	<b>LIBRARIES AND ARCHIVES</b>				
3.2.1	<b>advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives</b>	Library	Maintain presence on the Library Committee and implement any new directives	Maintain presence on the Library Committee and implement any new directives	Maintain presence on the Library Committee and implement any new directives
			Provide reader facilities for students of conservation in departmental library	Provide reader facilities for students of conservation in departmental library	Provide reader facilities for students of conservation in departmental library
			Investigate retro-conversion	Retro-conversion	Retro-conversion
		Archives	Smirke drawings; 394 objects possible contract project for 2001 or 2002		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		PEE	Advise on Christy slip catalogue		
		Photo-graphic archive	Supervise cleaning of 890 glass negatives for a programme of digitisation		
			Treat 650 items from 3 albums		
	<b>CARE OF COLLECTIONS</b>				
3.3.1	<b>improve the quality of storage conditions</b>	Training	Devise and teach a course in environmental awareness for museum assistants		
		Survey	Carry out 8 surveys of parts of the collection e.g. conservation condition survey of Egyptian organic objects in Room 60, Greek & Roman Glass, AES stone ostraca; medieval icons, early Chinese scrolls, complete conservation survey of Japanese scrolls	Carry out 8 surveys of parts of the collection e.g. Greek & Roman wall paintings	Carry out 8 surveys of parts of the collection

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.3.2	ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard	Scientific investigation	Maintain the programme of scientific investigation to facilitate conservation for objects to be exhibited or loaned	Maintain the programme of scientific investigation to facilitate conservation for objects to be exhibited or loaned	Maintain the programme of scientific investigation to facilitate conservation for objects to be exhibited or loaned
		Unstable survey	Treat unstable objects identified by surveys	Treat unstable objects identified by surveys	Treat unstable objects identified by surveys
			Ostraca - 20 objects		
			Blue corrosion on copper alloys - 50 objects	Blue corrosion on copper alloys - 50 objects	Blue corrosion on copper alloys - 50 objects
			Cleaning of objects from Arms and Armour Basement		
			Archaeological Iron - 24 objects		
			Basement 99 ceramics - 99 objects	Basement 99 ceramics - 1920 objects	Complete Basement 99 ceramics - 142 objects
			Complete Arms and Armour project - 28 projects		
			Copper alloys (OA) - 60 objects	Complete copper alloys project - 60 objects	
			Lead - 256 objects	Lead - 256 objects	Complete the Lead project - 60 object
			Copper alloys (G&R) - 36 objects	Copper alloys - 36 objects	Copper alloys - 36 objects

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Improve storage of MME textiles		
			Research into Japanese scroll mounting styles and complete 14 screens, scrolls, and paintings		
			Complete work on 10 papyrus items		
			Identify the conservation needs of Ming paintings and commission repair silk		
			Netherlandish drawings - 16 items		
		Preparation for moves	Facilitate safe move of Palaeolithic, Neolithic and Bronze Age objects to and from Blythe House	Continue to assist with project	
			Survey and clean 500 pieces of Romano- British Glass for Study Centre move	Continue to assist with project	
			Provide conservation advice for new storage facilities and undertake essential conservation work for the relocation of the Ceramic Study Centre	Continue to assist with project	



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Advise and assist with the conservation of artefacts affected by the relocation of the ANE collections	Continue to assist with project	
		Progress outstanding items already identified by requisitions	AES textiles	AES textiles	AES textiles
			AES coffins and mummies	AES coffins and mummies	AES coffins and mummies
			Oriental lacquer and polychrome	Oriental lacquer and polychrome	Oriental lacquer and polychrome
			Ethnography	Ethnography	Ethnography
			Student teaching projects	Student teaching projects	Student teaching projects
			Oriental textiles	Oriental textiles	Oriental textiles
		Departmental storage	Assess the conservation requirements of mosaics before moving the mosaics to Blythe House and then to the Study Centre		
			Stela - repair by Mar 2002		
			300 ANE cuneiform tablets	300 ANE cuneiform tablets	300 ANE cuneiform tablets
			30 PEE lead objects in Room 38		
			Basement clean-up post-Great Court in Basements 64 and 70 - 1000 ceramic objects	Basement clean-up post-Great Court in Basements 64 and 70 - 1000 ceramic objects	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			In situ cleaning of objects of Arms & Armour Basement		
			Chinese Export Albums 8		
			Focus on the Indian Graphic collection - 200 objects		
			Stein fragments - work with curators to progress the project - 26 objects		
			Rehouse 50 C&M Chinese books for safe storage		
			Complete the Crace collection by Dec 2001		
			Sheepshanks lifting project: 6 P&D albums	Sheepshanks lifting project: 6 P&D albums	Sheepshanks lifting project: 6 P&D albums
			Conservation of three portfolios of damaged prints - 300 objects	Conservation of three portfolios of damaged prints - 300 objects	
			Conservation of AES wall paintings - recruit conservator	Conservation of AES wall paintings	Conservation of AES wall paintings
			Rehousing in mezzotints in heavy P&D albums		
		Conservation for catalogues	ANE Incantation bowls - 10 objects	ANE Incantation bowls - 10 objects	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			G&R Etruscan Mirrors - 35 objects		
			G&R copper alloy chariot - restoration preliminary work	G&R copper alloy chariot - restoration preliminary work	G&R copper alloy chariot - complete for conference in autumn 2003
3.4.1	maintain central role and increase public recognition in relation to the Treasure Act and Portable Antiquities Scheme	Treasure Act	Conserve hoards - 6000 objects	Conserve hoards - 6000 objects	Conserve hoards - 6000 objects
		Portable Antiquities Scheme	Conserve 50 objects	Conserve 50 objects	Conserve 50 objects
	DOCUMENTATION				
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 CDMS project	Merlin	Consultation and testing of Magus/ Merlin conversion	Training for Magus/ Merlin conversion; start implementation	Complete conversion of conservation records to Merlin
	NATIONAL AND INTERNATIONAL RELATIONS				
2.6.1	develop professional Museum skills to meet national and international needs	National advice to museums and related teaching projects	Seek opportunities for assisting non-national museums	Seek opportunities for assisting non-national museums	Seek opportunities for assisting non-national museums
			Petrie Museum Persian Armour partnership - setting up project	Petrie Museum Persian Armour partnership - completion of project	
			Provide a service for testing materials for use in storage and display	Provide a service for testing materials for use in storage and display	Provide a service for testing materials for use in storage and display

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Organise a workshop on pressure mounting of textiles, in collaboration with UKIC, to be confirmed Sep 2001		
		Course on handling and lifting heavy objects	2 training courses for British Museum and non-national museum staff		
		Extra-mural objects	York Museum Carolingian sword, University of Pretoria gold bowl		
		Replication of Museum objects for extra-mural clients	Objects include: Kells Crozier for National Museum of Ireland, bronze censor for a Syrian monastery, St. Domagano jewellery for Mainz Museum, 6 spoons for Thetford Museum, and 2 bowls for Mildenhall Museum		
		International conference	Organise a conference entitled 'Past Practice: Future Prospects' Sep 2001		Organise an international conference

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Organise an ICOMCC Conference for the working group on ceramics, Budapest Sep 2001		
		International advice to museums and related teaching projects	Professional workshop on the use of adhesives in textile conservation in collaboration with Canadian Conservation Institute and V&A in spring 2002		
			Circulate the 1999-2000 conservation research abstracts booklet	Circulate the 2000-2001 conservation research abstracts booklet	Circulate the 2001-2002 conservation research abstracts booklet
2.6.2	work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills-supply for the creative industries and tourism	Internships	School work experience	Work experience	Work experience
			Modern coins	Modern coins	Modern coins
		Training guides	Provide conservation understanding for Blue Badge Guides in conjunction in Education		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
4.1.3	enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement	Diplomatic relations	EU Project bid with 6 international partners		
			EU thematic network bid on effect of metal ions on paper		
		Develop contacts with sponsors and patrons	Complete Townley Coptic Textile project	Negotiate further handling and heavy lifting courses together with the Gabo Trust	
			Work as requested via BMDT for Study Centre sponsorship		
			Hirayama Fellowship 16 objects (Ganku Tiger, Horse Painting 12 paintings = 2 x 6 fold screens	Hirayama Fellowship 16 objects (Ganku Tiger, Horse Painting 12 paintings = 2 x 6 fold screens	
	MANAGEMENT				
5.2.4	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	Internal briefings	Attend Director's Meeting		
		Team briefings	Fortnightly team briefing document		
		Department meetings	Monthly departmental meetings		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Section review seminars	As necessary		
		Continuous professional development (CPD)	Develop programme to address training backlog e.g. presentation skills	Maintain training programme for relevant staff	Maintain training programme for relevant staff
			Introduce documented CPD programme for each individual member of staff, supported by attendance at conferences, seminars, lectures, workshops, study groups and studio visits e.g. ICOM triennial meeting in Brazil, Sep 2002, LACONA IV in Paris, IRUG V at GCI; Institute of Conservation Science meetings, deterioration of artists pigments		
		Exhibition Liaison Office programme	Introduce revised guidelines for Conservation Exhibition Liaison Officers		
		Research results	Introduce milestone briefing meetings for research projects		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Introduce final research briefing meetings for whole department		
		Large object facility	Begin feasibility study and planning	Begin building facility	Complete building



## 1.5 Ethnography

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	DISPLAY				
2.1.3	advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions	Gallery 36	<i>Annuraaq</i> Feb - May 2001		
			<i>Souvenirs in Contemporary Japan</i> Jun - Sep 2001		
		Gallery 35	<i>Unknown Amazon</i> Oct 2001 - Apr 2002		
			<i>Celebrate Sound</i> feasibility study	Plan <i>Celebrate Sound</i>	Open <i>Celebrate Sound</i> Mar 2003
		Gallery 5	Plan <i>The Phantom Museum</i>	<i>The Phantom Museum</i> ; assist with progress	Open <i>The Phantom Museum</i> Jun - Oct 2003
2.1.4	maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation	Gallery 26	Evaluation of Chase Manhattan Gallery of North America	New pottery installed	New aspects Feb 2002, new exhibition 2004
		Gallery 25	Evaluation of Sainsbury African Gallery		Refreshment
		Gallery 27			Prepare refreshment of Mexican Gallery for 2004
		Gallery 24	Nebuta/ Japanese kites open Nov 2001 - Mar 2002		
			Wellcome Gallery Phase II planning; delineation of framework and peer review	Wellcome Gallery Phase II planning and building works	Wellcome Gallery Phase II open Oct 2003

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Gallery 1	Plan contribution to project - wall presses and 'Voyages of Discovery' section	Plan contribution to project - wall presses and 'Voyages of Discovery' section	Open King's Library Jun 2003
		Other galleries	Ethnography galleries	Secure funding for priority galleries in line with Masterplan	Develop new galleries
	<b>TOURING EXHIBITIONS</b>				
2.5.1	<b>maintain national and international partnership and enhance public understanding and enjoyment of the collections and their cultural contexts through touring exhibitions</b>	Create international touring exhibitions	Define touring capabilities of <i>Celebrate Sound</i>	Discuss <i>Celebrate Sound</i> with network of partners	<i>Celebrate Sound</i> on tour in 2004
		Support the National Touring Exhibition Scheme	Participate in discussion for <i>The Phantom Museum</i>	Participate in discussion for <i>The Phantom Museum</i>	<i>The Phantom Museum</i> on tour
	<b>LOANS</b>				
1.1.4	<b>promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans</b>	Contribute to loan exhibitions outside the British Museum	Henry Moore Institute, 3 inscriptions Jun - Sep 2001	150 objects for Freeman Collection, Alberta, 2002	10 objects for NACF, 2003
			Henry Moore Institute, The Unidentified museum object Dec 2001 - Feb 2002	Royal Ontario Museum 2002-03	<i>Enduring Image</i> Asahi Shimbun loan to Japan Oct 2003
			Further loans to the Barbier Muller Museum and Barcelona	Colonial Williamsburg Feb 2003	
				Ainu loan Apr - Sep 2002	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
				Unlaska 2002	
	<b>STUDY ROOMS/ PUBLIC SERVICE</b>				
2.2.4	<b>improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer more consistent Museum-wide service</b>	Study Rooms	Provide access by appointment to the Study Room in Burlington Gardens	Provide access to the Study Room in Burlington Gardens at reduced level	Prepare move of Study Room to Study Centre
		Public enquiries	Develop response to public enquiries, using the web site to greater effect		
		Reading Room	Maintain access for Royal Anthropological Institute Fellows, and others by appointment	Maintain access for Royal Anthropological Institute Fellows, and others by appointment	Maintain access for Royal Anthropological Institute Fellows, and others by appointment
			Survey call on books in Reading Room	Survey call on books in Reading Room	Survey call on books in Reading Room
		Study Centre facilities	Prepare for move to new facilities in Study Centre, including display areas	Prepare for move to new facilities in Study Centre	Prepare to open new facilities in Study Centre
		Special programmes	develop structured activities linked to the public programme specifically for the Study Room, e.g. Maya Hieroglyphic workshops		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Develop Maya Writing project, preparing scope and opportunities for development	Prepare and hold Maya Writing Conference and Workshop	Transfer to the Study Centre
			Develop Nasca Pottery programme	Develop Nasca Pottery programme	Transfer to the Study Centre
		Handling sessions	Improve access to African Handling Collection through continuing audit and improving storage		
			Develop African handling sessions	Develop African handling sessions	
			Develop textile handling sessions	Trial textile handling sessions	Transfer to Study Centre
3.2.2	<b>improve the quality of physical access to the study collections, especially through the facilities of the Study Centre</b>	Study Centre - collections	Continue planning for move Study Centre including visible storage	Continue planning for move Study Centre including visible storage	Prepare to open new facilities in Study Centre

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Maudslay casts material at Stage 2 of storage improvement work at Blythe House	Bid for Phase 3 work at Blythe House or facilitate greater use at Blythe House	
	<b>VIRTUAL MUSEUM</b>				
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	Contribute to COMPASS	Creation of COMPASS tour: <i>Annuuraaq</i>	Assist with development of COMPASS Musical Instruments tour to link with <i>Celebrate Sound</i>	<i>Celebrate Sound</i> development to incorporate CD-Rom
			Contribution to COMPASS tours: Modern and Asia		
			Creation of COMPASS tour: <i>Souvenirs in Contemporary Japan</i>		
			Develop COMPASS tour on Textiles and Ethnography		
2.2.1	utilise a variety of electronic media on- and off-site to show the Museum in Action	Museum in Action	Presence of Cool Connections - web site developed with Nunavut on Arctic clothing	Development of presence for <i>Celebrate Sound</i> or internet	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Contribute to Museum in Action	Contribute to Museum in Action	Contribute to Museum in Action
		Contribute to internet presence	Edit and improve Ethnography web pages, link to Cool Connections and Royal Anthropological Institute/ index online		
			Develop Amazonian connections on web site		
2.4.5	<b>develop electronic media on- and off-site to provide learning resources for curriculum-related and other accredited outcomes on a self-funded basis</b>	Online learning resources	<i>Celebrate Sound:</i> development of multimedia package	<i>Celebrate Sound:</i> development of multimedia package	Launch <i>Celebrate Sound</i>
	<b>PUBLIC COMMUNICATION</b>				
2.2.2	<b>extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely</b>	British Museum lectures and gallery talks	BM Friends open evenings - Gallery talks and lectures on North America; Africa, Amazon, Nebuta	BM Friends open evenings - Gallery talks and lectures e.g. Yemen	BM Friends open evenings - Gallery talks and lectures
		Study Days	Behind the Scenes: Nasca Pottery Project	Study Day on Traditional Yemen	
			Unknown Amazon study days		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Handling Sessions	Arctic handling collection used for Keeping Warm in the Arctic programme Mar-Apr 2002 (Science Week)		
			Outreach programme to art schools on Arctic Clothing		
			African drumming and African textiles workshops Oct 2001		
		Festivals	Brazil 500, framing public programme for Unknown Amazon		British Museum 250th anniversary
			Japan Festival events programme linked to <i>Souvenirs in Contemporary Japan</i> , Nebuta/ Kites		
			Linking with Thames Festival (Sep 2001), and Aomori City to create events related to Nebuta		
			Africa education programme to coincide with Black History Month Oct 2001		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Native American Film Festival late autumn 2001		
		British Museum Traveller	El Dorado Nov 2001		
			Amazon Feb 2002		
		Publication of popular articles	Sainsbury African Gallery: Study Theme projects - Benin, and What is Africa? for all levels		
			Teachers' guide: Africa at the British Museum (primary and secondary levels)		
			Teachers' guide: North America (secondary level)		
			<i>Souvenirs in Contemporary Japan</i> guide Jun 2001		
2.4.3	<b>promote object-based learning in Higher Education and increase impact on Higher Education through students achieving accredited outcomes, expanding the subject reach and range of partnerships on a self-funded basis</b>	University teaching	Teaching and supervision of dissertations at UCL on MA in Museum Ethnography and MA in Anthropology of Art	Teaching and supervision of dissertations at UCL on MA in Museum Ethnography and MA in Anthropology of Art	Teaching and supervision of dissertations at UCL on MA in Museum Ethnography and MA in Anthropology of Art



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Teaching at University College London, Oxford University, Cambridge University, University of East Anglia, Institute of Archaeology, LSE, School of Slavonic Studies		
		LCVMC	Develop London Centre for Visual and Material Culture	Build on success of 'Clothing the Pacific' project and develop teaching component	
		PhD supervision	Supervision of students at Australian National University		
		Research for PhD	Develop Romanian Masquerades for publication		
	<b>RESEARCH, EXCAVATION, FIELDWORK</b>				
3.1.1	<b>advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction</b>	Peer Review	Participate in peer review of archaeology	Participate in peer review	Participate in peer review

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Thematic approach (2.4.1)	Develop theme of 'Discovery' through Unknown Amazon research, and research on 'Voyages of Discovery' for King's Library	Develop theme of 'Discovery' through Mayan Writing initiative, and research on 'Voyages of Discovery' for King's Library	Develop theme of 'Discovery' through Mayan Writing initiative, and research on 'Voyages of Discovery' for King's Library
			Develop themes of 'Living and Dying' and 'Religion and Belief' through Wellcome Gallery	Develop themes of 'Living and Dying' and 'Religion and Belief' through Wellcome Gallery	Develop themes of 'Living and Dying' and 'Religion and Belief' through Wellcome Gallery
					Promote theme of 'Discovery' through <i>Celebrate Sound</i>
			Develop theme of 'History and Identity' through <i>Annuuraaq</i> and Clothing the Pacific initiative	Develop theme of 'History and Identity' through Clothing the Pacific initiative	Develop theme of 'History and Identity' through Clothing the Pacific initiative
			develop theme of 'Representation' through <i>Souvenirs from Contemporary Japan</i>		
		Fieldwork	Vanuatu, Jun-Jul 2001, as part of ESRC funded project	Vanuatu, Oct 2002	Vanuatu 2003-04
			Vanuatu and Tonga project with Vanuatu Cultural Centre and ESRC funded project Nov-Dec 2001	Vanuatu, Hawaii, Samoa, New Caledonia, Nov-Dec 2002	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Solomon Island 2001		
			Nebuta Festival, Aomori, Japan Aug 2001		
			Southwestern United States Aug 2001	Arctic Mar-May 2002	
			Northwest Coast USA Mar 2002		
			Greenland Jun 2001		
			Romania Jun 2002	Tunisian Textiles Feb 2003	
		Excavations	Straits of Magellan Jan-Feb 2002	Straits of Magellan	
			Islas de Sacrificios, Mexico, May 2001		
		Scientific Research	Northwest Coast metallurgy	Inca pottery	
			Wooden Iroquois bowl	Conchas/ turquoise	
			Microscopic analysis of Arctic hair		
3.1.2	<b>promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad</b>	University collaborative programmes	Clothing the Pacific with UCL and Goldsmiths; create Merlin- compatible textile database	Clothing the Pacific with UCL and Goldsmiths; ongoing research and augment database	Clothing the Pacific research and database reaching completion

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			LCVMC with University of London, based in Ethnography department		
			Presentations at Pacific Island Association AGM, MEG AGM, Pacific Arts Association, Australian National University, SAA		
			Joint project with York University, Toronto, 'Housegirl Workshop' Jun 2001	Trappings of Glory conference 2002	
			Museums and Material Culture International Symposium Sep 2001	Sainsbury African Gallery inaugural conference 2002	
			Fashioning Brazil (Institute of Latin American Studies/Ethnography) Oct 2001		
	<b>PUBLICATIONS</b>				
3.1.3	<b>develop scholarly publications which are aligned with the Museum's research strategy</b>	Occasional Paper Series	OP 134 <i>Guatemalan Textiles</i> publish 2002		
			Kelabit OP publish Jun 2002		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Exhibition Catalogues	<i>Unknown Amazon</i> publish 2001	<i>Precolumbian Gold Collections in the British Museum</i> (with Scientific Research), submit 2002	<i>Wellcome Gallery</i> publish 2003
					<i>Celebrate Sound</i> , publish 2003
		Books			Contribute to King's Library publication 2003
			4 Fabric Folios on Textiles, publish May 2001: <i>Textiles from Guatemala, Printed and Dyed Textiles from Africa, Embroidery from India and Pakistan, Miao Textiles from China</i>	4 further Fabric Folios, publish Mar 2002 and Sep 2002	2 further Fabric Folios, <i>Central Asian Felt</i> , 2003 and <i>World Batik</i> , 2003
			<i>Unfolding the Moon</i> , Oct 2001	Maudslay biography (I. Graham)	
			<i>A Solomon Islands Chronicle</i> , publish spring 2001		
			<i>The Forest of Kwara'ae</i> publish spring 2001		
		Conference Papers	European Science Foundation/ WGF Workshop papers	National Art of the North American Woodlands submit 2002	Arctic Clothing publish 2003

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
				Boundaries of Northwest Coast Art submit 2002	Time Capsule Symposium Papers publish 2004
				Walking about: movement and migration in Vanuatu submit 2002	
	<b>LIBRARIES AND ARCHIVES</b>				
3.2.1	advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives	Library	Continue to monitor retrieval services from Reading Room to Burlington Gardens for Anthropology Library to operate at maximum efficiency	Review efficiency of library and plan for move	Move of books to Study Centre
			Install new library computer system Apr-Jun 2001 for Anthropology Library to progress retrospective conversion of library records	Conversion completed	Transfer library to Study Centre selecting stock for new Reading Room, closure of Burlington Gardens reading room
			Buy and keep in good repair books and journals for Anthropology Library	Maintain, ideally with uplift for publisher's inflation	Maintain, ideally with uplift for publisher's inflation

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Maintain good links with Royal Anthropological Institute		
		Archives	Assess requirements to improve archive management in line with new guidelines		
		Pictorial Collection (Photographic archive)	Continue to upgrade storage and access		
			Complete project with Museum of Ethnology in Osaka		
	<b>CARE OF COLLECTIONS</b>				
3.3.2	<b>improve the quality of storage conditions</b>	Storage	Audit African collections post-Sainsbury African Gallery in preparation for packing, continuing work on Orsman Road	Continue to pack African and other collections at Orsman Road and Burlington Gardens collections	Packing complete
			Improve textile storage through Clothworkers Centre for World Textiles (CCWT)	Improve storage of Benin ivory and gold collections and textiles	Prepare to move

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.2.2	ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard	Conservation	Initiate conservation plan for the development of galleries in 2003 and agree procedure to check packed collections	Implement conservation plan for galleries, loans, exhibitions and packed collections	Recommend objects for conservation prior to displays
	<b>ACQUISITIONS AND DOCUMENTATION</b>				
3.4.2	make acquisitions which build on identified strengths and fill identified gaps	Acquisitions	Continue to acquire material in line with departmental policy, with specific orientation towards contemporary Pacific material in line with development for Pacific Gallery, and for relevant material in line with Wellcome Gallery	Continue to acquire material in line with departmental policy, with specific orientation towards contemporary Pacific material in line with development for Pacific Gallery, and for relevant material in line with Wellcome Gallery	Continue to acquire material in line with departmental policy and with developing focus on Asia and Europe
			Commission external field-workers to make collections in the field	Commission external field-workers to make collections in the field	Commission external field-workers to make collections in the field
			Continue to bid for objects of prestige with outside funds e.g. NACF or to acquire through donation	Continue to bid for objects of prestige with outside funds e.g. NACF or to acquire through donation	Continue to bid for objects of prestige with outside funds e.g. NACF or to acquire through donation



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Secure the successful loan or transfer and purchase of the of the LSE Pacific collection to the department of Ethnography under conditions of extended loan		
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 CDMS project	Merlin	Reduce unregistered backlog on MAGUS/Merlin in line with Keepers recommendations	Continuing	Continuing
			Register new acquisitions within 6 months	Register new acquisitions within 6 months	Register new acquisitions within 6 months
			MAGUS/Merlin conversion Oct 2001	Edit Merlin records and enhance where possible	Continuing, also edit locations and resolve queries for move to Study Centre
		Digitisation	Set parameters for CCWT Textile Digitisation Project; identify and prepare textiles for photography	Push forward programme of digitisation of 6,000 textiles; support photographic staff carrying out this work	Digitisation to be completed by move to Study Centre
			Improve statistics on collections and improve documentation through editing process on CCWT database	Create CCWT database with images, enhancing MAGUS/Merlin records and improving documentation through editing process	Continue with preparations for move to the Study Centre

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>NATIONAL AND INTERNATIONAL RELATIONS</b>				
2.6.1	<b>develop professional Museum skills to meet national and international needs</b>	National advice to museums and related teaching projects	Collaborative relationship with Vanuatu Cultural Centre	Collaborative relationship with Vanuatu Cultural Centre	Collaborative relationship with Vanuatu Cultural Centre
		Internships	BP Fellowship Scheme to be continued at level of 6 fellows a year from developing countries	BP Fellowship Scheme to be continued at level of 6 fellows a year from developing countries	BP Fellowship Scheme continuing
		International advice to museums and related teaching projects	Science Institute of Nunavut, ongoing research programme		
			Reciprocal study exchange with Argentina and Brazil		
			The Blood Nation/ Galt Museum, Lethbridge, Alberta/ Royal Ontario Museum to develop exhibition and collaborative research initiative for 2002		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.6.2	work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills supply for the creative industries and tourism	Volunteers	CCWT volunteer training, plan for 2 volunteers a year	CCWT volunteer training, plan for 2 volunteers a year	CCWT volunteer training, plan for 2 volunteers a year
		Training guides	Eye Opener guides for Sainsbury African Gallery		
4.1.3	enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement	Diplomatic relations	Forge and develop beneficial links towards the development of new ethnography galleries	Forge and develop beneficial links towards the development of new ethnography galleries	Forge and develop beneficial links towards the development of new ethnography galleries
		Develop contacts with sponsors and patrons	Continue to develop links with Aomori City authorities, Japan, Nebuta and Kites projects		
			Continue good links with Brazilian authorities after <i>Unknown Amazon</i> exhibition		
			Continue to maintain good links with the Wellcome Trust		
	MANAGEMENT				
5.2.4	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	Department meetings	Continue monthly Departmental meetings	Continue monthly Departmental meetings	Continue monthly Departmental meetings



## 1.6 Greek and Roman (G&R)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>DISPLAY</b>				
2.1.3	<b>advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions</b>	Special Exhibitions	<i>Cleopatra: from History to Myth</i> Apr-Aug 2001 transfer to Chicago, close Mar 2002	Input catalogue; fundraise	
			<i>Greek and Roman Theatre</i> - finalise list of lenders and objects, establish budget		Contribute to <i>Celebrate Sound</i>
2.1.4	<b>maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	Gallery 18	Slip Rooms: new touch model, revised panels and audio-guide; repair roof; repair floor		
			Main Gallery: lifts for disabled access to Transepts, new general panel		
		Galleries 79-81	Remove stored objects; instal FAEL; repair floors; adjust displays	Redecorate	
		Gallery 13A	Remove stored vases; deep clean	Redecorate	
		Galleries 15-21 and 23	Develop brief (subject to Master Plan)	Develop brief (subject to Master Plan)	Begin fundraising
		Gallery 69	Develop brief (subject to Master Plan)	Redecorate; recarpet Develop brief (subject to Master Plan)	Begin fundraising
		Galleries 69-73	Add objects and cases to 70 refresh interiors of cases in 69		
		Gallery 1	Select objects	Prepare texts etc	Open 2003

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>TOURING EXHIBITIONS</b>				
2.5.1	<b>maintain national and international partnerships and enhance public understanding, enjoyment of the collections and their cultural contexts through touring exhibitions</b>	Greek & Roman Treasures in the Far East	Finalise list of objects; establish budget; fundraise	Prepare catalogue	Open in Shanghai; move to Hong Kong; move to Seoul
	<b>LOANS</b>				
1.1.4	<b>promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans</b>	Contribute to loan exhibitions outside BM	<i>Im Labyrinth des Minos</i> , Karlsruhe Jan-Apr 2001		<i>Mythical Beasts</i> (NHK)
			<i>Gladiators &amp; Caesars</i> to Rome spring-autumn 2001		<i>Enduring Image</i> Asahi Shimbun loan to Japan Oct 2003
			<i>Treasures from the Ark</i> , London Mar-Mar 2001		
			<i>Tout Feu, Tout Sable</i> , Marseilles Jun-Dec 2001		
			<i>Sacred Triad</i> , Barcelona June-Oct 2001		
			<i>Troy, Dream and Reality</i> , Brunswick, Jul-Oct 2001		
			<i>Gold and Civilisation</i> in Canberra, Mar - Jun 2001, then Melbourne Jul - Oct 2001		
			<i>Cleopatra: from History to Myth</i> , Chicago Oct 2001-Feb 2002		
			<i>Pearls</i> , New York Oct 2001-April 2002	<i>Pearls</i> , Chicago Aug 2002-Feb 2003	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			<i>William Beckford</i> , London Mar-Jul 2002, New York Oct 2001-Feb 2002		
			<i>Troy, Dream and Reality</i> , Bonn Nov 2001-Feb 2002	<i>Interconnections</i> Barcelona autumn 2002-spring 2003	
	<b>STUDY ROOMS/ PUBLIC SERVICE</b>				
2.2.4	<b>improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer more consistent Museum-wide service</b>	Study Rooms	Maintain Study Room hours (Mon -Fri 10 a.m. - 1 p.m. and 2.15 p.m. - 4 p.m.) and quality of service	Maintain Study Room hours (Mon -Fri 10 a.m. - 1 p.m. and 2.15 p.m. - 4 p.m.) and quality of service	Maintain Study Room hours (Mon -Fri 10 a.m. - 1 p.m. and 2.15 p.m. - 4 p.m.) and quality of service
		Handling Sessions	Promote sessions for Conservation training groups; promote sessions for Primary School children with visual impairment (6 sessions advertised)	develop other special handling packages	
		Special Programme	Develop activities linked to the Public Programme		
		Public enquiries	Maintain service in collaboration with central Information Service		
		Study Centre facilities		Develop handling collection for Study Centre	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.2.2	improve the quality of physical access to the study collections, especially through the facilities of the study centre	Study Centre - collections	Re-establish access to Study Collection of Greek Vases in Gallery 13A		
			Re-establish access to the Wolfson Sculptures Galleries (79-81 )		
	<b>VIRTUAL MUSEUM</b>				
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	Contribute to COMPASS	COMPASS virtual tour of Cleopatra  Continue work on computer-generated reconstructions (Mausoleum; Seianti)	As required	As required
2.2.1	utilise a variety of electronic media on- and off-site to show the Museum in Action	Museum in Action	Continue digital filming of Knidos excavations  Develop ideas for other projects	Continue filming of Knidos excavations  Develop ideas for other projects	Continue filming of Knidos excavations  Implement
		Contribute to internet presence	Publish Cleaning of the Parthenon Sculptures conference on Internet		
			Develop web pages following work on web architecture	Develop and expand web pages	



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.5	utilise a variety of electronic media on and off site to provide learning resources which support curriculum related and other accredited outcomes on a self-funded basis	Multimedia	Develop publications with multimedia links	Explore links to other Data bases (Beazley Archive, Oxford; Ashmole Archive, King's Coll London)	
		Online learning resources	Contribute to any partnerships formed	Contribute to any partnerships formed	Contribute to any partnerships formed
	<b>PUBLIC COMMUNICATION</b>				
2.2.2	extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	British Museum lectures and gallery talks	Continue annual BM Classical Colloquia (2001 - 'Reassessing Cleopatra')	Continue annual BM Classical Colloquia (2002 - 'Etruscans')	Continue annual BM Classical Colloquia (2003)
			Continue input to Evening Openings for British Museum Friends	Continue input to Evening Openings for British Museum Friends	Continue input to Evening Openings for British Museum Friends
			Continue annual Haynes Memorial Lecture (2001 - Greek scholar)	Continue annual Haynes Memorial Lecture (2002 - German scholar)	Continue annual Haynes Memorial Lecture (2003)
		Study days	Continue input to Study Days organised by Education Department		
		British Museum Traveller	Bay of Naples Oct 2001		
		Publication of popular articles	Continue provision of articles for <i>BM Magazine</i> , <i>Minerva</i> etc. (new acquisitions, excavations; new research)		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.3	<b>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</b>	Universities	Explore potential links with Open University  Promote object-based handling sessions in the Study Room (including University College London and King's College London)		
		PhD supervision	Continue supervision of students from Birkbeck and King's College		
		Research for PhD	Two members of staff currently doing part-time PhDs		
	<b>RESEARCH, EXCAVATION, FIELDWORK</b>				
3.1.1	<b>advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction</b>	Peer Review	Participate in Peer Review of Archaeology	Participate in Peer Review as required	Participate in Peer Review as required
		Thematic approach (2.4.1)	Refresh Greek and Roman Life display (Gallery 69)	Explore themes for brief for new Greek and Roman Life Room	
		Excavations	Forum Novum (Italy) study season - approved	Forum Novum (Italy) excavation season - approved	Forum Novum (Italy) excavation season - approved
			Knidos (Turkey) excavation season - approved	Knidos (Turkey) excavation season - approved	Knidos (Turkey) excavation season - approved
			Volubilis (Morocco) - joint project with OA - approved	Volubilis (Morocco) - joint project with OA - approved	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Scientific Research	continue collaboration projects (e.g.. Large scale Greek bronze technology; jewellery technology; gypsum artefacts; Minoan pottery from Egypt)	continue collaboration	continue collaboration
3.1.2	<b>promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad</b>	University collaborative programmes	Continue joint BM/University of London research seminars (Bronze Age; Classical)	Add Roman Art and Archaeology seminar	
			Joint application made with Nottingham University for AHRB funding to take forward a Virtual Theatre project to actual excavation of Pompey's Theatre (Rome)		
	<b>PUBLICATIONS</b>				
3.1.3	<b>develop scholarly publications which are aligned with the Museum's research strategy</b>	Scholarly Catalogues	<i>Etruscan Mirrors</i> - publish	<i>Greek Vases from the HMS Colossus</i>	<i>Greek and Roman Transport Amphorae</i> (with outside authors)
			<i>Hellenistic Terracottas</i> - publish	<i>Greek and Roman Ivories</i>	Sculptures from Knidos
			<i>Roman Glass</i> - publish		<i>Bronze Age and Early Iron Age Bronzes from Italy</i> (outside authors with PEE)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
				<i>Mausoleum Frieze</i> (outside author)	<i>Catalogue of the Terracottas in the British Museum vol. 4 Ptolemaic and Roman Terracottas from Egypt</i> (outside author)
		Occasional Paper Series	23rd Classical Colloquium Parthenon Cleaning Conference	Etruscan Lady Seianti	<i>Studies of Roman Sarcophagi</i> (S. Walker and Matthews in Scientific Research)
		Exhibition Catalogues	<i>Cleopatra: from History to Myth</i>		<i>Greek and Roman Theatre</i>
					<i>Greek &amp; Roman Art and the East</i>
		Books	<i>Mycenaeans</i> (outside author)	<i>Hellenistic Art</i> (outside author)	<i>Greek Sculpture in British Museum</i>
				Minoans	
		Conference Papers	Papers of the 21st Classical Colloquium (Greeks in the East) (Outside author) reassess	Papers of the 24th Classical Colloquium (Aigina Treasure)	
			Papers of the 22nd Classical Colloquium (Cyprus) - publish	Papers of the 25th Classical Colloquium (Reassessing Cleopatra)	
		Archaeological Reports	Interim reports on excavations at Forum Novum (Italy) and at Knidos (Turkey)		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>LIBRARIES AND ARCHIVES</b>				
3.2.1	advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives	Library	G&R as a pilot project for retro-conversion and computerisation		
		Archives	Complete listing of archival material; assess storage		
	<b>CARE OF COLLECTIONS</b>				
3.3.1	improve the quality of storage conditions	Storage	Re-establish basements lost to or disrupted by Great Court	Identify new storage areas for material stored adjacent to Gallery 69 (Glass Reserve and Life Room Store)	
3.3.2	ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard	Conservation	Clean all basements affected by Great Court construction		
			Implement new storage monitoring scheme	Implement new storage monitoring scheme	Implement new storage monitoring scheme
			Continue liaison system and surveys of collections	Continue liaison system and surveys of collections	Continue liaison system and surveys of collections
	<b>ACQUISITIONS AND DOCUMENTATION</b>				
3.4.2	make acquisitions which build on identified strengths and fill identified gaps	Acquisitions	Continue to develop systems of advance knowledge of possible sales	Develop strategies for acquisition of context material (inc. costs)	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
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 CDMS project	Registration of new acquisitions	Maintain new timetable for registration	Maintain new timetable for registration	Maintain new timetable for registration
		Registration of historic backlogs	Continue programme for completion	Continue programme for completion	Continue programme for completion
		CDMS	Continue programme of work	Continue programme of work	Continue programme of work
		Merlin	After conversion to Merlin survey needs for improvement and development of records		
		Digitisation	Develop projects once standards and resources are determined		
	NATIONAL AND INTERNATIONAL RELATIONS				
2.6.1	develop professional Museum skills to meet national and inter-national needs	National advice to museums and related teaching projects	Continue advice to all museums and collections		
		International advice to museums and related teaching projects	Continue to contribute to mapping schemes		
		Government Departments	Continue advice and visits		
			Continue advice on Export Licencing, tax in lieu, and cultural property issues		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.6.2	work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills- supply for the creative industries and tourism	Internships		Explore the possibilities of funding interns	
		Volunteers	Continue to encourage volunteers (Universities and lifelong learning sector)	Continue to encourage volunteers (Universities and lifelong learning sector)	Continue to encourage volunteers (Universities and lifelong learning sector)
		Training guides	As requested (most galleries already covered)		
4.1.3	enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement	Diplomatic relations	Continue advice to Embassies abroad  Develop involvement with UNESCO		
		Develop contacts with sponsors and patrons	Continue to foster Caryatids Group; collaborate with American Friends; collaborate with BM Friends		
	MANAGEMENT				
5.2.4	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	Internal Briefings  Intranet	Continue to hold regular Departmental meetings  Develop Departmental calendar on Intranet	Continue to hold regular Departmental meetings	Continue to hold regular Departmental meetings

## 1.7 Japanese (JA)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.1.3	<b>DISPLAY</b> advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions	Galleries 92-94	<i>One Hundred Views of Mount Fuji</i> May 2001	<i>Japanese Swords</i> from the Peter Moores Project summer-autumn 2002	<i>Japan on the Periphery</i> 2003
			<i>Shintō</i> Sep-Dec 2001	<i>Kazari</i> (loan) spring 2003	<i>Shibata Gift of Porcelain</i> 2004
			<i>Post War Prints</i> Jan-Mar 2002	<i>Arts of Japan</i>	<i>Rosetsu</i> (loan) 2004
			<i>Arts of Japan</i> Jan-Mar 2002		Arts of Japan
2.1.4	<b>maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	King's Library	Plan JA contribution to King's Library project e.g.. Kaempfer	Plan JA contribution to King's Library project	Open King's Library
2.5.1	<b>TOURING EXHIBITIONS</b> maintain national and international participation and enhance public understanding, enjoyment of the collections and their cultural contexts through touring exhibitions	International and National Touring exhibitions	<i>One Hundred Views of Fuji</i> to Belfast	Kazari with Japan Society, New York	
			59 objects for <i>Japanese Ceramics for Home and Export</i> Museum of Far Eastern Art, Bath Apr 2001	Anderson Collection to Japan	
1.1.4	<b>LOANS</b> promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans	Contribute to loan exhibitions outside British Museum	21 objects for <i>Monet and Japan</i> National Gallery of Australia, Canberra 2001	Sesshu at Tokyo National Museum/Kyoto National Museum spring 2002	



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
				Kawamura Bumpo Paintings and prints to Art Gallery, University of Leeds, autumn 2002	
				Suzuki Harunobu at Chiba City Museum, autumn 2002	
2.2.4	<b>STUDY ROOMS/ PUBLIC SERVICE</b>  <b>improve the public services offered by the curatorial departments through Study Rooms and other means, providing a clearer more consistent Museum-wide service</b>	Study Rooms	Maintain Study Room open Mon-Fri 10 a.m.-1 p.m. and 2.15 p.m. to 4 p.m.	Maintain Study Room open Mon-Fri 10 a.m.-1 p.m. and 2.15 p.m. to 4 p.m.	Maintain Study Room open Mon-Fri 10 a.m.-1 p.m. and 2.15 p.m. to 4 p.m.
		Public enquiries	Accurate and speedy response to enquiries in person, by post, telephone and e-mail	Accurate and speedy response to enquiries in person, by post, telephone and e-mail	Accurate and speedy response to enquiries in person, by post, telephone and e-mail
		Study Centre facilities	Plan Study Centre facilities	Plan Study centre facilities	Plan Study centre facilities
		Special Study Room programme including Handling Sessions	'Japanese Printmaking' course (link to Education) Mar 2001 handling sessions		
3.2.2	<b>improve the quality of physical access to the study collections, especially through the facilities of the Study Centre</b>	Study Centre	Plan high-visibility storage for 3-D collections in Study Centre	Plan high-visibility storage for 3-D collections in Study Centre	Opening of high-visibility storage for 3-D collections in Study Centre

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.5.2	<b>VIRTUAL MUSEUM</b> 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	Contribute to COMPASS	COMPASS tour on <i>100 Views of Fuji</i>		<i>Celebrate Sound</i> musical tour on COMPASS
2.2.1	utilise a variety of electronic media on- and off- site to show the museum in action	Museum in Action	Develop Plans for contribution to Museum in Action		
		Contribute to internet presence	Discuss and develop JA web site		
2.2.2	<b>PUBLIC COMMUNICATION</b> extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	British Museum lectures and gallery talks	7 Gallery talks/lectures scheduled Jun 2001		
			Utamaro's Portraiture lecture Art Gallery of New South Wales Mar 2001		
		Conferences and symposium	Beverage Conference (organised with SISJAC) Mar 2001	Portraiture conference (support to SOAS/SISJAC) May 2002	
			Monet & Japan symposium, NGA Canberra Mar 2001	'Japan on the Periphery' to be presented at an Academia Sinica conference, Taipei Oct 2002	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Actor print workshop/symposium (support to SOAS) Jun 2001		
			Shinto symposium Sep 2001		
		Study Days	"Japonisme" study days (link to P&D and Education) Jun 2001		
			100 Views of Fuji Study Day Jun 2001		
			Japanese Printmaking day Jun 2001		
			Japanese Printmaking course Jul 2001		
			Kabuki roadshow (link to Education) Sep 2001		
		Festivals	Japan 2001 Britain-wide festival		
2.4.3	<b>promote object-based learning in Higher Education and increase impact on HE through numbers of students achieving accredited outcomes, expanding the subject reach and range of partnerships on a self-funded basis</b>	British Museum Diploma of Asian Art		The Classical and Decorative Arts of Japan and Korea Apr-Jul 2002	
		University teaching	Ongoing teaching with: SOAS (University of London)		
			Ongoing collaboration with Sainsbury Institute for the Study of Japanese Arts and Cultures (SISJAC)		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.1.1	RESEARCH, EXCAVATION, FIELDWORK  advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction	Peer Review		Participate in Peer Review as required	Participate in Peer Review as required
		Thematic approach (2.4.1)	Explore theme of 'Religion' through Shinto exhibition		
		Fieldwork	Swords and Metalwork		
			Archaeology of the Kofun period (3rd-7th Century AD)		
3.1.2	promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad	University collaborative programmes	Beverage conference (with SISJAC) Mar 2001		
			Shinto Symposium 2001		
3.1.3	PUBLICATIONS  develop scholarly publications which are aligned with the Museum's research strategy	Scholarly Catalogues	<i>Swords</i> publish 2002	<i>Kazari</i> publish 2002	<i>Japanese porcelain</i> publish 2004
		Occasional Paper Series			OP 89 <i>Sculpture of the Kamakura Period</i> (with outside author)
		Exhibition catalogues	<i>One Hundred Views of Mount Fuji</i> : publish May 2001	<i>Post-war Prints</i> : publish 2002	
			<i>Shintō</i> : publish 2001		<i>Nagasawa Rosetsu</i> (1754-99)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.2.1	<b>LIBRARIES AND ARCHIVES</b>  advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives	Library	Technical problems with Japanese cataloguing system to be resolved 2001-02	Prepare for retro-conversion	
3.3.1	<b>CARE OF COLLECTIONS</b>  improve the quality of storage conditions	Storage	Seek additional temporary storage for 62 large modern Kyushu ceramics Mar 2001	Inventory of 3-D storage prior to Study Centre move	Move of 3-D storage to Study Centre
3.3.2	ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard	Conservation	Repair of BM paintings in Usami and Ota Studios	Repaired Ukiyo-e prints for Ukiyo-e V (part of Arts of Japan)	Repaired Ukiyo-e prints for Ukiyo-e VI (part of Arts of Japan)
			Repaired paintings (3) to be exhibited in Spring 2001 Arts of Japan exhibition	Hirayama Repair paintings (part 2). List of 5 items agreed for Mr. Abe to work on	
			Painting and Print conservation programme in Hirayama Studio:		Hirayama Repair paintings (part 2). List of 5 items agreed for Mr. Abe to work on
			Repaired paintings and prints in <i>100 Views of Mount Fuji</i> May 2001		
			Prepare works for <i>Japanese Prints under the Occupation</i>		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Repairs to The Large Fan		
			Hirayama Repair paintings (part 2), list of 5 items agreed for Mr. Abe to work on		
3.4.2	<b>ACQUISITIONS AND DOCUMENTATION</b>  make acquisitions which build on identified strengths and fill identified gaps	Acquisitions	Acquisition of 62 (large) pieces of contemporary ceramic from Saga 2001		
			Probable acquisition of a further 500 pieces of porcelain from Mr Shibata		
			Acquisition of The Large Fan		
			Purchases (paintings, prints, metalwork, sculpture, textiles, etc)		
3.4.3	ensure plans for full registration are met, develop the quality and extent of documentation through the new Merlin system, and review the CDMS project	Merlin	Merlin registration of recent acquisitions (with volunteer)		
2.6.1	<b>NATIONAL AND INTERNATIONAL RELATIONS</b>  develop professional Museum skills to meet national and international needs	National advice to museums and related teaching projects	Curatorial advice to Victoria and Albert Museum, Royal Academy	Curatorial advice to Victoria and Albert Museum, Royal Academy	Curatorial advice to Victoria and Albert Museum, Royal Academy
			Curatorial advice to Fitzwilliam Museum and Birmingham City Museum and Art Gallery on care and display of Japanese prints	Curatorial advice to Fitzwilliam Museum on care and display of Japanese prints	Curatorial advice to Fitzwilliam Museum on care and display of Japanese prints

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		International advice to museums and related teaching projects	Idemitsu Museum/SISJAC/JA (BM) partnership to catalogue porcelain collection	Idemitsu Museum/SISJAC/JA (BM) partnership to catalogue porcelain collection	Idemitsu Museum/SISJAC/JA (BM) partnership to catalogue porcelain collection
			Japan Society, NYC for Kazari		
2.6.2	work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills- supply for the creative industries and tourism	Internships	Long-term visits by Japanese academics: 1) Prof. of Japanese Literature from Atami Women's University; 2) Head of Fine Arts Section, Kyoto National Museum (SISJAC Fellow); 3) Prof. of History, Meiji University		
			Visiting Japanese Scholars programme (Prof. Iwata, Prof. Kano, Prof. Yoshida)		
		Volunteers	1 volunteer working with Merlin registration		
			2 volunteers working on JA library		
4.1.3	enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement	Diplomatic relations Develop contacts with sponsors and patrons	Relations with Agency for Cultural Affairs of Japan		
			Hirayama Foundation		
			Tokyo National Museum		
			Kyoto National Museum		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Japanese Friends Review creating British-based Friends group Production of a leaflet to expand patrons group		
5.2.4	<b>MANAGEMENT</b>  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	Internal Briefings	Hold weekly departmental briefings		



## 1.8 Medieval & Modern Europe (MME)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.1.3	<b>DISPLAY</b>  advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions	Special exhibitions	<i>Cleopatra</i> Apr-Aug 2001		Contribute to <i>Celebrate Sound</i> Mar 2003
			<i>Business of Prints</i> Sep 2001-Jan 2002		Contribute to <i>Finding Our Past</i> Sep 2003-Jan 2004
					Previous Time Jan-Jun 2003
		North Entrance	<i>Overdecorated Porcelain</i> (with OA and Oriental Ceramics Society)		
		Gallery 44 and Gallery 48	Minor improvements		
2.1.4	maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation	Gallery 41	Plan and execute refreshment of Gallery	Develop long-term plans	
		Gallery 1	Contribute to the planning of the King's Library display	Contribute to Museum project	Open King's Library
2.5.1	<b>TOURING EXHIBITIONS</b>  maintain national and international partnership and enhance public understanding, enjoyment of the collections and their cultural contexts through touring exhibitions	International touring exhibitions	Plan departmental contribution to the touring exhibition programme	Carry out Plan	Carry out Plan
		Support the National Touring Exhibition Scheme	As required	As required	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.4	<b>LOANS</b>  <b>promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans</b>	Contribute to loan exhibitions	<i>Aemilia Ars</i> , Bologna Feb-May 2001	<i>Glass of the Sultans</i> , Athens spring - summer 2002	contribute to <i>Enduring Image</i> Asahi Shimbun and NHK exhibitions
			<i>Golden Age of York</i> York Apr-Sep 2001	<i>Centre of Europe</i> , Prague Mar-Jun 2002	
			New British Galleries at the V&A, 2001-06	L'Art d'Or Liège Sep-Dec 2002	
			<i>Glass Manufacturing in Prussia</i> , Berlin May-Aug 2001		
			The True Story of the Vandals, Varnamo May-Aug 2001		
			Glass of the Sultans, Corning May-Sep 2001, New York Oct 2001- Jan 2002		
			<i>Treasures from the Ark</i> , London May 2001, Cleveland Jun 2001, Baltimore Sep-Dec 2001		
			<i>Gold and Civilisation</i> Canberra Jun 2001, Melbourne Jul-Oct 2001		
			Basle Cathedral Treasury, Jul-Oct 2001		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			<i>Turner's Gallery</i> , London Mar-Jul 2001		
			<i>Otto der Grosse</i> , Magdeburg Aug-Dec 2001		
		Contribute to Loan exhibitions (awaiting approval)	<i>Once in a thousand</i> , Kells Jul-Aug 2001	<i>Pearls</i> Chicago Aug 2002- Feb 2003	<i>Gothic Glory</i> , London Oct 2003- Jan 2004
			<i>Commedia dell'arte</i> , Berlin Jul-Oct 2001	<i>Façon de Venise</i> , Corning 2002	Sutton Hoo Visitor Centre, Apr-Oct 2003
			<i>Pearls</i> New York Oct 2001- Apr 2002	<i>Genius of Medieval Painting</i> Berlin, Venice 2002	
			<i>Byzantine Hours</i> , Thessaloniki Oct 2001- Jan 2002	<i>Quasi Centrum Europae</i> Nurnberg Jun-Oct 2002	
			<i>William Beckford</i> , New York Oct 2001- Jan 2002, Dulwich Feb-Apr 2002	NACF London 2003	
			<i>Pisanello</i> London Oct 2001- Jan 2002	Sutton Hoo Visitor Centre Jan-Oct 2002	
			<i>Falconet à Sèvres</i> Paris Nov 2001- Feb 2002		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.2.4	<b>STUDY ROOMS/ PUBLIC SERVICE</b>  <b>improve the public services offered by the curatorial departments through Study Rooms and other means, providing a clearer, more consistent Museum-wide service</b>	Study Rooms	Keep Study Rooms open to beyond agreed hours of Mon-Fri 10 a.m-1 p.m. and 2.15 p.m. - 4 p.m	Plan trial Study Rooms opening on one Saturday morning a month	Plan trial Study Rooms opening one evening a month
		Public enquiries	Respond to visitors' enquiries and identify objects brought in by persons and sent in by post	Respond to visitors' enquiries and identify objects brought in by persons and sent in by post	Respond to visitors' enquiries and identify objects brought in by persons and sent in by post
			Develop structured programme of activities linked to the public programme specifically for the Study Room	Deliver programme	Assess programme and revise
		Handling Sessions	Develop and plan handling sessions particularly for portable antiquities recorders		
3.2.2	<b>improve the quality of physical access to the study collections, especially through the facilities of the Study Centre</b>	Study Centre - collections	Plan contribution to Study Centre	Develop contribution to Study Centre	Deliver contribution to Study Centre

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.5.2	<b>VIRTUAL MUSEUM</b> 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	Contribute to COMPASS	Encyclopedia entries Modern Tour Writing Tour	Continue to contribute to COMPASS, in particular encyclopaedia and tours	Continue to contribute to COMPASS, in particular encyclopaedia and tours
2.2.1	utilise a variety of electronic media on- and off- site to show the museum in action	Museum in Action	Contribute to Museum in Action	Contribute to Museum in Action	Contribute to Museum in Action
		Contribute to internet presence	Develop departmental web pages in accordance with the web architecture	Edit MME web pages	Review and edit web pages
2.4.5	develop electronic media on- and off-site to provide learning resources for curriculum related and other accredited outcomes on a self-funded basis	Multimedia	Develop and plan in accordance with other projects		
2.2.2	<b>PUBLIC COMMUNICATION</b>  extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	BM lectures and gallery talks	BM Friends open evenings -gallery talks and lectures	BM Friends open evenings -gallery talks and lectures	BM Friends open evenings -gallery talks and lectures
			BM Special Exhibitions, Gallery talks and lectures		
		Study days	Overdecorated Porcelain study day with OCS/OA 15 Nov 2001		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Organise programme for British Museum Byzantine Seminar (dates to be arranged)		
			Organise joint Early Medieval Seminars with Institute of Archaeology (dates to be arranged)		
			Organise Dingwall-Beloe Lecture with Clockmakers (date to be arranged)		
			Contribute to Museums Week May 2001		
		Handling sessions	Organise handling sessions as appropriate		
		Publication of popular articles	Plan and publish popular articles in <i>BM Magazine</i> , <i>Remus</i> and other popular publications		
			Prepare and deliver <i>The Boy Who Worked Miracles</i> (BMP)		
2.4.3	<b>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</b>	University teaching	MME staff to examine doctoral theses at the Courtauld and elsewhere		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Teaching at Universities, probably UCL, Royal Holloway College and other institutions		
3.1.1	<b>RESEARCH, EXCAVATION, FIELDWORK</b>  <b>advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction</b>	Peer Review	Participate in Peer Review of archaeology	Participate in Peer Review as required	Participate in Peer Review as required
		Thematic approach (2.4.1)	Develop theme of 'Discovery' through the archaeological excavation and fieldwork		
		Excavations	With North Norfolk Archaeological Unit	Plan new excavation proposals and continue collaboration on both Burnham Market and Istanbul	
			Burnham Market. Contribute to excavation (approved)		
			Istanbul archaeological survey, contribute to and monitor results		
			Scientific Research		
			Review programme of scientific research to relate to catalogue production and other outcomes, in particular Garton Station, Medieval Jewellery, Renaissance Maiolica		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.1.2	promote collaborative research projects and teaching and forge appropriate links with other institutions in Britain and abroad	University collaborative programmes	Collaborative programme with West Dean College (horology)	Collaboration with V&A on early watches	
			Museum of London Catalogue of Watches		
			Ashmolean Oxford Handlist of Watches		
3.1.3	PUBLICATIONS develop scholarly publications which are aligned with the Museum's research strategy	Scholarly catalogues	<i>Byzantine Enamels Catalogue</i> (outside author)	<i>Taplow, Broomfield, Caenby</i> deliver	<i>Anglo-Saxon Glass</i> (outside author and collaboration with Scientific Research)
			<i>Sutton Hoo</i> (outside author)	<i>Byzantine Weights Catalogue</i> deliver	<i>Carpathian Catalogue</i> (Outside author) deliver
			<i>Watch Catalogue Va</i> (outside author)	<i>Crimean Catalogue</i> (outside author) deliver	<i>Celtic Catalogue</i> deliver
			<i>Cuerdale Hoard</i> (outside author)	<i>Clock Catalogue</i> (outside author) deliver	<i>Scientific Instruments Catalogue</i> continue
			<i>Anglo-Saxon Glass</i> (outside author)		<i>Princely Treasures of Kiev</i> (outside author)
					<i>Maiolica Catalogue</i> (part outside author)
					<i>Watches 2</i>
		Occasional Paper Series	OP 141 <i>Novgorod</i>	<i>Garton Station</i>	OP 88 <i>Heraldic Pendants</i> (part outside author)
					<i>Byzantine Great Palace</i> (outside author)
		Books	<i>Renaissance Artist</i>	<i>Victorian Tiles</i> (await completion of American Jewellery)	<i>American Jewellery</i> (with outside author)
			<i>Buckton Festschrift</i>	<i>Archaeology of Reformation</i>	



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			<i>Anglo-Saxon Art</i> (resolve shape and delivery date)		
			<i>Medieval Jewellery</i> (resolve shape and delivery date)		
			<i>Summary Catalogue</i> (resolve method of publication)		
			<i>St Peters Tip</i> (outside author) (resolve future and possible doctoral collaboration)		
			<i>Dover Buckland</i> (outside author) (resolve strategy for publication)		
			<i>Watches Vb</i> (Outside author)		
			<i>Waddesdon 4</i> (outside author) (review in light of gallery plans)		
			<i>Waddesdon 5</i> (outside author) (review in light of gallery plans)		
		Articles	Continue to contribute articles to journals and other publications	Continue to contribute articles to journals and other publications	Continue to contribute articles to journals and other publications
3.2.1	<b>LIBRARIES AND ARCHIVES</b>  advance the automation, current cataloguing and retroconversion of libraries, to provide properly managed access and improved management of departmental archives	Library	Continue book and periodical acquisition	Continue book and periodical acquisition	Continue book and periodical acquisition
			Assess requirements for retro-conversion	Assess requirements for retro-conversion	Assess requirements for retro-conversion
		Archives	Assess requirements to improve archives management	Improve archives management	Improve archives management
		Photographic Archive	Plan improvements to archive	Improve archive	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.3.1	<b>CARE OF COLLECTIONS</b>  <b>improve the quality of storage conditions</b>	Storage	Plan transfer of 1/1A Montague St collections to new storage	Commence transfer of 1/1A Montague Street collection to new storage	Complete transfer of 1/1A Montague Street collections to new storage
		Basement 95	Organise material from B68		
		Conservation	Plan minor improvements in Sturge Basement especially continental early medieval collections	Recommend objects for conservation prior to displays	Recommend objects for conservation prior to displays
			Recommend objects for conservation prior to displays	Recommend objects for conservation for storage	Recommend objects for conservation for storage
			Recommend objects for conservation for storage	Recommend objects for conservation or handling	Recommend objects for conservation or handling
3.3.2	<b>ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard</b>		Recommend objects for conservation or handling		
3.4.1	<b>maintain central role and increase public recognition in relation to the Treasure Act and Portable Antiquities Scheme</b>	Portable Antiquities Scheme	Support the Portable Antiquities Scheme by 1) helping individual portable antiquities recorders 2) providing support and training for recorders by arranging training sessions	Support the Portable Antiquities Scheme by 1) helping individual portable antiquities recorders 2) providing support and training for recorders by arranging training sessions	Support the Portable Antiquities Scheme by 1) helping individual portable antiquities recorders 2) providing support and training for recorders by arranging training sessions

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Processing Treasure Act cases approximately 100 per year	Processing Treasure Act cases approximately 100 per year	Processing Treasure Act cases approximately 100 per year
			Provide assistance to the Treasure Valuations Committee at its bi-monthly meetings	Provide assistance to the Treasure Valuations Committee at its bi-monthly meetings	Provide assistance to the Treasure Valuations Committee at its bi-monthly meetings
			Contribute to Treasure Annual Report	Contribute to Treasure Annual Report	Contribute to Treasure Annual Report
3.4.2	<b>ACQUISITIONS AND DOCUMENTATION</b>  make acquisitions which build on identified strengths and fill identified gaps	Acquisitions	Continuing active policy of acquisition particularly in the Treasure and Modern Fields  Acquire Treasure items	Acquire Treasure items	Acquire Treasure items
3.4.3	ensure plans for full registration are met, develop the quality and extent of documentation through the new Merlin system, and review the CDMS project	Merlin	Convert to Merlin	Improve documentation through editing process	Improve documentation through editing process
			Improve documentation through editing process		
			Registration of departmental new acquisitions and backlogs	Registration of departmental new acquisitions and backlogs	Registration of departmental new acquisitions and backlogs
2.6.1	<b>NATIONAL AND INTERNATIONAL RELATIONS</b>  develop professional Museum skills to meet national and international needs	National Advice to museums and related teaching projects	Support the National Trust Sutton Hoo Visitor Centre by advice, loans and teaching	Support the National Trust Sutton Hoo Visitor Centre by advice, loans and teaching	Support the National Trust Sutton Hoo Visitor Centre by advice, loans and teaching
			Develop relationship with Clockmakers especially over planning for 2004 Tompion exhibition	Develop relationship with Clockmakers especially over planning for 2004 Tompion exhibition	Develop relationship with Clockmakers especially over planning for 2004 Tompion exhibition

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Continue to contribute to national archaeological societies and fine art societies		
		International advice to museums and related teaching projects	Advice to Turku Museum, Finland for exhibition on Hanseatic City		
			Planning meeting for Princeton-based Research Group on Manuscript evidence on Anglo-Saxon Aesthetics Mar 2002		
2.6.2	work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills- supply for the creative industries and tourism	Internships and volunteers	Use interns(approx 2) and volunteers (approx 8) to help achieve Departmental objectives (to help with library, filing, miscellaneous administration and work shadowing)		
4.1.3	enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement	Diplomatic relations	Develop contacts with Scandinavia and the Baltic through visits and loans		
		Patrons and sponsors	Develop contacts with sponsors and patrons		
		Give expert advice to Resource, NACF and Capital Taxes Office and other bodies	Give advice of the highest quality in c. 30 cases	Give advice of the highest quality in c. 30 cases	Give advice of the highest quality in c. 30 cases

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.2.4	<b>MANAGEMENT</b> <b>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</b>	Internal Briefings	Hold regular Departmental Meetings		
		Training	Encourage appropriate training by appropriate staff attending courses		

## 1.9 Oriental (OA)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.1.3	<b>DISPLAY</b> <b>advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions</b>	Gallery 91	<i>Admonitions Scroll and Related Paintings</i> Jun-Aug 2001	<i>Behind the Lines: Vietnamese Images of War</i> Jun-Sep 2002	
			<i>Shinto (JA Exhibition)</i> Sep-Dec 2001	<i>Vietnamese Decorative Arts</i> Sep-Dec 2002	
			<i>20th Century Chinese Calligraphy: The Barrass Collection</i> Jan-May 2002	<i>Modern Group-20th Century collecting</i> Jun-Oct 2003	
				<i>Sabancı's Collection of Islamic Calligraphy</i> Nov 2002-Jan 2003	
				<i>Islamic pottery (proposed)</i>	
		Gallery 33b	<i>Chinese Jades</i> Jun 2001-Jun 2004	<i>Chinese Jades</i> Jun 2001-Jun 2004	<i>Chinese Jades</i> Jun 2001-Jun 2004
		Gallery 34 Paintings Area	<i>The Mughals Adorned</i> Feb-Sep 2001	Birds in Persian & Indian painting, Sep 2001-Feb 2002	<i>Islamic Painting</i> 3 proposed exhibitions
				<i>Hunting Pictures,</i> Feb-Jul 2002	
				<i>Images of Medieval Yemen</i> Jul 2002-Feb 2003	
		Gallery 34 Mezzanine	<i>Cobalt and Copper: Ceramic techniques of the Islamic World</i> Nov 2000-Apr 2001		<i>Islamic paintings</i>

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			<i>Silver, Gold and Brass - Metalworking techniques in the Islamic world</i> Apr-Sep 2001		
			<i>Qasr Ibrim - a fortress on the Nile</i> Excavated material from the BM Oct 2001-Mar 2002		
			<i>Solomon and Sheba</i> Apr-Oct 2002		
		North Entrance	<i>Dehua Porcelain Sculptures</i> until Jun 2001	<i>Overdecorated porcelain</i> Sep 2001-May 2002	
			Boxer display in association with Bristol University Jun-Aug 2001	<i>Vietnamese Decorative Arts</i> Jun-Sep 2002	
			<i>Overdecorated porcelain</i> in association with the Oriental Ceramic Society and MME Sep 2001-May 2002		
		Gallery 69a	<i>Struck on Gold.</i> May 2001		
		Gallery 5	<i>Treasury of the World: Jewelled Arts of India in the Age of the Mughals.</i> May-Sep 2001	<i>Hunt for Paradise: Court Arts of Safavid Iran</i> May-Sep 2002	<i>Forbidden City</i> 2004
		Gallery 35			Contribute to <i>Celebrate Sound</i> Mar 2003
		Study Centre	Plan contribution to Study Centre Textiles display	Plan contribution to Study Centre Textiles display	Study Centre Textiles display

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.1.4	<b>maintain, renew and refresh permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	Galleries 33-34a	Continue updating labelling and lamping; SE Asia prehistoric case	Refurbishment cont'd: Display Central Asian cases	
			Minor refurbishment, update labels and groupings		
		Gallery 94	Conduct Korean Gallery evaluation		
			Continue loan programme for Korean Gallery		
		Gallery 1	Plan contribution to Museum project	Contribute to Museum project	Open King's Library
2.5.1	<b>TOURING EXHIBITIONS</b>  <b>maintain national and international partnership and enhance public understanding, enjoyment of the collections and their cultural contexts through touring exhibitions</b>	Create international touring exhibitions	<i>Visions from the Golden Land: Burma and the Art of Lacquer</i> Exeter Dec 2001- Feb 2002	<i>Visions from the Golden Land: Burma and the Art of Lacquer</i> , possible venues Sunderland, Glasgow, Brighton, Bath	<i>Visions from the Golden Land: Burma and the Art of Lacquer</i> possible venues: US Tour: Bowers (Calif.), Asia Society (NY)
			<i>Mightier than the Sword</i> Melbourne Mar 2002	<i>Mightier than the Sword</i> Dubai summer 2002, Riyadh Oct 2002-03	
		Support the National Touring Exhibition Scheme	As required	As required	As required



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.4	<b>LOANS</b>  <b>promote national and international collaboration which enhance public understanding and enjoyment of the collections through loans</b>	Contribute to loan exhibitions outside BM	<i>Views of Fabulous China</i> , V&A Nov 2000-Apr 2001	<i>Hunt for Paradise</i> Milan Jan-Apr 2002 New York Oct 2002-Mar 2003, Los Angeles Sep 2002-Jan 2003	<i>Arts of Koryo</i> , San Francisco late 2003
			<i>Daoism and the Arts of China</i> San Francisco Feb-May 2001	<i>Chola Bronzes</i> Washington, DC Oct 2002-Jan 2003, Dallas, Cincinnati	<i>NHK Mythical Beasts</i>
			<i>Way to Heaven</i> Amsterdam Dec 2000-Apr 2001		Contribute to <i>Enduring Image</i> Asahi Shimbun loan to Japan, Oct 2003
			<i>World of Lacquer 2000 Years of History</i> Lisbon Mar-Jun 2001	<i>Legacy of Ghenghis Khan</i> Washington, DC Feb 2002	
			<i>Étrange et le Merveilleux en terre d'Islam</i> Paris Apr-Jul 2001		
			<i>Treasures of the Ark: 1700 Years of Armenian Art</i> London Mar-May 2001		
			<i>Buddha: transcending space and time</i> Sydney Nov 2001-Feb 2002		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			<i>Glass of the Sultans</i> [9] Binghampton, NY, .24/05/01-03/09/01, New York 01/10/01-10/01/02, Athens, 20/02/02-15/05/02		
			<i>Buddhist Reliquaries</i> Nara, Japan Jul-Sep 2001		
			<i>Spring Lines</i> Ditchling Apr-Jun 2001		
			<i>Borrowed Ware</i> Barbican Apr-Jun 2001		
			<i>Saladin &amp; the Ayyoubid Dynasty</i> Paris Oct 2001-Feb 2002		
2.2.4	<b>STUDY ROOMS/ PUBLIC SERVICE</b>  improve the public services offered by the curatorial departments through Study Rooms and other means, providing a clearer more consistent Museum-wide service	Study Rooms	Keep Study Room open to agreed new hours, Mon-Fri 10a.m. -1 p.m. and 2.15p.m. to 4 p.m.	Maintain Study Room open to agreed hours	Maintain Study Room open to agreed hours
			Clean and prepare bookstacks and study area in old Music Library for Arts of Asia course beginning Apr 2001 and for SOAS handling sessions (annual)		
		Handling Sessions	West Dean College Chinese Ceramics Handling Session Nov 2001	West Dean College Chinese Ceramics Handling Session Nov 2002	West Dean College Chinese Ceramics Handling Session Nov 2003

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Special programme	Develop structured activities linked to the public programme	Develop structured activities linked to the public programme	Develop structured activities linked to the public programme
		Public enquiries	Develop response and service for public enquiries including recording numbers		
		Study Centre facilities	Plan for move to new facilities in Study Centre	Plan for move to new facilities in Study Centre	Open Study Centre
3.2.2	improve the quality of physical access to the study collections, especially through the study centre	Study Centre - collections	Continue planning for move to Study Centre, and upgrade security of small valuable objects	Continue planning for move to Study Centre	Continue planning for move to Study Centre
2.5.2	VIRTUAL MUSEUM 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	Contribute to COMPASS	Contributions to COMPASS Tours: 'Modern Asia'	Contributions to COMPASS tours: 'Political Imagery'	As required
			Contributions to COMPASS Tours: 'Asia'		
			Contributions to COMPASS tours: 'Modern Asia'	As required	
	2.2.1 utilise a variety of electronic media on- and off- site to show the museum in action	Museum in Action	Contribute to Museum in Action (virtual study centre and develop e-strategy for Study Centre on web site)	Contribute to Museum in Action (virtual study centre)	Contribute to Museum in Action (virtual study centre)
		Contribute to internet presence	Edit OA web pages	Upgrade and update	Upgrade and update

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Pakistan archaeological web pages	Upgrade and update	Upgrade and update
			Korean Gallery virtual tour	Continues	Continues
			Addis Gallery virtual tour	Continues	Continues
			Hotung Gallery virtual tour	Continues	Continues
			Web pages for temporary exhibitions and other departmental activities	Continues	Continues
2.4.5	<b>develop electronic media on- and off-site to provide learning resources for curriculum-related and other accredited outcomes on a self-funded basis</b>	Multimedia and on-line learning resources	Module III Ancient Civilisations (India) (contribute as required)	Module IV Ancient Civilisations (China) (contribute as required)	
2.2.2	<b>PUBLIC COMMUNICATION</b>  <b>extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely</b>	BM lectures and gallery talks			
			BM Friends open evenings - Gallery talks and lectures	BM Friends open evenings - Gallery talks and lectures	BM Friends open evenings - Gallery talks and lectures
		Study days	BM Special exhibition gallery talks and lectures	BM Special exhibition gallery talks and lectures	BM Special exhibition gallery talks and lectures
			South Asian Archaeology Study Day Jun 2001 (with Education)	Vietnamese Art Study Day (with Education) 15 Jun 2002	Cross-cultural study day on Jade 2003
			Shah Jahan Study Day Jul 2001		
			Overdecorated Porcelain study day with MME and the Oriental Ceramic Society 15 Nov 2001		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Handling sessions (Clare Education Centre)	Chinese Ceramics Nov 2001	Vietnamese Ceramics Jun 2002	
		British Museum Traveller	BM tour to Iran Sep-Oct 2001	BM tour to China Oct 2002	
			BM tour to Korea Sep 2001		
			BM tour to Vietnam Nov 2001		
			BM tour to Bengal Oct 2001		
		Publication of popular articles	Regular contributions to <i>BM Magazine</i> etc	As required	As required
		Media (TV etc)	Richard Blurton in 'Huqqa Programme', Channel 4		
			Arts Channel: Lacquer Programme		
2.4.3	<b>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</b>	BM Diploma of Asian Art accredited programme	The Classical & Decorative Arts of the Islamic World Apr-Jul 2001	The Classical & Decorative Arts of Japan Korea Apr-Jul 2002	The Classical & Decorative Arts of Japan Korea Apr-Jul 2003
			The Classical & Decorative Arts of India Sep-Dec 2001	The Classical & Decorative Arts of South-East Asia Jan-Mar 2002	The Classical & Decorative Arts of South-East Asia Jan-Mar 2004
			The Classical & Decorative Arts of China Jan-Mar 2002	The Classical & Decorative Arts of the Islamic World Apr-Jul 2002	The Classical & Decorative Arts of the Islamic World Apr-Jul 2004
				The Classical & Decorative Arts of India Sep-Dec 2002	The Classical & Decorative Arts of India Sep-Dec 2004
				The Classical & Decorative Arts of China Jan-Mar 2003	The Classical & Decorative Arts of China Jan-Mar 2004

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		University teaching	OA Staff will present lectures this year at Oxford Brookes University, SOAS, American Friends in New York, Bologna, Paris at College de France; Kuwait; Peshawar, Sussex Univ, V&A, Hong Kong.		
		PhD supervision & examination	SOAS, De Montfort University, Paris IV, Durham, Edinburgh	Continuing programme	Continuing programme
		Research for PhD	Research into ancient Pakistan lithics (UCL)	Continuing	Continuing
3.1.1	<b>RESEARCH, EXCAVATION, FIELDWORK</b>  <b>advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction</b>	Peer Review	Participate in Peer Review of Archaeology	Participate in Peer Review as required	Participate in Peer Review as required
		Thematic approach (2.4.1)	Develop theme of Discovery through archaeological excavation at Bannu		Develop theme of Religion through Buddhism conference
			Develop theme of Representation through Chinese Admonitions Scroll Colloquy Jun 2001		
		Excavations	Bannu Archaeological Project, NWFP, Pakistan (approved)	Bannu Archaeological Project, NWFP, Pakistan (approved)	Bannu Archaeological Project, NWFP, Pakistan (approved)
			Merv archaeology project. (contributions to)		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Fieldwork	Vidisha Project in India collaboration with SOAS and University of Durham 2000-2005 (M Willis: funded by a Leverhulme Fellowship, Sep 2001- Jan 2002	Vidisha Project in India collaboration with SOAS and University of Durham 2000-2005	Vidisha Project in India collaboration with SOAS and University of Durham 2000-2005
		Scientific Research	<p>Scientific Research /OA Collaborative. Projects, e.g.</p> <p>Tools used for carving Jades through the ages</p> <p>Korean green wares</p> <p>Islamic metal work</p> <p>Salcombe gold</p> <p>Pakistan archaeological analysis (ceramics, radiocarbon, palaeobotanical)</p> <p>Chinese iron and dated bronzes</p> <p>Experimental lithics project</p>	Continue this collaboration	Continue this collaboration
			Chinese cobalt with Scientific Research & Westminster University		
3.1.2	<b>promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad</b>	University collaborative programmes	Admonitions Scroll Colloquy with (SOAS) 18-20 Jun 2001		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Mughal Jewellery Conference Jun 2001 (with Society of Jewellery Historians)		
3.1.3	<b>PUBLICATIONS</b>  develop scholarly publications which are aligned with the Museum's research strategy	Scholarly Catalogue	<i>Ming Ceramics: A catalogue of late Yuan and Ming Pottery and Porcelain in the BM</i> publish Sep 2001		<i>Inlaid Arab metalwork</i> (External author) submit 2003-04
			<i>Islamic Seals in the BM</i> submit 2001 publish 2002		<i>Iznik Ceramics in the BM</i> (External author) submit 2003
			<i>Central and Northern Indian Sculpture in the BM</i> , submit 2001 publish 2002		
		Occasional Paper Series		<i>Salcombe Cannon site</i> (with Scientific Research) submit 2002-03	
				<i>Chinese iron metallurgy</i> (with outside authors and OA)	<i>Chinese Buddhist bronzes</i> (with outside authors and Scientific Research)
		Exhibition Catalogues	<i>Hunt for Paradise</i> submit mid 2001	<i>Behind the Lines: Vietnamese Images of War</i> submit late 2001, publish Jun 2002	<i>The Seat of the Thunderbolt: the Buddha and Bodh Gaya</i>
				<i>Forbidden City</i> submit 2003	
		Books	<i>Eastern Art Series: Chinese Jades</i> submit 2002 publish later 2002		



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Conference Papers	Safavid Art and Architecture publish 2001		
			The Silver Gong is Struck': New Research in the Art and Archaeology of Burma.- Proceedings of the BM/SOAS Burma Conference submit 2001		
		Archaeological Reports	Sheri Khan Tarakai final report (pub in Pakistan), Part I submit autumn 2001 publish early 2002		
		Journals			Korean Ceramics with Scientific Research
3.2.1	LIBRARIES AND ARCHIVES  advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives	Libraries	Continue book acquisition in all three sections of the library	Continue book acquisition in all three sections of the library	Continue book acquisition in all three sections of the library
			Occupy book stacks in old Music Library subject to Masterplan		Plan for installation of library in Study Centre 2004
			Assess requirements for retro-conversion	Plan for retro-conversion	Develop retro-conversion
		Archives	Improve archive management	Improve archive management	Improve archive management
		Photographic Archive	continue photo database entry (Tibet, Cohn-Wiener collection)	Continue to add Indian photographic collections to database	Continue to add Indian photographic collections to database

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.3.1	<b>CARE OF COLLECTIONS</b>  improve the quality of storage conditions	Storage	Develop plan for study centre storage	Develop plan for study centre storage	Continue
			Plan for rehousing of Amaravati collection in KEB	Realise this project	
3.3.2	<b>ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard</b>	Conservation	Recommend objects for conservation prior to displays (see above)	Recommend objects for conservation prior to displays (see above)	Recommend objects for conservation prior to displays (see above)
			Recommend objects for conservation for storage	Recommend objects for conservation for storage	Recommend objects for conservation for storage
			Recommend objects for conservation for handling	Recommend objects for conservation for handling	Recommend objects for conservation for handling
3.4.2	<b>ACQUISITIONS AND DOCUMENTATION</b>  make acquisitions which build on identified strengths and fill identified gaps	Continuing active policy of acquisition, particularly in the modern field	Acquire Korean material for new Korean Gallery (incl. N. Korea) Gap filling and Collection enhancement for Islamic, Indian, Southeast Asian, Tibet and Chinese collections	Gap filling and Collection enhancement for Islamic, Indian, Southeast Asian, Tibet and Chinese collections	Gap filling and Collection enhancement for Islamic, Indian, Southeast Asian, Tibet and Chinese collections
			Continue to acquire archaeological collections (i.e. Thailand)	Continue	Continue

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Research for contemporary collection of Vietnamese material Nov 2001	Engage in contemporary collecting project in S & SE Asia and the Islamic world.	
3.4.3	ensure plans for full registration are met, develop the quality and extent of documentation through the new Merlin system, and review the CDMS project	Merlin	<p>Improve documentation through editing process especially in focussed areas of the collection already published</p> <p>Registration of departmental new acquisitions and backlogs</p> <p>Pakistani sherds, Indian, Burmese backlog, Indonesian archaeological material</p>	Continue	Continue
		Digitisation	Begin Stein digitisation project (supported by Mellon Foundation)	Complete Stein digitisation project (supported by Mellon Foundation)	
2.6.1	<p><b>NATIONAL AND INTERNATIONAL RELATIONS</b></p> <p>develop professional Museum skills to meet national and international needs</p>	National advice to museums and related teaching projects	Birmingham Museum and Art Gallery, Tyne & Wear Museum, Oriental Museum, Durham, Sassoon Ivory Trust, London Museum of Far Eastern Art, Bath, Bristol Museum, Sunderland Museum	Continues	Continues

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		International advice to museums and related teaching projects	Peshawar University Museum  Colombo Museum, Sri Lanka; National Museum of Pakistan, Karachi,  Govt. Museum of Madras	Continues	Continues
		Membership of councils of learned societies	Oriental Ceramics Society etc		
2.6.2	<b>work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills- supply for the creative industries and tourism</b>	Internships	Attachment from UCL (1 person) (Inst. of Arch - 20 weeks)		
		Volunteers	Library, archive and documentation volunteers about 15 including Oxford University PhD student, SOAS MA course student, Durham MA course Student		
		Training guides	Blue Badge Guides and Eye opener <i>guides</i>		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
4.1.2	enhance leading international position through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement	Diplomatic relations	Build new diplomatic relations with Vietnamese government	Increased cooperation in the area of exhibitions, research opportunities	Continuing
			Enhance position with Korean government through new Gallery and visits (e.g. to North Korea via FCO)	Continuing	
			Enhance position with Chinese government through diplomatic visits including ministerial delegations		
			Build new diplomatic relations with Archaeological Survey of India		
			Increase contact with governments and cultural authorities in the Middle East (esp. Iran, Turkey, Saudi Arabia)		
			A continuing series of tours and receptions for high level foreign visitors for the FCO or embassies		
		Develop contacts with sponsors and patrons	Fundraising for South Asia Education Officer  Use of Funds from tour of Visions from the Golden Land to fund South Asia Education Officer		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.2.4	<b>MANAGEMENT</b> 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	Internal Briefings	Hold regular departmental meetings	Continues	Continues
		Departmental lectures	Lunchtime lectures on departmental research		

## 1.10 Prehistoric & Early Europe (PEE)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.1.3	<b>DISPLAY</b> advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions	Gallery 49	Temporary case, special exhibits	continuing	continuing
			Samuel Lysons, May 2001		
			Neolithic/ Bronze Age Oct 2001		
			Caerleon (National Museum of Wales)		
		Galleries 35, 37	Develop brief with MME and install		
		Study Centre	Develop access programme ideas and test with focus groups	Prepare material	Finalise and launch
2.1.4	<b>maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	Galleries 49-50	Renovate following water damage; evaluate and refresh displays		
		Gallery 1	Liaise with planning group; select objects and develop	Prepare and install	
					Contribute to <i>Celebrate Sound</i> Mar 2003

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.5.1	<b>TOURING EXHIBITIONS</b>  maintain national and international partnership and enhance public understanding, enjoyment of the collections and their cultural contexts through touring exhibitions	National touring exhibitions	<i>Finding Our Past</i> (Portable Antiquities travelling exhibition); propose P&EE contribution	Develop	Prepare and complete
1.1.4	<b>LOANS</b>  promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans	Contribute to BM loans programme	Progress and install loan of L'Urbe: pagan and Christian Rome (return Apr 2001)		
			Loan of Snettisham Iron Age material to Norwich Castle Museum; open May 2001	Continuing	Review
			Loan of Roman jewellery to Tongeren, Belgium; open 2001	End 2002	
			Loan of River Tyne shield boss to South Shields Roman Fort Museum; open Jul-Aug 2001		
			Loan to Henry Moore Exhibition, Leeds; open 2001		



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.2.4	<b>STUDY ROOMS/PUBLIC SERVICE</b>  <b>improve the public services offered by the curatorial departments through Study Rooms and other means, providing a clearer, more consistent Museum-wide service</b>	Study Rooms	Improve study accommodation at Bloomsbury and encourage use of accessible material;  Keep Study Rooms at Bloomsbury and Franks House open Mon-Fri 10 a.m. - 1p.m. and 2.15 p.m. -4 p.m.; Blythe House by appointment	Maintain service	Establish in Study Centre
		Public enquiries	Monitor public enquiries against COMPASS and website opening; measure effect of Portable Antiquities Initiative	Continue to review and consider how to make service better known and more effective	Maintain service during relocation; establish effective service in Study Centre
		Study Centre facilities	Develop through Study Centre User Group discussions and within department	Continue	Establish in Study Centre
		Handling sessions	Continue handling sessions for special interest groups at Franks House and Blythe House and with Education/ BMF on Bloomsbury site	Continue and develop material sets for Study Centre use	Continue
3.2.2	<b>improve the quality of physical access to the study collections, especially through the facilities of the study centre</b>	Study Centre - collections	Continue planning through Study Centre User Group and within department	Prepare to relocate	Relocate and open

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.5.2	<b>VIRTUAL MUSEUM</b> 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	Contribute to COMPASS	Continue providing new entries, glossary, tours	Review, update and add entries	Continuing
2.2.1	utilise a variety of electronic media on- and off- site to show the Museum in Action	Museum in Action	Develop programme through Study Centre discussion groups, within department and with Marketing/ focus groups	Prepare	Install in Study Centre
		Contribute to internet presence	Develop and maintain departmental web pages within new format; review	Regular review and update	Regular review and update
2.4.5	develop electronic media on and off site to provide learning resources for curriculum related and other accredited outcomes on a self-funded basis	Multimedia	Consider projects	Develop	Install in Study Centre
		Online learning resources	Bring Creswell project online in Museum; develop CD	Consider new projects	Install in Study Centre
2.2.2	<b>PUBLIC COMMUNICATION</b> extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	British Museum lectures and gallery talks	Contribute to BMF evenings and Education Department programmes	Contribute to BMF evenings and Education Department programmes	Contribute to BMF evenings and Education Department programmes

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Study days	India; History of Archaeology; History of Roman Archaeology; Iron Age Britain; Maritime Archaeology; Ritual and Religion		
		British Museum Traveller	Tour to Southern France and Italy		
		Publication of popular articles	Articles planned on latest Treasure finds and field projects; discuss possibility of bulletins on web page	Continue	Continue
2.4.3	<b>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</b>	Universities	Reading University for MA on Evolution of Human Cognition; 3 hands-on teaching sessions and seminars	Continuing	Continuing
			Open University Certificate in Archaeology Course; hands-on teaching sessions	Continuing	
			Birkbeck College / BM; develop and start Palaeolithic Art course	Review and continue	
			Cambridge University, BA Archaeology; 2 sessions		
			Southampton University, MA Maritime Archaeology; 2 sessions		
			Southampton University, MA Ceramic Archaeology; 2 sessions		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Cambridge University Board of C. E.; gallery and object based sessions		
			Cambridge University Neolithic-Bronze Age exchange systems; 1 session		
			Southampton University, Bronze Age; 1 session		
		PhD supervision	Continue supervision of PhD students (7 ) from Universities of Southampton (3), East Anglia (1), UCL (2), Newcastle (1)	Continue	Continue
		Research for PhD	Continue to help and advise with PhD research	Continue	Continue
3.1.1	<b>RESEARCH, EXCAVATION, FIELDWORK</b>  advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction	Peer Review	Develop and Participate in Peer Review of Archaeology	Participate in Peer Review as required	Participate in Peer Review as required
		Thematic approach (2.4.1)		Develop theme of 'Britain and Europe'	
		Excavations	Hoxne dating project; fieldwork season 2 (approved)	Analysis and publication	Complete and publish
			BM Archaeology; archival records / analysis of material (approved)	Complete first draft; edit to final format	Complete and publish

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Glaston Upper Palaeolithic site; publish with English Heritage		
			Winchester Treasure investigation; complete field survey and research objects	Complete and publish	
			Roman shipwreck project; project manage excavation (proposed)	Excavation, conservation and analysis of finds	Complete and publish
			Als Project, Denmark; field work (approved)	Pottery report	Complete and publish
			Excavations at Forum Novum, Rome, with G&RA; research (approved)		Complete and publish
			Troina excavation; survey and post excavation work (approved)	Post excavation and preparation of publication	Complete and publish
			Runnymede post excavation research	Post excavation and preparation of publication	Complete and publish
			Elveden Lower Palaeolithic project; post-excavation analysis, compilation of data / preparation of text (approved)		Complete and publish
		Scientific Research	Flint analysis (Neolithic); develop project with Research Lab	Research	Complete and publish

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Project developments with English Heritage 1 English loess 2 Upper Palaeolithic / Mesolithic	Continue	Publish
3.1.2	<b>promote collaborative research projects and teaching and forge appropriate links with other institutions in Britain and abroad</b>	National and international relations	PEE will contribute papers at 16 conferences in London, Cardiff, Cambridge, Glasgow, Dublin, Rome, Nuremberg, Cumae, Cologne, Liege		
3.1.3	<b>PUBLICATIONS</b>  <b>develop scholarly publications which are aligned with the Museum's research strategy</b>	Scholarly Catalogues	Klemm Collection final proofs and publication		
			<i>Iron Age Swords and Scabbards</i> submission of manuscript, proofs and editing; completion	<i>Iron Age Swords and Scabbards</i> submission of manuscript, proofs and editing; publish	
			<i>Bronze Age and Early Iron Age Bronzes from Italy</i> (approved); complete compilation with G&RA		<i>Bronze Age and Early Iron Age Bronzes from Italy</i> (approved); complete compilation with G&RA publish
			<i>Roman Surgical Instruments in the BM</i> (approved); complete research	<i>Roman Surgical Instruments in the BM</i> (approved); complete research publish	
			<i>Roman Glass</i> (approved); seek funding to complete illustration work	Continuing	<i>Roman Glass</i> publish

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Occasional Paper series	OP 108 <i>Catalogue of Stone Age Monuments from South Africa</i>	<i>Excavations at Torbryan</i> (approved and with OP editor)	
			OP 104 <i>Iron Age and Romano-British Cosmetic Grinders</i> (approved); complete and submit		
		Exhibition Catalogues	As required		
		Books BMP	<i>Icons of Prehistory</i> ; popular introduction to prehistoric collections (proposed for publication this year)		
			<i>Surgery in Greek and Roman Times</i> (approved); prepare manuscript	prepare manuscript	<i>Surgery in Greek and Roman Times</i> complete and publish
		Non BMP books and Festschrifts	<i>Artefacts in Copper and Early Bronze Age Europe</i> (approved); complete and publish		
			<i>Medical Instruments from the Rimini Doctor's House</i> (approved); research	research and prepare manuscript	<i>Medical Instruments from the Rimini Doctor's House</i> complete and publish
			<i>Prehistoric Britain: The Ceramic Basis</i> ; complete and publish		
			<i>Causewayed Enclosures</i> ; edited papers submitted; publish		
			<i>Neolithic Britain</i> ; complete and publish		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			<i>Stonehenge</i> (Digging in the Past, OUP series) prepare and publish		
		Festschrift	Prof. D. A. Roe Festschrift; edit and publish		
			Prof. W. H. Manning Festschrift; contribute papers and publish		
			Prof. L. B. Broa Festschrift; contribute papers and publish		
		Conference papers	c. 8 of the 16 papers presented at conferences will be published by the various organisations. Prepare, revise and submit manuscripts	Complete and publish	
		Archaeological Reports as BMP Books	<i>Grimes Graves VI</i> (approved); submit and publish		
			<i>Runnymede</i> volume 1 (approved) submitted; publish		
			<i>Runnymede</i> volume 3 (approved); research	Research and prepare manuscript	Complete and publish
			Archaeology of the BM (proposed); post excavation research	Prepare manuscript	Complete and publish
			<i>Hoxne Hoard</i> (approved); research	Research and prepare manuscript	Complete and publish
			<i>Netherhampton Hoard</i> (proposed)	Research and prepare manuscript	Complete and publish



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		BMP books by external authors using some internal support	<i>Snettisham Excavation</i> (approved); complete research	Prepare manuscript	Complete and publish
			<i>Essendon Iron Age Excavation</i> (approved); continue research	Prepare manuscript	Complete and publish
			<i>East Yorkshire Settlements</i> (approved); continue research	Prepare manuscript	Complete and publish
		Non BMP books	<i>Brochtorff Circle, Gozo, Excavations</i>		
		Papers	<i>Owlesbury Excavation</i> ; research and prepare manuscript	Complete and publish	
			<i>Monkton Park hoard</i> ; research and prepare manuscript	Complete and publish	
			<i>Scilly Islands Iron Age burial</i> ; complete and publish		
3.2.1	<b>LIBRARIES AND ARCHIVES</b>  advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives	Library	Establish shelving categories for Departmental library; implement categories at Franks House	Implement categories at Bloomsbury	Library audited and books shelved in time for Study Centre opening (2003)
			Develop departmental strategy for implementing electronic catalogue	Catalogue	Relocate library
			Develop strategy for retro-conversion	Retro-conversion	Retro-conversion
		Archives	List to PRO standard	Prepare archive for Study Centre	Install
		Photographic Archive	List to standard	Prepare for Study Centre	Install

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.3.1	<b>CARE OF COLLECTIONS</b>  <b>improve the quality of storage conditions</b>	Storage	Revise Study Centre storage plans; liaise with architects on specifications	Progress plans	Finalise and relocate (2003)
		Packing and relocating collections	Continue preparations for relocation; complete curatorial work on Quaternary collections; revise programme and critical path taking new users and timetable into account	Packing continuing; review	Packing complete; manage relocation
3.3.2	<b>ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard</b>	Conservation	Curation of Palaeolithic organic objects and liaise with Conservation on object condition	Implement any essential conservation prior to relocation	Relocate
			Identification of objects needing conservation prior to relocation	Implement essential conservation	Relocate
3.4.1	<b>maintain central role and increase public recognition in relation to the Treasure Act and Portable Antiquities Scheme</b>	Liaise with and train BM staff and Portable Antiquities Recording Officers	Support and training	Evaluate scheme as HLF funding ends	
		Treasure casework	Process objects as submitted	Process objects as submitted	Process objects as submitted
		Export licensing	Process DCMS submissions and advise	Process as submitted	Process as submitted

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.4.2	<b>ACQUISITIONS AND DOCUMENTATION</b>  make acquisitions which build on identified strengths and fill identified gaps	Identify gaps in collections which can be filled	Plan opportunities to collect according to Plan; collect through excavation and new discoveries	Continuing	Continuing
3.4.3	<b>ensure plans for full registration are met, develop the quality and extent of documentation through the new Merlin system, and review the CDMS project</b>	Merlin	Start from the beginning		Establish timetable for progress when collections installed in Study Centre
		New acquisition registration	Register newly acquired material within 10 months		
		Registration backlog	Collections at Blythe House, with additional work to plan	Continuing	Continuing
		Audit for relocation	Complete for collections at Franks House and Bloomsbury	Complete list for Blythe House	Use for relocation
		Document donors and vendors marks, labels and catalogues	Collect information	Continuing	Online access to be built up for the Study Centre
		Digitization	Consider feasibility of digitising existing catalogues	Develop	Install in Study Centre
2.6.1	<b>NATIONAL AND INTERNATIONAL RELATIONS</b>  develop professional Museum skills to meet national and international needs	Training	Discussions with CHNTO and BM HR on curatorial and archaeological training within and beyond the Museum	Develop and validate training scheme	Act as advisor / assessors in national training scheme
			re:source curatorial advisers; continuing	Continuing	Continuing

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Participation on National Museums' Keepers' Group (Prehistorians; Europeans); review meeting in Cardiff to discuss loans and access	Continuing	Continuing
			Develop collaboration with English Heritage to refurbish Grimes Graves Visitors Centre; develop programme and install		
			History of Archaeology Panel of the National Museum and Galleries of Wales, Cardiff; meeting		
			Society of Museum Archaeologists - training seminars; co-ordination and participation		
			English Heritage - training courses for Roman pottery; co-ordination and participation		
			Portable Antiquities Scheme - staff training; participation	Co-ordination and participation	
2.6.2	<b>work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills- supply for the creative industries and tourism</b>	Internships			
		Volunteers	(see PAS)		
		Training guides			

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.2.4	<b>MANAGEMENT</b>  <b>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</b>	Internal Briefings	Monthly departmental briefing following Director's meeting		
			Co-ordinating Group monthly meetings to link workloads and deploy resources by priority and to plan		
		Admin-istration	continue to review systems and revise for greater effectiveness	develop systems for Study Centre	implement changes to maximise effectiveness in new environment

## 1.11 Prints & Drawings (P&D)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.1.3	<b>DISPLAY</b> <b>advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions</b>	Gallery 90	<i>Rembrandt the Printmaker</i> , closes Apr 2001  <i>Recent Acquisitions 1996-2001</i> May-Sep 2001  <i>The Business of Prints in Italy 1550-1620</i> Sep 2001-Jan 2002  <i>The Prints of S.W. Hayter</i> , Sep 2001-Jan 2002  <i>Richard Hamilton: Picturing Joyce's Ulysses</i> Jan-May 2002	<i>The George Abrams collection</i> Jun-Sep 2002  <i>Selection from the collection</i> Sep 2002-Apr 2003	<i>London in the 1750s</i> May-Sep 2003
		Gallery 5		<i>Albrecht Dürer</i> Sep 2002-Mar 2003	
2.1.4	<b>maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	Gallery 1	Contribute to planning and writing	Contribute to installation	Open King's Library
2.5.1	<b>TOURING EXHIBITIONS</b> <b>maintain national and international partnership and enhance public understanding, enjoyment of the collections and their cultural contexts through touring exhibitions</b>	Create international touring exhibition	<i>Masterpieces of Drawing</i> Seoul, end 2001  <i>The Business of Prints in Italy</i> Ottawa, Columbia, Edinburgh, 2002	<i>French Drawings</i> Tokyo, Nagoya late 2002	<i>Claude Drawings</i> Williamstown, Houston, early 2004

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Support the National Touring Exhibition Scheme	<i>Vanities and Virtues</i> Cardiff Feb-May 2001  <i>British Popular Prints</i> Manchester Apr-Jun 2001 Bradford Jun-Aug 2001  <i>Follies of Fashion</i> (tour being arranged to begin in Oct 2001)	Follies of Fashion (continuation of tour)	another touring exhibition to be arranged
1.1.4	<b>LOANS</b>  promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans	Contribute to loan exhibitions outside BM	<i>Alonso Cano</i> , Madrid, Apr-Jun 2001  <i>Paysages d'Italie</i> Paris, Apr-Jun 2001  <i>Legacies of Silence</i> London, Apr-Aug 2001  <i>The Bard</i> Cardiff, Apr-Jul 2001  <i>Claude Lorrain</i> Epinal, May-Aug 2001		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			<i>Francois Lemoyne</i> Versailles, May-Aug 2001  <i>Thomas Rowlandson</i> Hanover, May-Jul 2001  <i>Roland Penrose</i> Edinburgh, May-Sep 2001  <i>Venus the Goddess of Love</i> Antwerp, May-Aug 2001  <i>Raphael and the Aftermath</i> Stuttgart, May-Jul 2001  <i>Pieter Bruegel the elder</i> Rotterdam, May-Aug 2001  <i>Rembrandt's Women</i> Edinburgh, Jun-Sep 2001  <i>Henry Moore,</i> Los Angeles, Jun-Sep 2001  <i>Sir William Allen</i> Edinburgh, Jun-Sep 2001  <i>Un paese incantato</i> Mantua, Sep-Dec 2001		



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			<i>Spätmittelalter am Oberrhein</i> Karlsruhe, Sep 2001- Feb 2002		
			<i>Virtue and Beauty</i> Washington, Sep 2001- Jan 2002		
			<i>J.M.W. Turner</i> Essen, Sep 2001- Jan 2002		
			<i>Rembrandt's Women</i> , London, Sep-Dec 2001		
			<i>Pieter Bruegel the Elder</i> New York, Sep-Dec 2001		
			<i>Aelbert Cuyp</i> Washington, Oct 2001- Jan 2002		
			<i>The Victorian Nude</i> Tate Oct 2001- Jan 2002		
			<i>Trentside</i> Nottingham, Oct-Dec 2001		
			<i>Italian Terracottas</i> Houston, Nov 2001- Jan 2002		
			<i>Van Dyck, Ecce Homo</i> Princeton, Mar-Jun 2002		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Increase national collaboration	<i>James Gillray</i> Tate Britain, London Jun-Sep 2001		
2.2.4	<b>STUDY ROOMS/ PUBLIC SERVICE</b>  <b>improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer, more consistent Museum-wide service</b>	Study Rooms	Study Room open Mon-Fri 10 a.m. -1p.m., 2.15 p.m.- 4 p.m. Saturday 10 a.m.- 1 p.m.  Build on the re-organisation of the collection by creating aids to help students and staff use Study Room more effectively for themselves and more economically for us	Study Room open Mon-Fri 10 a.m. -1p.m., 2.15 p.m.- 4 p.m. Saturday 10 a.m.-1 p.m.	Study Room open Mon-Fri 10 a.m. -1p.m., 2.15 p.m.- 4 p.m. Saturday 10 a.m.- 1 p.m.
		Public enquiries	Informative and accurate answers to enquiries in person and by post		
			Develop method of coping with e-mail enquiries		
		Teaching facilities	Accept bookings for teachers and groups in SR on 4 days a week in line with Museum programme		
		Photo orders	Generate and deliver orders in accordance with needs of Photo Service		
3.2.2	<b>improve the quality of physical access to the study collections, especially through the facilities of the Study Centre</b>	Study Centre - collections			Create series of prints for teaching purposes

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.5.2	<b>VIRTUAL MUSEUM</b> 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 those chosen themes	Contribute to COMPASS	Complete contribution to Phase 1 of COMPASS, and contribute as needed to Phase 2		
		Web pages	Create web pages on the collections and their content		
2.2.1	utilise a variety of electronic media on- and off-site to show the Museum in Action	Contribute to internet presence	Create web pages on the Department and how it works  Attempt to plan and fund web resource on techniques and history of prints and drawings		
2.2.2	<b>PUBLIC COMMUNICATION</b> extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	British Museum lectures and gallery talks	Numerous gallery talks during exhibitions Open evenings for BM Friends		
		British Museum Friends	Annual British Museum Friends Lecture of Prints and Drawings		
		Publication of popular articles	Articles on exhibitions in Friends Magazine and other such publications		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.3	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	University teaching	Joint MA course with UCL Subject: the History of the Print (4/6 students)		
		PhD supervision	For Courtauld Institute and UCL		
3.1.1	RESEARCH advance understanding and knowledge of the collections through research and ensure its quality, coherence and future direction	Peer Review		Participate in Peer Review as required	Participate in Peer Review as required
3.1.2	promote collaborative research projects and forge appropriate links with other institutions in Britain and abroad	International collaborative programmes	Colon project, funded by the Getty Institute	Completion of research and writing for Colon project, Sept 2002	Publication of Colon project
			Editorship of Hollstein German series		
		Bromberg Fellowship	Appoint and train 3 Bromberg Fellows for 3 months each	Repeat for 2 Fellows, and repeat course	Repeat for 2 Fellows and repeat course
3.1.3	PUBLICATIONS develop scholarly publications which are aligned with the Museum's research strategy	Scholarly Catalogues	German XVIc ex-libris	<i>Drawings by Rembrandt and his school</i> , delivery	
			<i>German Printed Books</i> (publication)		
		Exhibition Catalogues	<i>The Business of Prints in Italy</i>	<i>Albrecht Dürer</i>	<i>London in the 1750s</i>

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.2.1	<b>LIBRARIES AND ARCHIVES</b>  advance the automation, current cataloguing and retro-conversion of libraries, to provide properly managed access and improved management of departmental archives	Library	Plan computer cataloguing of current acquisition		
		Archives	Contribute to the formulation of a workable policy		
		Photographic Archive	Add 3,600 new photos from the Gernsheim series		
3.3.1	<b>CARE OF COLLECTIONS</b>  improve the quality of storage conditions	Storage	Complete the rearrangement and rehousing of all prints kept in Bloomsbury: including  1. Topographical series  2. British wood-engravings  3. Outsize sequences  maintaining heavy investment in new boxes, melinex sleeves and postbinders		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.3.2	ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard	Conservation	Complete the work on the Crace collection  Continue work on the Sheepshanks albums  Lift Smith mezzotints  Repair large damaged prints if space is made available		
3.4.2	<b>ACQUISITIONS AND DOCUMENTATION</b>  make acquisitions which build on identified strengths and fill identified gaps	Maintain priority given to modern acquisitions	Spend fund for modern Italian and Israeli material Spend income from Rootstein-Hopkins Fund on modern British material		
		Continue developing historical collections	Spend sums contributed by Patrons of Old Master Drawings and Arcana Foundation		
3.4.3	ensure plans for full registration are met, develop the quality and extent of documentation through the new Merlin system, and review the CDMS project	Merlin	Tidy loose ends of Merlin conversion and continue editing and improving existing data	Complete editing of biographical authority file	
			Revise biographical database of artists names and begin editing new authority file for names of donors and sitters	Transfer remaining negative numbers to newly created image database	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Maintain registration of all material within six months of acquisition	Begin implementation of entry of OM prints onto Merlin	
			Complete Merlin database for all 20th-century prints		
			Plan method of entry of Old Master prints onto Merlin		
2.6.1	<b>NATIONAL AND INTERNATIONAL RELATIONS</b>  <b>develop professional Museum skills to meet national and international needs</b>	National advice to museums and related teaching projects	Continue to assist on ad hoc basis all other British institutions with help and advice		
		International advice to museums and related teaching projects	Continue to advise colleagues all over the world, including Bromberg fellows from Italy, Spain and Germany, and Harold Wright fellows from Australia		
		National advice for Government and public bodies	Advise DCMS (export licences) , V&A (regional purchase fund), re:source (indemnities, in lieu acceptances), NACF, Lottery Fund		
		Nazi Loot project	Co-ordinate British Museum's response		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.6.2	work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills-supply for the creative industries and tourism	Internships	3 Bromberg Fellowships		
		Volunteers	At least 12 volunteers during the year		
4.1.3	enhance leading international position, for example, through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement	Diplomatic relations	Chairmanship of International Committee of Keepers of Public collections of graphic art		
		Develop contacts with sponsors and patrons	Maintain Friends organisation Continue Patrons of OM Drawings Continue fund-raising for acquisitions		
5.2.4	<b>MANAGEMENT</b> 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	Internal Briefings	Speed methods of decision-making and delegate implementation to the maximum, and increase job satisfaction by giving staff more responsibility and higher-level work		
		Bimonthly curatorial meetings	Continue to hold bimonthly curatorial meetings	Continue to hold bimonthly curatorial meetings	Continue to hold bimonthly curatorial meetings



## 1.12 Scientific Research

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.1.4	<b>DISPLAY</b> maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation	Galleries 60- 61	Research as required on objects for display	Ongoing	Ongoing
2.2.4	<b>STUDY ROOMS/ PUBLIC SERVICE</b> improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer, more consistent Museum-wide service	Public enquiries	Response to all enquiries within three weeks of receipt; manage any increased numbers	Ongoing	Use analysis of enquiries to inform the development of the departmental website
		Study Centre facilities	Explore concept of Public Access Laboratory		
3.2.2	improve the quality of physical access to the study collections, especially through the facilities of the Study Centre	Study Centre - collections	Develop departmental access strategy for Study Centre	Plan implementation	Plan scientific tours of visible storage in Study Centre
2.5.2	<b>VIRTUAL MUSEUM</b> 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	Contribute to COMPASS	Up to 4 scientific tours	Evaluate further tours and/or new records	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.2.1	utilise a variety of electronic media on- and off-site to show the Museum in Action	Virtual Museum in Action		Contribute to Virtual Museum in Action using elements of departmental website	Ongoing
		Contribute to internet presence	Add further case studies to dept web pages; develop interactive pages targeted at younger audience	Develop themes (e.g. Fakes); produce FAQ	Ongoing
2.4.5	develop electronic media on and off site to provide learning resources for curriculum related and other accredited outcomes on a self-funded basis	Online learning resources	Explore potential for schools science-based web pages with Education Department		
2.2.2	<b>PUBLIC COMMUNICATION</b>  extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely	British Museum lectures and gallery talks	Lunchtime lecture series on role of science in understanding collections	New topics	
			Six gallery talks		
		Study days and festivals	investigate participation in Chemistry Week; participate in Science Week, Study Days and other 'Public Understanding of Science' activities; link events with website news	Ongoing	Ongoing

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Conferences	1 day meeting on Raman spectroscopy		Possible major (3-5 day) conference on Ancient Technology and Production
2.4.3	<b>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</b>	University teaching	Seminars for Masters students at UCL; undergraduate metallurgy course lectures		
3.1.1	<b>RESEARCH</b>  <b>advance understanding and knowledge of the collections through research and ensure its quality, connectedness and future direction</b>	Methodology: Raman Research on sample handling and effect of nature of sample	Powder versus solid samples of porcelain complete work on homogeneity studies	Apply	Ongoing
		Identification of materials key to collections based research	Compile database of verified spectra; jade; Egyptian pigments; porcelain body identification; metal corrosion products	Horn and bone inlays	
		Methodology: Isotopes in glass research	Submit paper on strontium pilot study; complete lead pilot	Publish lead pilot	
		Methodology: Trace element research	Paper on gold (ICP-MS)	Synchrotron pilot on glass, if resources available	Paper/report on glass

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Methodology: Ancient organic materials	Collaborative access to analytical facilities	New interdisciplinary research	Ongoing
		Methodology: Early lapidary technology programme	Submit paper on the crystal skull; final phase of cylinder seal project; jade pilot study	Publish jade pilot; evaluate scope for further research	
		Cross-cultural/ contextual: Pigments and colour programme (e.g. Egyptian funerary contexts; Egyptian statues; Stein textiles; deterioration of colours)	Elkab samples	Paper on Late Dynastic coffins; paper on Stein pigments	Explore synthetic publication on Egyptian usage
		Cross-cultural/ contextual: Early plasters programme (e.g. Ain Ghazal statues; Dalma vessels; Merv)	Complete experimental work	Submit paper(s) for publication	
		Cross-cultural/ contextual: Wood programme	identification of wood used for Egyptian coffins	submit papers on furniture from Jericho and on use of wood in ancient Egypt	
		Cross cultural/ contextual: 'Glass after Rome' programme	collation and synthesis of data; further samples collected	publication(s); further analysis	evaluate further direction

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Cross cultural/ contextual: Rome to Renaissance coloured opaque glass and enamel programme	Publication on opaque red glass	Publication on Renaissance Venetian glass technology	Limoges painted enamel; fill any lacunae; synthetic publication
		Cross- cultural/ contextual: Bronze statuary hollow lost wax casting	Preparation of synthetic publication	Publish	
		Cross- cultural/ contextual : Coinage	Pilot study of Edward the Confessor silver standards	Scope project on Roman Imperial silver standards	
		Major programmes with external collaborations: Early English porcelain programme	Isleworth factory publication; complete analysis of V&A plaques		
		Zawar excavations	Final experimental phase; collation of data	Synthesis of scientific data & stratigraphy; submit manuscript	Publish (depending on BMP schedule)
		Peer review	Participate in Peer Review of Archaeology as appropriate	Participate in Peer Review as required	Participate in Peer Review as required
3.1.2	<b>promote collaborative research projects and teaching, and forge appropriate links with other institutions in Britain and abroad</b>	University collaborative programmes	Develop relations with Institute of Archaeology (UCL) through honorary position		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.1.3	<b>PUBLICATIONS</b> <b>develop scholarly publications which are aligned with the Museum's research strategy</b>	Catalogues	<i>Byzantine Enamels</i> , (outside author and MME)	<i>Anglo-Saxon glass</i> (with outside author and MME) for publication 2003-04  <i>Carpathian metalwork</i> (with MME) for publication 2003/4	<i>Byzantine Weights</i> (with MME) for publication 2002-03  <i>Bronze Age and Early Iron Age Bronzes from Italy</i> (with G&R)  <i>Celtic Catalogue</i> for publication 2003/4

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			<p><i>24th Classical Colloquium (Aigina Treasure)</i> for publication (with G&amp;R) 2002-03</p> <p><i>Crimean Catalogue</i> (outside author) research for, and deliver (with MME) for publication 2002-03</p>	<p><i>Arab metalwork</i> (by Jun 2002, with outside author), for publication (with OA) 2003-04</p> <p>Hoxne Treasure for <i>Hoxne II</i> submit 2001, (with C&amp;M and PEE) for publication 2003</p> <p><i>Catalogue of Coeltic Coins in the British Museum Vol. 4</i> (with C&amp;M), for publication 2003-04</p> <p><i>Roman Surgical Instruments in the BM</i> (with PEE) for publication 20002-03</p> <p>Precolumbian Gold Collections in the British Museum (with Ethno) for publication 2002-03</p>	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Occasional Paper series	<i>Scientific analysis of Chinese coins</i> (with C&M) for publication 2002-03	<i>Chinese iron metallurgy</i> (with outside authors and OA) for publication 2003-4  Salcombe Treasure from Salcombe Cannon site(with OA) for publication 2003-04  <i>Silver smithing in antiquity</i> (external author with G&R) for publication 2003-04	<i>Chinese Buddhist metalwork</i> (with outside author and OA) for publication 2004-05
		Contributions to excavation/fieldwork publications	Publish final radiocarbon datelist	Ongoing research for various sites	Publish environmental archaeology results for Ras al-Hadd, Tell es-Sa'idiyeh, Bannu
			Explore organics research for Runnymede		Publish results of inorganic materials analysis programme for Merv, East Yorkshire, Ras al-Hadd, Tell es-Sa'idiyeh, Runnymede
			New research on Grimes Graves flint		



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.2.1	<b>LIBRARIES AND ARCHIVES</b>  advance the automation, current cataloguing and retroconversion of libraries, to provide properly managed access and improved management of departmental archives	Library	train new staff in use of departmental UNIX electronic catalogue; deal with backlog; explore transferability to Museum-wide system (UNICORN)		
		Archives	Train new staff to use project database; deal with backlog		
		Photographic Archive	Purchase new software for slide database	Ensure all slide records computerised	Evaluate records of, and access to, black and white negatives
3.4.1	<b>CARE OF COLLECTIONS</b>  maintain central role and increase public recognition in relation to the Treasure Act and Portable Antiquities Scheme	Investigation of potential Treasure Act artefacts	Manage increased flow of Treasure referrals, providing reports as required	Ongoing	Ongoing
		Research related to Treasure Review	Tress rings	Publish	
3.3.2	<b>ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard</b>	Authenticity investigation	Reports as required	Reports as required	Reports as required

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.6.1	<b>NATIONAL AND INTERNATIONAL RELATIONS</b>  <b>develop professional Museum skills to meet national and international needs</b>	National advice to museums and related teaching projects	As requested	As requested	As requested
		International advice to museums and related teaching projects	As requested	As requested	As requested
		Research collaboration	Medieval gold, organic analysis; Museum of London on origin of 4th- century Roman glass		
2.6.2	<b>work in partnership with the relevant bodies in central London to advance local skills and contribute to the skills- supply for the creative industries and tourism</b>	Internships	1 Bradford 'sandwich' student	As 2001-02	Ongoing
		Volunteers	as appropriate	as appropriate	as appropriate
5.2.4	<b>MANAGEMENT</b>  <b>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</b>	Internal Briefings	pilot scheme to improve efficiency of departmental communications by combining Progress and Departmental Meetings		

## 2 Education Department

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>DISPLAY</b>				
4.1.2	<b>advance debate and contribute to the development of British cultural and education policy and improve understanding of the role of museums</b>	Secure recognition for activity and impact through publishing, media and conferences	Learning Power of Museums conference with David Blunkett, Alan Howarth etc.: GEM Conference at British Museum; Museums Association conference; ICOM; publish Arab World projects	Contribute to work of GEM, engage MAGDA, British Council etc.	Host second Clore Conference
		Complement and attempt to counteract restricted curriculum and limited use of museums and specific collections (e.g. three non-core topics for educational web sites)	Contribute to consultation networks with QCA, DCMS, NADFAS, Institute of Professional Tour Guides	Develop new partnerships with Higher Education and Further Education partners; extend Art College use	Contribute to debates on curricular change and professional practice in all sectors of Education
		Demonstrate full potential of ICT as learning resource in the arts and humanities	Launch Mesopotamia web site	Launch India web site	Launch China web site
		Conferences and training for British and foreign educators and museum staff	Herod conference Apr 2001, Big Draw Sep-Oct 2001, British Museum/Arts Council conference Nov 2001	Contemporary China conference Apr 2002	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.3.1	address needs and aspirations of defined socio-economic and cultural groups by developing outreach programmes in partnership with local communities	New unit in Education to establish outreach on a firm footing, after several trial projects (e.g. Arab World); Bedouin tent travelling nationwide and making considerable impact in community and school venues	Target: 35,000 reached through programmes on-site and off-site	Target: 45,000 reached	Target: 55,000 reached
		Develop families programme including off-site outreach initiatives	Secure funding and develop sustained outreach programme	Second phase of outreach programme (linked to British Museum touring exhibitions etc.	Sustain new and old partnerships with ethnic and other community groups
		Maximise exhibition and gallery opportunities (e.g. Africa, Mughal, Amazon)	Focus groups and collaboration with London Boroughs and ethnic community groups e.g. Filipinos, Afro-Caribbeans, Chinese, South Asian, e.g. With Mughal exhibition; Black History Month Oct 2001, Year of Cultural Diversity 2002	Vietnamese exhibition and outreach programme Jun-Sep 2002, revive links with Yemenis for <i>The Queen of Sheba</i> exhibition Jun-Oct 2002	Optimise impact of <i>Celebrate Sound</i> for community programming

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.3.2	<b>increase participation of visitors with special needs and learning difficulties through targeted on- and off-site programmes</b>	Access programme and partnerships e.g. Barnet College; work with children and schools	Refocused strategy, including new partnerships and programmes, e.g. SHAPE/ City Lit courses	Extend Lifelong Learning access programmes	
		Off-site work with London Boroughs teachers in training	Performing arts and professional training	Review work with colleges and partners	Comply with legal requirements for final stages of DDA
		Maximise impact of collections in 'niche' areas e.g. Mexico, North America, Near East, Islam	Target: 250,000 pre-booked schoolchildren	Target: 280,000 pre-booked schoolchildren	Target: 290,000 pre-booked schoolchildren
		Create programmes that link Science, Arts, Literacy, and Performing Arts with History	Pythagoras project, Science Week and Science Year Sep 2001 - Sep 2002, KS1 literacy, Clore Centre workshops for schools, Japan 2001 ('Discovering Japan' interactive programme for schools with Japan Festival Education Trust), and develop ideas for Wellcome Gallery and Study Centre	Develop citizenship and other thematic approaches, including resources and exhibitions, Wellcome Gallery and Study Centre planning, and planning DCMS Participate in Creative Partnerships Scheme	Review progress with optional curriculum topics including role in exhibition programme

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.4	<b>increase repeat visits and develop cultural appreciation through lifelong learning programmes on a self-funded basis</b>	Broaden audiences, topics, levels (e.g. adult literacy) and media (e.g. workshops, films)	Target: 75,000, maintaining range of entry points up to validation levels with Birkbeck	Target: 100,000, and developing Study Centre, King's Library and Wellcome Gallery projects	Target: 125,000, with Study Centre, King's Library and Wellcome Gallery open, and trial programmes in each
		Support exhibition programmes where appropriate with varied programming and in collaboration with Corporate Affairs	Develop other partnerships with WEA, BFI, OU, and London boroughs, and extend income-generating events and courses	Extend range of workshops and film programmes	
2.4.1	<b>increase numbers of school, Further Education and Higher Education teachers trained in object-based approaches</b>	Maintain INSET for teachers in schools; promote new areas (e.g. art history); develop new programmes for FE and HE in collaboration with curators	INSET; maintain impact through liaison with LEAs/QCA/DfEE/ other partners	INSET; next phase of HE/FE including internet	Review web and other media in provision for all formal users
			Continue FE tutors courses and events	Extend Art College programmes	
			HE teachers consultation and events for archaeology, anthropology and art history, and promote use of Study Rooms	Study Centre planning	Study Centre programmes especially for HE and FE teaching

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Continue to develop off-site work with professional organisations e.g. LAADE, Historical Association of Art Historians Schools Committee for A levels, BANE A for Near East, other partners for Africa and Americas	Art Colleges; revive and extend links with Camberwell and Central St. Martin's		
2.4.2	<b>increase numbers of pupils involved in national curriculum-based activities, especially at secondary and sixth-form levels</b>	Optimise use of Ford and Clore Centres, including zoning of the day etc	Develop DfEE relationship and recognition for work we provide for the national curriculum at GCSE and A level	Expand range of A level and FE work; Dürer, Vietnam, Gormley	Review provision for art and religion; <i>Celebrate Sound</i> , with music and performing arts partnerships
		KS1 - A level with continuing development of areas such as archaeology, art, art history and non-European cultures	Amazon programmes, Discovering Japan, Medieval Realms Key Stage 3		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4.3	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	Develop Museum-wide approach to in-service training and liaison with HE teachers	Target: 2,000 students on British Museum courses	Target: 2,500 students	Target: 3,000 students
		Initiate new Asia courses	British Museum Diploma in Asian Art, validated by Royal Holloway College, from Apr 2001 with JA/OA	British Museum Diploma in Asian Art	British Museum Diploma in Asian Art
		Extend impact of existing MA course and other income-generating work with British and foreign universities	MAs in the History of Printmaking, contribute to Westminster MA in Visual Culture and Birkbeck e.g. Shinto as part of world religion course, and support MAs and other courses for British and US universities	MAs in Printmaking, and Education; new British Museum/ Birkbeck courses, e.g. applies arts, world religions	MAs in Printmaking, and Education; further British Museum/ Birkbeck innovation
			Staff teaching off-site		
			Maximise use of ICT, e.g. Fathom.com and COMPASS	Further develop ICT applications	
			Develop new plans for King's Library and Study Centre	Planning for King's Library, Study Centre and Wellcome Gallery	King's Library, Study Centre, Wellcome Gallery opening programmes



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.6.1	<b>develop professional museum skills to meet national and international needs</b>	Continue MA work with V&A, Institute of Education, GEM	Regional training initiatives with British Museum partners and travelling exhibitions	Evaluate impact of regional initiatives	Contribute to distance learning initiatives as appropriate, e.g. museum studies, OU, Fathom.com
		Further develop international links, with some income generation		Review international involvement	
		Contribute to the work of major British museum trainers e.g. Leicester, UCL, City etc.			
2.4.5	<b>develop electronic media on- and off-site to provide learning resources for curriculum-related and other accredited outcomes on a self-funded basis</b>	Schools and families: develop overt links between 'Ancient Civilisations web sites' and COMPASS, including on-line teaching packs where appropriate	Target: reach 10 million people via educational web sites	Target: reach 11 million people via educational web sites	Target: reach 12 million people via educational web sites
		FE/HE: promote COMPASS, departmental web sites, Fathom.com	Complete India web site, educational tours on COMPASS, initiate Fathom.com links, DfEE online Latin, operative ICT in the Seminar Room	Complete China web site and umbrella projects linking Silk Route and Buddhism etc. web sites, COMPASS tours, develop Fathom.com	Review educational multimedia progress, COMPASS tours, develop Fathom.com

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Reading Room for self-directed study	COMPASS live in the Reading Room	Prepare King's Library, Wellcome Gallery and Study Centre projects	Evaluate King's Library and other projects
2.4.6	increase use of learning resources on an income-generating basis		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 for <i>Hunt for Paradise, Richard Hamilton, The Queen of Sheba, Behind the Lines, Dürer, Antony Gormley's Field</i> , King's Library, Study Centre, and Wellcome Gallery	Provide learning resources for <i>Celebrate Sound, London in the 1750s, The Phantom Museum, Greek and Roman Theatre</i> , King's Library, Study Centre, and Wellcome Gallery
	MANAGEMENT				
5.2.4	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	Optimise collaboration and information flow with all parts of M&PA, BMDCo, BMDT, and other departments , use of <i>The Column</i> , press releases etc, to publicise activity	Fortnightly staff meetings and training sessions	Fortnightly staff meetings and training sessions	Fortnightly staff meetings and training sessions

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Contribute to Museum-wide activity and information exchange e.g. Disability Working Party, Curatorial Forum, Exhibition Forum, Keepers Committee, Planning Committee and Study Centre User Group	Contribute to development of Study Centre and other cross-Museum projects e.g. King's Library, Wellcome Gallery	Assess with Department's coverage of Museum collections and activities
			Improve internal communications		
			Improved planning and operation framework and departmental liaison structure		

### 3.1 New Media Unit (NMU)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>OPENNESS</b>				
1.1. 5	<b>utilise the potential of information resources including the internet, to develop visitor information, service, commerce, intellectual access and cultural participation</b>	e-Strategy	Deliver strategic intelligence and support to the development of the e-Strategy	Support the continuing development of e-Strategy	Support the continuing development of e-Strategy
			Establish funding objectives, develop partnerships and help obtain sponsorship	Continue to review and develop objectives and opportunities	Continue to review and develop objectives and opportunities
			Establish Museum's position and input to Culture Online and similar initiatives		
		Web architecture	Complete architecture review	Introduce public participative facilities	Continued improvement of web site
			Support the Museum to upgrade, improve and add to display of information		
			Benchmark, evaluate and interpret site usage		
		COMPASS	Sale of COMPASS images from Reading Room, web site, and by licensing through commercial partners		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Visitor information	Establish requirements and identify resources and funding for on-site information and orientation	Define and design on-site information and orientation	
	<b>LEARNING AND ENGAGEMENT</b>				
2.5. 2	<b>utilise a variety of electronic media, including the internet and multimedia, to advance understanding of the collections and their cultural context and to provide virtual experiences of the Museum informed by the chosen themes</b>	COMPASS	Complete and install Reading Room version	Evaluate and modify Reading Room user interface	
			Add personal features to COMPASS internet version		
			Integrate COMPASS internet version with main web site		
			Add 15 more COMPASS tours and new media effects to support themes as key tools for orientation and cultural access, including Anglo-Saxons (with BBC), One Hundred View of Mount Fuji, Modern Collecting, Cleopatra, Pottery	10 more COMPASS tours and supporting new media effects	10 more COMPASS tours and supporting new media effects
2.2. 1	<b>utilise a variety of electronic media on- and off-site to show the Museum in Action</b>	Virtual Museum in Action (VMIA)	Initial definition, identify funding requirements for prototype	Complete VMIA, evaluate prototype, definition and design	Start implementation of VMIA

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Produce prototype	Establish full-funding requirements	
2.2.5	<b>establish feasibility of a level of public access to computerised documentation as part of the Museum in Action</b>	Study Centre	Identify content projects required for Study Centre multimedia	Create content and develop delivery for Study Centre multimedia	
		World Textile Centre		Develop World Textile Centre online as a model for future projects	Evaluate World Textile Centre online as a model for future projects
		Collections projects	Digitisation of Stein Collection		
		Image strategy	Develop processes to support image strategy		
		King's Library	King's Library research and design	King's Library interface design and content creation	Evaluate and modify King's Library public delivery interfaces
		Merlin	Investigate public interface for Merlin data in collaboration with CDMS		
		Libraries	Investigate public interface for libraries data		
		Partnerships	Establish funds and initiate 'Timelines of History' project	'Timelines of History' design and content creation	'Timelines of History' multimedia development
			Contribute data and expertise to 'Moving here' NOF project		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.4. 5	<b>develop electronic media on- and off-site to provide learning resources for curriculum-related and other accredited outcomes on a self-funded basis</b>	COMPASS	Launch COMPASS educational pages	Evaluate educational pages and expand	Keep pages up to date with National Curriculum
		Online learning resources	Ancient Civilisations - India site	Ancient Civilisations - China site	
			Links between Ancient Civilisations and COMPASS	Ancient Civilisations umbrella site	
			Develop online educational resources	Develop online educational resources	Develop online educational resources

## 3.2 Collections Data Management Section (CDMS)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.4.3	ensure plans for full registration are met develop the quality and extent of documentation through the new Merlin system, and review the Collections Documentation Project (CDMS)	Collections records	Migrate MAGUS collection records to Merlin in remaining collections departments		
			Develop and assess prototype conservation records system for Merlin	Implement Merlin conservation records system and migrate MAGUS conservation records	
			Develop and assess prototype conservation records system for Merlin	Implement Merlin conservation records system and migrate MAGUS conservation records	
			Create 12,000 collections records; additional record edits	Create 20,000 collections records; additional record edits	Create 20,000 collections records; additional record edits
			Provide in-house Merlin training for remaining collections departments	Provide in-house training for conservation records	
	STUDY ROOMS/ PUBLIC SERVICE				



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
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	Collections Documentation Project		Pursue policy of publishing terminology resources on internet	Ongoing

### 3.3 Libraries and Archives (L&A)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>LIBRARIES AND ARCHIVES</b>				
3.2.1	advance the automation, current cataloguing and retro-conversion of libraries, to provide properly-managed access and improved management of departmental archives	All libraries	Experienced Systems Librarian to be appointed in IS to oversee all library automation issues		
		Hamlyn Library in Reading Room	Make Hamlyn catalogue available online to departments and securely on the internet		
			Effect closer liaison between RRR staff and Fleming Librarian; RRR staff to have greater opportunities for more varied library experience to help improve service to readers	Continued development of book and other resources in Hamlyn Library	Continued development of book and other resources in Hamlyn Library
			Find funding to extend contract for Hamlyn Librarian post beyond Sep 2001		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Promote resources of Hamlyn Library to local authority and other libraries and to the public; arrange reciprocal visits, wider use of resources etc.	Continued promotion of Hamlyn Library	
		Central Library	Make available Central Library catalogue online to departments and securely on the internet		
			Plan refurbishment of Sanskrit Library to include housing of Central Library stock; designing for a reading area for consultation of L&A books, and King's Library House of Commons books	Refurbishment of King's and Sanskrit Library, detailed planning of removal of stock	Open new central library in the Sanskrit Library, monitor reader numbers and requirements
			Increase L&A staffing to help with Sanskrit and King's Library projects and to train for helping readings in new L&A reading room	Plan for adequate staffing to allow reading area to be open for public access at least during Museum core hours	Open King's Library
		King's Library	Plan retro-conversion of central library stock	Effect retro-conversion of central library stock	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Plan refurbishment of King's Library, including transfer of House of Commons books; consider catalogue implications	Refurbishment of King's Library; transfer of books from House of Commons; integrate catalogue of House of Commons library with Museum's Unicorn online catalogue	
		Departmental Libraries	Successfully migrate Ethnography Library data to Unicorn		
			Establish economic feasibility of self-funding Bibliographic Services Unit; appoint Acquisitions/ Cataloguing Librarian to run it	Continue centralised ordering/ cataloguing; extend online access to periodicals etc throughout Museum	Continue centralised ordering/ cataloguing etc.
			Start centralised ordering/ cataloguing for all departments and ongoing union catalogue accessible online to all departments and securely on the internet		
			Co-ordinate binding/ book repair activities museum-wide		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Establish retro-conversion project definition and funding for pilot project for retro-conversion of catalogues of those libraries moving to Study Centre and those libraries with easy-to-convert computer catalogues	Continue retro-conversion	Complete retro-conversion of libraries moving to Study Centre
		Study Centre	Appoint retro-conversion staff and start pilot project	Detailed planning removal of rehousing of libraries, establish staffing requirements for new Reading Room in Study Centre	Open Study Centre with new Reading Room offering visitors reading access to all libraries housed in the Study Centre; all Study Centre library catalogues retro-converted and available to readers and on the internet
			Start to plan removal of libraries going to Study Centre		Continue retroconversion
		Archives	Appoint Head of Archives and Departmental Records Officer		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Electronic records management (ERM)	Aim for compliance with government milestones, establishing inventory of existing electronic record collections and drawing up strategic plan for corporate ERM, with appraisal/preservation plans and requirements	Aim for compliance with government milestone, drawing up implementation plan for full ERM	Aim for compliance with government milestone, implementing plan for control/preservation of all new electronic records
		Pre-archival records	Draw up timetable for surveying and appraising museum pre-archival records, and submit to Public Records Office		
			Ensure services compliant with the Record Management Plan requirements of PRO, the Data Protection Registrar and all relevant legislation, and with best professional practice		
			Review IT requirements for data protection and records management		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.2.5	establish the feasibility of a level of public access to computerised documentation as part of the Museum in Action	Museum in Action	Contribute to Museum in Action (virtual Study Centre)	Contribute to Museum in Action (virtual Study Centre)	Contribute to Museum in Action (virtual Study Centre)
5.2.4	MANAGEMENT				
	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	Internal briefings	Hold regular departmental meeting		

## 4.1 Public Affairs

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.2	<b>develop service delivery and values in line with public needs and professional standards</b>	Stakeholder communication	Review distribution	Review distribution	Review distribution
			Open meeting	Open meeting and online dialogue	Open meeting and online dialogue
			Annual report	Annual report	Annual report
			Review Freedom of Information process	Archive access	Central library access
			Study Centre consultation	Study Centre consultation	
		Representation	Audit research and EU/ international contact base	Co-ordinated contact programme	250th anniversary programme
			TV negotiations	TV programmes	TV series
			Conferences/ MA&F PC	Perception survey	
			Manchester Money Gallery and Treasure finds	Sutton Hoo Visitor Centre and Treasure	<i>Finding Our Past</i>
		International debate	Develop position statements: access and social inclusion, partnership, and cultural property	Further position statements: London links, international contribution, economic impact	250th anniversary conference/ position launch
			US tour and New York Britain Festival	US tour and Queen's Golden Jubilee	Anniversary programme
			Smithsonian/ Getty forum	Symposium on 'Museums in the Enlightenment'	



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
4.1.2	advance debate and contribute to the development of British cultural and education policy and improve understanding of the role of museums	Policy development	Consultation response	Attitude research	Touring and Outreach
			Cultural Partnership/ Education Action Zones	Britain programme	Study Centre
			Museums Association conference in London	Policy forums representation	Policy forums representation
4.2.2	improve relations with London civic, community and corporate bodies	Civic role	Contact audit and programme	Community partnership group	Wellcome Gallery opening
			Planning issues		
			Study Centre consultation	Study Centre consultation	Study Centre opening
			London Party	Queen's Golden Jubilee	British Library/ Natural History Museum partnership on anniversary
			Cultural Strategy consultation		

## 4.2 Exhibitions and Design

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.2	<b>develop service delivery and values in line with public needs and professional standards</b>	Service delivery/ values	Strategy in place for market testing and evaluation of visitor and peer group response to exhibitions and galleries	Market testing evaluation/ peer review programme	Market testing evaluation/ peer review programme
			Research informs planning	Research informs planning	Research informs planning
4.2.1	<b>develop visibility and reputation through professional marketing, communications and the rigorous application of an appropriate corporate identity</b>	Corporate identity	Creative and consistent designs in support of brand	Creative and consistent designs in support of brand	Creative and consistent designs in support of brand
	<b>DISPLAY</b>				
2.1.3	<b>advance international understanding and extend audience reach and repeat visits through on-site special exhibitions</b>	Major exhibition programme	Agree exhibition strategy and programme as defined by Exhibition Forum		
			Deliver <i>Cleopatra, Jewelled Arts of Mughal India, Shinto, Unknown Amazon, Agatha Christie</i>	Develop concepts and deliver <i>Hunt for Paradise, The Queen of Sheba, Albrecht Dürer, Antony Gormley's Field</i>	Develop concepts and deliver <i>Celebrate Sound, Phantom Museum, Greek &amp; Roman Theatre, Finding our Past</i>

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Distributed displays	Agree service standards and programme as defined by Exhibition Forum and deliver programme	Deliver programme	Deliver programme
	<b>PERMANENT GALLERIES</b>				
2.1.4	<b>maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation</b>	King's Library	Concept and design development	Building works and fitting out	Object installation and completion by June 2003
		Wellcome Gallery	Concept and design development	Building works and fitting out	Object installation and completion by autumn 2003
		Study Centre	Showcase and visible storage concept development	Showcase and visible storage concept development	Implementation and completion
		Gallery refreshment programme	Assyrian Transept (Rm 6), Central Saloon (Rm 36), Early Medieval (Rm 41), Egyptian Daily Life (Rm 61), Lighting projects (Weston Great Hall and colonnade, Jade display (Rm 33b) design development	Celtic/Roman Britain (Rms 49-50), Greek & Roman basement suite, Coptic Corridor (Rm 66), Manuscripts Saloon (Rm 2), Jade display (Rm 33b) implementation	Greek & Roman upper galleries, Assyrian basement, 2 other refreshment projects
		Maintenance programme	Agree service levels address backlog	Continue programme	Continue programme
1.2.2	<b>provide intellectual orientation across culture, time and place</b>	Orientation	Undertake signage and seating review and implement recommendation	Signage updates and seating improvements	Signage updates and seating improvements

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Incorporate findings of inter-connectedness group in gallery/ exhibition planning	Concept management	Concept management
2.5.1	<b>TOURING EXHIBITIONS</b>  <b>maintain national and international partnership and enhance public understanding and enjoyment of the collections and their cultural contexts through touring exhibitions</b>	British touring and partnership programme	Identify partners and projects/ set up team and programme develop venue database	Develop programme with partners	2 major British touring exhibition projects - Finding our Past and Egyptian projects
			2 small touring exhibition projects - Burma and <i>Size Immaterial</i>	Continue 2 small exhibition tours	2/3 small projects
			Continue NTE programme - 1 project	Continue NTE programme - 1 project	Continue NTE programme - 1 project
		International touring programme	Build team and process in collaboration	Develop programme	Develop programme
			Develop Enduring Image for Japan tour	Develop Enduring Image for Japan tour	Develop Enduring Image for Japan tour
	<b>LOANS</b>				
1.1.4	<b>promote national and international collaboration which enhance public understanding and enjoyment of the collections through loans</b>	Loans database	Establish working database of loans directed by Steering Committee on Loans	Maintenance of database	Maintenance of database
		Loan procedures	Standardise loan procedures and other protocols	Consistent application and monitoring of procedures	Consistent application and monitoring of procedures

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.3.3	<b>apply capital process to all projects and exhibitions to assist effective delivery</b>	Capital process	All projects on time and within budget	All projects on time and within budget	All projects on time and within budget
	<b>LOANS</b>				
5.2.4	<b>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</b>	Internal briefings	Regular programme of concept development, marketing start-up and progress meetings	Regular programme of concept development, marketing start-up and progress meetings	Regular programme of concept development, marketing start-up and progress meetings

### 4.3 Photography and Imaging (P&I)

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.2	<b>develop service delivery and values in line with public values and professional standards</b>	Review of P&I	Implementation of review's findings	Study Centre specification	Study Centre implementation
			Enhance the service to provide images appropriate to the end product	Studio development	
				Digitisation programme	Digitisation programme
4.2.1	<b>develop visibility and reputation through professional marketing, communications and the rigorous application of an appropriate corporate identity</b>	Corporate identity	Development of brand look for promotion	Advertising development	
1.1.4	<b>promote national and international collaboration which enhances public understanding and enjoyment of the collections through loans</b>	Loan and touring exhibition photography	Discuss and agree service levels, fees for projects as part of the negotiation period, providing service as agreed	Community project	<i>Finding our Past</i> photography input
2.2.4	<b>improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer, more consistent Museum-wide service</b>	Record photography	Develop a strategy for the use of Merlin and COMPASS	Implement use of Merlin and COMPASS as a research tool for picture researchers and academics	
			Simplified sales procedure and online ordering and delivery	Online ordering	Online delivery

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Produce high-quality record for photography for study purposes and the development of COMPASS and Merlin		
		Condition photography	Develop a strategy and guidelines to devolve routine photography to departmental staff	Implement strategy and monitor guidelines, continuing to support use of digital images	
			Investigate using digital imaging for condition photography	Offer assistance with training departmental staff and advise on suitable equipment	
	<b>DISPLAY</b>				
2.1.3	<b>advance international understanding and extend audience reach and repeat visits through on-site special exhibitions</b>	Exhibition catalogue photography	Examine plan and develop service level agreements for delivery of the Museum's exhibition catalogue programme for quality and style	Use service level agreements for further projects to create better planning structure	
	<b>PUBLICATIONS</b>				
3.1.3	<b>develop scholarly publications which are aligned with the Museum's research strategy</b>	Publication photography (non-exhibition)	Examine plan and develop service level agreements for the delivery of the Museum's exhibition catalogue programme agreeing quantity and style	Use service level agreements for further projects to create better planning structure	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>CARE OF COLLECTIONS</b>				
3.3.3	<b>improve the security of the objects on display and in storage against theft and fire</b>	Security photography	Develop guidelines to enable activity to be devolved to departmental curatorial staff	Monitor guidelines, offer assistance with training departmental staff and advise on suitable equipment	
3.4.1	<b>maintain central role and increase public recognition in relation to the Treasure Act and Portable Antiquities Scheme</b>	Treasure photography	Define level of support needed to fully implement Management Board findings	Supply photographic support to the projects	
	<b>SALES</b>				
4.3.3	<b>improve off-site sales including publishing, broadcasting, merchandising, off-site retailing and photography through partnership and diversification</b>	Management of negative store	Examine needs with a view to the implementation of Digital Imaging Strategy	Monitor management of image assets	
		Space utilisation	Develop space strategy in line with masterplanning process and Study Centre planning		



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.3.3	<b>apply capital process to all projects and exhibitions to assist effective delivery</b>	Capital process	All projects on time and within budget	All projects on time and within budget	All projects on time and within budget
	<b>MANAGEMENT</b>				
5.2.4	<b>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</b>	Intranet	Develop strategy for supply of images to the Museum's intranet	Monitor supply of images to ensure they are commensurate with style required	

## 4.4 Brand Development

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.5	<b>utilise the potential of information resources including the internet to develop visitor information, service, commerce, intellectual access and cultural participation</b>	Web site	Use web site to develop brand awareness and assert capability of British Museum to deliver Study Centre	Direct relationship Study Centre	Web site crucial position in Study Centre profile
		e-Brand	Internet marketing plan including guidelines for Museum departments, external relations, sub-brands, King's Library, and Study Centre	Recognised internet presence for Study Centre and King's Library	Increased visibility for Study Centre and King's Library
			Promotion, links, content development leading to increased visibility	Defined hits	Defined hits
			Supported distributed authors, with training plans and guidelines	Review departmental sites	
			New architecture	Evaluate/ revise	
			'What's on' linking to online ticketing and income-driven pages, e.g. tours, newsroom, response mechanism	Develop in line with evaluation	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Peer review, data collection, market research and web site evaluation	Evaluate and respond to feed in to positioning of Study Centre	
1.3.1	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	Brand development	Sustain brand awareness levels	Sustain brand awareness levels	Extend brand awareness levels
			Develop and determine new brand position including US and London and south-east target audiences	Review and develop new brand position amongst audiences identified in earlier research	Review and extend new brand position
			Year-long corporate advertising campaign	Year-long campaign	Year-long campaign
		Research	Market research and evaluation to include visitor behaviour and spend profiles	New packages and on earlier research and profiles	
			Analysis and report on peer national and international brand behaviour		
		British Museum Traveller	Develop and market new Tour products on-site and off-site, including USA and London and south-east market	Integrated marketing packages	
			Establish British and overseas customer-base for tours	Lead in to Study Centre	Study Centre

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Exhibitions and Events	Exhibitions marketing packages for paid-for and departmental		
		Cross sales	Dissemination of exhibitions and events marketing plans identifying responsibilities		
		Brand	Extend themes and integrate into cross sales	Extend themes outside Museum	
			On-site corporate campaign: key messages		
			Present Modern Museum highlighting newness and participation including 250th anniversary and Study Centre, aimed at target audiences	Extend Modern to Challenging Perceptions leading in to Study Centre	
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	Segmentation and re-packaging	'What's On at the BM'	Extend promotion of 'What's On' and participation	
			Provide 'introductory' support services including signage and tours		
			Deliver integrated choice which combines membership, events and education		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Active Museum-wide sales of Visit Guide and other materials, evaluation of sales and content and re-publish	New sales approaches	
			Evaluate and extend earlier pilot Highlights audio tour in other languages	Themed audio tours with possible integration with COMPASS	King's Library and Study Centre tours
			Review of British Museum Events and other print materials		
			Research and trial new paid-for events and e.g. catering services	Integrate Museum events and extend to new partners	
			Evaluate visitor flow to key areas including adopted exhibitions, retail, catering, catering etc	Pricing policy for Study Centre	
		Visit support	Pricing policy		
			Review materials in line with brand development including sub-brands		
4.2.1	develop visibility and reputation through professional marketing, communications and the rigorous application of an appropriate corporate identity	Corporate identity	Publish revised and fuller visual identity guidelines	Strong visual identity reflecting 250th anniversary and Study Centre	
		Service	Service level agreement to departments		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.3.1	<b>strengthen on-site donations, services, sales and membership to increase visitor value by developing cross-sales and new product offers</b>	Catering	New integrated programme of offers to include tours and events, and themed menus etc	International promotions	Cross-sales with main site
			Trial new 'themed' sales points	Evaluate semi-permanent points	
			Effective forecourt trading and on-site catering		Study Centre catering
4.4.3	<b>sustain benefaction and increase sponsorship on a year-on-year basis</b>	Donations	Evaluations based on effective accounting information	Study Centre donations policy	Study Centre donations strategy
			Increased opportunities based on higher visibility and interaction		Integrated donations messages
			Messages relating to new developments including King's Library, Study Centre and galleries		
	<b>MANAGEMENT</b>				
5.2.4	<b>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</b>	e-Development	Intranet version 1	Evaluation	
		Communications	Corporate communications		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Publication of policies and guidelines		
			Supported departmental contributors including training and guidelines		

## 4.5 Corporate Services

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.2	<b>develop service delivery and values in line with public needs and professional standards</b>	Corporate events	Event management guidelines and training for hospitality and conferences	Developed offer and pricing for King's Library, Wellcome Gallery and Friends Room	Event management guidelines and training for King's Library and Patrons suite
			Events catering and support services packages	Catering and support services accredited suppliers	
4.2.2	<b>improve relations with London civic, community and corporate bodies</b>	Corporate partnership	Launch of corporate partners scheme	Support to corporate partners scheme	Support to corporate partners scheme
			Great Court partnership events; London Party, Japan 2001 Fashion and Awards ceremony	Great Court community events pilot	Anniversary events
4.3.2	<b>improve and develop corporate services through venue development and promotion</b>		Establish business reception	Expand conference market	Develop business case and offer for Study Centre
			Quantify lost opportunity/ income		
			Income targets for hire and hospitality and for filming fees	Achieve increased income target for hire, hospitality and filming fees through marketing and use of restaurant and additional spaces	Achieve increased income target for hire, hospitality and filming fees through marketing and use of King's Library and Patrons suite



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Marketing Plan and support materials for conference and corporate market	Assess future catering needs	
	<b>MANAGEMENT</b>				
5.2.4	<b>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</b>	Events briefings	Weekly events briefings	Weekly events briefings	Weekly events briefings
			Clore Education Centre Users Group	King's Library Users Group	Staff training for King's Library
			Staff training for hospitality and Clore Education Centre	Evaluation	Study Centre Users Group
			Control Room communications		

## 4.6 Corporate Communications

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.2	<b>develop service delivery and values in line with public needs and professional standards</b>	Corporate communications	Review publication	Review publication	Review publication
			Open meeting	Open meeting	Open meeting
			Annual Report and key facts	Annual Report and key facts	Annual Report and key facts
			Corporate internet information	History internet information	Anniversary internet information
			VIP visitor reception	VIP visitor reception	VIP visitor reception
4.1.1	<b>maximise public awareness and reputation through positive media relationships and co-ordinated representation in the fields of archaeological discovery, heritage conservation, object identification and interpretation, cultural understanding, and as a visitor attraction</b>	Media partnerships	TV negotiations on art, history and events	TV coverage/ programmes	TV series/ programmes
			<i>The Times</i> partnership on 4 exhibitions	Establish new media partnership	250th anniversary partnership
		Publication	Occasional Papers	Occasional Papers	Occasional Papers
1.4.2	<b>foster a positive relationship and involvement with stakeholders and complementary bodies</b>	Media relations	Great Court: summer and first year	250th anniversary campaign	Study Centre campaign
			5 major exhibitions: <i>Cleopatra, Mughal Jewellery, Unknown Amazon, Japan 2001, Agatha Christie</i>	3 major exhibitions: <i>The Queen of Sheba, Safavid Art, Albrecht Dürer</i>	3 exhibitions: <i>London 1753, Celebrate Sound, Phantom Museum</i>

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			COMPASS launch	Public programme and <i>Field</i>	250th anniversary, Wellcome Gallery and King's Library opening
			London, British regional and periodical coverage	London, EU and USA coverage	EU, Far East and USA coverage
			USA tour support	British regional support	
			Experts list and service level agreement	Languages list and international contact	
			Newsroom development	Online service	
4.1.3	enhance leading international position through cultural diplomacy, and the the development of the 250th anniversary programme as a platform for broad engagement	Keynote lectures	Franks Lecture: Illicit Trade	Franks Lecture: International Culture	Franks Lecture: tba
			BP Lecture	BP Lecture	BP Lecture
4.2.2	improve relations with London civic, community and corporate bodies	Corporate Affairs	London Party and Big Draw advance event	London and community events	Wellcome Gallery opening
			Partner conferences: FPC and MA	Enlightenment conference	250th Anniversary: King's Library opening
			Annual Dinner	Annual Dinner	Annual Dinner
			5 exhibition openings	Exhibition openings	Exhibition openings
			Neighbour programme	Neighbour programme	Neighbour programme

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	MANAGEMENT				
5.2.4	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	Service development	Intranet diary and reporting systems	Telephone service review	Study Centre provision
			Business reception		
		Cross-Museum understanding	Intranet bulletin board	Intranet expansion	Intranet service
			<i>The Column</i> x 12 issues and reader survey	<i>The Column</i> x 12 issues	New media tools
			Communications protocol		

## 4.7 Membership Development

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.3.2	ensure the enjoyment of a visit can develop into sustained interest by providing visitor services, support materials, public programming and membership schemes	Membership affinity ladder, supporting print and marketing	Develop, maintain and improve database	Increase visitor numbers and % of those converting to membership	Increase visitor numbers, membership levels and value per head, targeting social inclusion, families and local market
		Museum-wide legacy campaign	Create membership affinity ladder	Increase % of those upgrading	
			Roll out market research programme to test and evaluate visitor offer	Promote proposition of Study Centre to sustain current visitors and encourage repeat visits and new audiences	Study Centre
					King's Library
			Quantify percentage conversions to membership schemes		
			Continue rolling out legacy campaign		
1.1.4	promote national and international collaboration which enhance public understanding and enjoyment of the collections through loans	Develop relationship with Friends organisations; AFBM, Canadian Friends etc	Promote membership through touring exhibitions both national and international		
			Develop use of the web site to ensure development of relationship with potential overseas and virtual visitors through the internet		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.1.2	stimulate participation through on-site public programming which encourages repeat visitors and family audiences and is informed by the selected themes	Public programme	Produce programme of set weekends to rotate over 4-year cycle	Promote proposition of Study Centre to sustain current visitors and encourage repeat visits and new audiences	Study Centre open
					King's Library open
			Targeted mail shots to develop database		
			Integrated offer and sustained service		
			Develop relationship with Education for regular mailings		
			Install new box office system		
			Test through market research and evaluate projects: exhibitions, new galleries, public events programme		
			Complete analysis of market and quantify demand for the Study Centre proposition		
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	Volunteering	Develop and publish codes of practice	Develop NVQ system for volunteers	Accreditation achieved

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
4.2.3	develop information and research about existing and potential markets	Market research	Complete market research programme Mar-Apr 2001 and Jul-Aug 2001		
			Complete Study Centre market research Mar 2001		
		Evaluation	Initiate and roll out evaluation programme to include exhibitions, public programme, permanent galleries, services and Great Court		
			Benchmark with other organisations		Increase income through fundraising
4.3.1	strengthen on-site donations, services, sales and membership to increase visitor value by developing cross-sales and new product offers	Develop one-stop shop for all staff especially front of house	Increase membership of Friends to 16,000	Increase membership of Friends to 20,000	Increase membership of Friends to 25,000
			Establish Friends Room	Decrease lapsing rate	Plan for future Friends space and service
		Training	Install new membership module		
			Develop box office and integration of membership		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Market research and programme to test and evaluate visitor offer	Respond to market research analysis to develop services and membership offer to assist increased take up by targeted audiences	
			Develop Study Centre proposition		
5.2.4	MANAGEMENT				
	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	Internal briefings	Empowerment of staff		
		Holistic vision	Continue staff sign-up to holistic view		
			Develop of intranet		
		Training	Invest in service provision through increased staff numbers and training		



## 4.8 Visitor Services

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.1	sustain and develop opening hours for the Museum in line with public needs and ensure galleries are open on a reliable basis	Ensure galleries open on a reliable basis	Achieve 94% of achievable galleries open, to agreed plan	Achieve 96% of achievable galleries open, to agreed plan	Achieve 98% of achievable galleries open, to agreed plan
			Co-ordinate development of operational framework for Clore Centre	Improve service to booked groups, including schools	Open Study Centre and deliver projected service levels
1.1.2	develop service delivery and values in line with public needs and professional standards	Customer service	Investigate NVO programme for staff training	Attain professional accreditation in Visitor Services	Open Study Centre and deliver projected service levels
			Define strategy for Charter Mark or similar application; develop Reading Room services in line with professional standards; COMPASS by Aug 2001	Apply for Charter Mark	
		Sickness	Reduce staff sickness by 10%	Reduce staff sickness by 10%	
		Visitor response	Respond to all enquiries within a maximum of 15 working days		
1.3.1	achieve year-on-year increases in attendance, satisfaction and repeat visits through the quality of the visitor experience and illumination of world collections and their cultures	Attendance	Visitor targets and profile	Visitor targets and recommendation levels	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Ticketing	Develop ticketing provision and implement full Box Office service for exhibitions and events, including postal and phone bookings	Liaise with e-Strategy Group to develop internet sales for exhibitions and events	
		Cleaning	Improve and develop service level agreements for public areas and contribute to programme of refreshment for galleries		
4.3. 1	<b>strengthen on-site donations, services, sales and membership to increase visitor value by developing cross-sales and new product offers</b>	Sales	Achieve agreed income targets for cloakrooms, Visit Guide sales, tours and Reading Room sales	Achieve agreed income targets for cloakrooms, Visit Guide sales, tours and Reading Room sales	Achieve agreed income targets for cloakrooms, Visit Guide sales, tours and Reading Room sales
			Develop customer comments scheme		
	<b>MANAGEMENT</b>				
5.2. 4	<b>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</b>	Internal briefings	Implement plan for front of house briefing daily sheets and regular meetings		
			Develop use of radios for Visitor Services staff		
			Develop temporary signage		

## 4.9 British Museum Company

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Sales	£14M	£15M	£15.5M
		Gross margin	£7.7M	£8.3M	£8.5M
		Gross margin %	54.3%	54.8%	54.9%
	<b>PUBLICATIONS</b>				
3.1.3	<b>develop scholarly publications which are aligned with the Museum's research strategy</b>	British Museum Publications	Publish 55-60 titles; continue to publish a broadly-based list including scholarly, general and reference, and children's books	Publish 55-60 titles; continue to publish a broadly-based list including scholarly, general and reference, and children's books	Publish 55-60 titles; continue to publish a broadly-based list including scholarly, general and reference, and children's books
		Timetable	Improve delivery of manuscripts and monitor production of scholarly catalogues through Publications Forum and exhibition catalogues through Exhibition Forum		
		Commissioning	Identify and implement solutions for the shortage of general commissioning resource	Develop general commissioning further	
		Guides	Develop guide provision for 2003 anniversary		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Develop list	Continue to build the general trade reference, popular history and archaeology elements of the list		
		Children's list	Develop an exciting children's list with the Education department		
4.3.1	<b>ON-SITE SALES</b>				
	<b>strengthen on-site donations, services, sales and membership to increase visitor value by developing cross-sales and new product offers</b>	Bookshop, Children's souvenirs and guides shop, Grenville shop and exhibition shops	Create, launch and develop 150 new products		
			Increase spend per visitor		
		Suppliers	Identify and establish operationally satisfactory relationships with suppliers of medium-range replicas		
		Own-brand	Maintain trade sales to enable and facilitate own-brand product development and build these where opportunities arise		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Mail order	Improve the profitability of the mail order business through effective database management		
		Licensing	Build a licensing programme that more effectively generates revenue, builds the brand and offers additional breadth and depth to the retail offer		
		e-Sales	Build the B2C website and trial B2B with a view to further investment in this area		
4.3.3	<b>OFF-SITE SALES</b>				
	improve off-site sales including publishing, broadcasting, merchandising, off-site retailing and photography through partnership and diversification	22 Bloomsbury Street and Heathrow Terminal 4 shops	Work with BMF, media and local business to promote 22 Bloomsbury Street		
			Roll out new corporate logo at Terminal 4 shop		
		British Museum Traveller	Manage 50 worldwide tours	Manage 52 worldwide tours	Manage 53 worldwide tours
	<b>SERVICE DELIVERY</b>				

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
1.1.2	develop service delivery and values in line with public needs and professional standards	Training	Train and develop the shops teams, focussing on shop standards and procedures and knowledge of the Company		
		Cash control	Develop and implement cash control procedures consistent across all shops with the introduction of the new cash facility		
		Stock	Ensure shops are fully merchandised with supporting provenance		

## 4.10 British Museum Development Trust

	Objective	Project	Milestones		
			2001-2002	2002-2003	2003-2004
4.4.2	strengthen and broaden the range of income streams directed at greater Museum self-sufficiency	<b>CAPITAL</b> Study Centre - naming opportunity - supporting component parts  Kings Library Restoration Project - matching existing funding of £6m already secured  Greater King's Library Project - creation of the Benefactors Suite - Sanskrit Library Project	← ←         £3m         £500k	£8m £10m         £500k	→ →
4.4.3	sustain benefaction and increase sponsorship on a year-on-year basis	Gallery refurbishment as determined by Master planning E.g - Egypt - Britain & Europe  Ethnography Galleries - ICT Room  <b>REVENUE</b>  Support for Public Programme including: - Promotional material E.g Museum	£2m          £50k	£2m          £75k	£2m          £100k

	Objective	Project	Milestones		
			2001-2002	2002-2003	2003-2004
		Floor Plan & large print versions			
		- Exhibition programme spin offs, incl. videos	£10k	£10k	£10k
		-Whats on Leaflet	£40k	£40k	£40k
		sponsorship			
		- Annual Review	£30k	£30k	£30k
		sponsorship			
		- Events & Festivals incl: Platform			
		music	£30k	£30k	£30k
		Film season	£70k	£70k	£70k
		- Audio Guides			
		sponsorship	£50k	£50k	£50k
		- Touring Programmes			
		- Young Explainers Programme	£50k	£50k	£50k
		- Public Programmes			
		Manager	£50k	£50k	£50k
		250th Anniversary Promotion		£100k	£100k
		Exhibition Sponsorship			
		- Cleopatra	£150k		
		- Agatha Christie & the Orient	£150k		
		- Queen of Sheba	£250k		
		- Safavid Art of Iran		£250k	
		- Dürer		£150k	
		- Gin Lane		£50k	
		- Buried Treasure in the UK			£250k
		- Celebrate Sound - BM			£250k
		250th Anniversary			



	Objective	Project	Milestones		
			2001-2002	2002-2003	2003-2004
		Education programme	£50k	£50k	£50k
		E.g - Eye Openers Prog	£10k	£10k	£10k
		- School & teachers packs	£10k	£10k	£10k
		- Science week programme		£8k	
		- Replica Costume E.G. Mughal & Iran	£5k		£5k
		Greek & Roman	£3k		£3k
		- Events & Festivals E.G Chinese New Year		£3k	
		Mexican Day of the Dead		£3k	
		Persian Festival		£5k	£5k
		Black History Month	£3k	£6k	£3k
		Handling Collections Equipment E.G. Video microscope	£10k	£6k	
		Maintain support for posts:			
		E.g - SmithKline Beecham Primary Education Officer	£50k	£50k	£50k
		- Glaxo Wellcome Science Officer	£50k	£50k	£50k
		- Arab World Education			

	Objective	Project	Milestones		
			2001-2002	2002-2003	2003-2004
		Officer	£50k	£50k	£50k
		- Access			
		Officer	£50k	£50k	£50k
		Support for community outreach and access initiatives			
		E.g - Outreach Programme	£50k	£50k	£50k
		- Access			
		Development Workers	£30k	£30k	£30k
		-			
		Contemporary Arts & Cultural Prog	£40k	£40k	£40k
		- Arts	£40k	£40k	£40k
		Education Officer			
		Support for E-Strategy Programme			
		E.g - Digitization E.g			
		Support for Old Master Drawings project	£125k		
		- Stein Collection			
		- Museum in Action			
		- Learning resources			
		Eg NMU			
		Libraries			
		E.g - Retro-conversion of BM catalogue	£500k	£500k	£500k
		- Renewal funding for Fleming Librarian	£35k	£35k	£35k

	Objective	Project	Milestones		
			2001-2002	2002-2003	2003-2004
		Endowments for Posts, Acquisitions, Excavation and Fieldwork	£2m	£2m	£2m
		Patrons Programme - review benefits and achieve 200 Patrons by 2003	£150k	£200k	£300k
		Launch Corporate Partners Programme - achieve 10 Partners by 2003	£125k	£200k	£250k
		Legacy Campaign - secure regular income stream by 2003	Further marketing	→	£2m

## 5.1 Building Management

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>CAPITAL PROCESS</b>				
5.3.3	<b>apply capital process to all projects and exhibitions to assist effective delivery</b>	Capital programme	Resolve and implement FAEL procurement for subsequent contract	Evaluate processes	Evaluate processes
			Resolve and implement procurement methods for all BMD capital projects	Develop government-led concepts	Develop government-led concepts
	<b>BUILDING MAINTENANCE</b>				
5.5.1	<b>keep the Museum buildings safe, secure, clean and adequately maintained all to agreed service levels and with efficiency in energy use</b>	Sector G Operations	O&M Manuals received and on network		
		Energy and Environment	Outstanding work and defects listed and managed		
			EEAS re-accreditation		EEAS re-accreditation
			Implement environmental action plan	Review ISO 140001	Review ISO 140001
			Implement energy conservation projects	Implement energy conservation projects	Implement energy conservation projects
			Install sub-metering for re-charging	Install sub-metering for monitoring	
			Introduce recycling programme	Review recycling and extend	Review recycling and extend
			Introduce ozone depleting gases in use	Replace plant	Replace plant

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Utilise TEAM software	Develop and implement M&T	Develop reports
		Effectiveness	Introduce cleaning SLAs for staff areas		
			Review and develop postal and transport services		
			Introduce time sheets for staff	Develop new working methods	Evaluate new working methods
			Introduce agreed action from audits		
			Review stockholding in stores and rationalise		
			Review maintenance SLA	Review and extend	Review and extend
		Use of IT	Use TBA online catalogues for procurement		
			Use hand held technology to compile furniture asset register	Use hand held technology to compile furniture asset register	Use hand held technology to compile furniture asset register
		Business as usual	Tender water treatment contract	Tender lift maintenance contract	Tender Montague Place cleaning contract
			Tender electrical maintenance MTC	Tender security radio contract	Tender IDS maintenance contract
			Tender redecoration MTC		Tender building MTC
			Tender mechanical MTC		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.6.3	<b>BUILDING REFURBISHMENT</b>				
	<b>plan and implement the agreed programme of building refurbishment and infrastructure projects, ensuring delivery to time and within budget to agreed standards</b>	Capital programme	Agree next year's plan with clients	Agree next year's plan with clients	Agree next year's plan with clients
			Complete funded projects e.g. Fire Plan, Security Fabric, M&E, Back of House	Complete funded projects e.g. Fire Plan, Security Fabric, M&E, Back of House	Complete funded projects e.g. Fire Plan, Security Fabric, M&E, Back of House
		Study Centre	Input to design standards	Contribute to development	Develop handover standards
		Planning	Support projects of others	Support projects of others	Support projects of others
	<b>MANAGEMENT</b>				
5.2.4	<b>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</b>	Sector G Operations	Complete staff recruitment and training		
			Prepare to vacate outstations	Prepare to vacate outstations	Prepare to vacate outstations
		Planning	Develop QA methods	Review ISO 9001	Implement ISO 9001
		Quality	All managers and supervisors to complete customer care training		
			Investor in People re-accreditation		Investor in People re-accreditation
		Use of IT	Upgrade/replace Geneva	Integrate Dome package with CAD and FM software	Review FM software
			Review utility invoicing	Research digital invoicing for utilities	Implement digital invoicing for utilities
		Business as usual	Extend inter-departmental reviews of client requirements	Extend inter-departmental reviews of client requirements	Extend inter-departmental reviews of client requirements

## 5.2 Building Development and Planning

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>ARCHITECTURAL COHERENCE</b>				
1.2.1	<b>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</b>	Refurbishment and refreshment projects in the context of the Masterplan and Conservation Plan	Scheme and detailed design of King's Library	Tender and construct King's Library and Wellcome Gallery	Open King's Library and Wellcome Gallery
			Detailed design of Phase II of Wellcome Gallery		
			Planned gallery refreshment	Planned gallery refreshment	Planned gallery refreshment
	<b>CAPITAL PROCESS</b>				
5.3.3	<b>apply capital process to all projects and exhibitions to assist effective delivery</b>	Apply and develop capital approval and contract procurement guidelines	Seek project approval for Year 1 capital projects and implement	Complete Year 1 projects, obtain approval and start Year 2 projects	Complete Year 2 projects, obtain approval and start Year 3 projects
	<b>MASTERPLANNING</b>				
5.6.1	<b>produce a Masterplan for the future use of the buildings, linking with the completed Buildings Conservation Plan</b>	Produce Masterplan prospectus	Prepare the Masterplan prospectus, including consideration of the Museum Campus, consulting and discussing with Museum constituencies	Issue Masterplan for the Bloomsbury site and wider campus	Implement Masterplan and review objectives
		Document Masterplan strategy and projects	Publish Conservation Plan	Promote Masterplan externally, developing necessary partners for urban context improvements	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>PHYSICAL ACCESS</b>				
1.1.3	<b>improve physical access for audiences especially those with special needs</b>	Achieve recognition as an accessible building , ensuring compliance with DDA requirements	Commission prototype non-public areas audit and develop site-wide strategy, implementing Phase 1 improvements	Continue site-wide improvements	Continue site-wide improvements
	<b>BUILDING PROGRAMME</b>				
5.6.3	<b>plan and implement the agreed programme of building refurbishment and infrastructure projects, ensuring delivery to time and within budget to agreed standards</b>	deliver the Buildings Forum approved 3-year programme of capital projects and review annually	Principal elements: Space: £8.7M Exhib. Space: £2.6M Fabric: £1.8M Coll. Stores: £1.3M Dis. Access: £0.25M Back of H: £2M	Principal elements: Space: £34.1M Exhib. Space: £5.4M Fabric: £1.2M Coll. Stores: £0.25M Dis. Access: £0.1M Back of H: £1M	Principal elements: Space: £33M Exhib. Space: £5.9M Fabric: £1.6M Coll. Stores: £0.25M Dis. Access: £0.1M Back of H: £0.4M
			Agree next year's plan with clients	Agree next year's plan with clients	Agree next year's plan with clients
	<b>FABRIC SURVEY</b>				
5.6.2	<b>undertaking a quinquennial comprehensive condition survey of building fabric and infrastructure, identifying necessary resultant actions</b>	Comprehensive update of the 1991 survey in a readily accessible form to support consistency in forward planning	Complete brief format requirements, hold tender competition and start data collection	Complete survey documentation with integration with CAD graphic database, and formulate fabric maintenance programmes	Implement programmes



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	MANAGEMENT				
5.2.4	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	Internal briefings	Ensure wide dissemination of programme goals and departmental objectives	Continue	Continue

## 5.3 Information Systems

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>PROCUREMENT</b>				
5.5.2	<b>maintain all external and internal Information Systems services and infrastructure for reliable use, to meet agreed levels of service</b>	Systems and Services Infra-structure	Deliver core support services to meet and beat SLA targets	Core service support and SLA reviews	Improved core service support
			Consolidate support for new Great Court systems	All systems and infrastructure moved from 38 Russell Square	Devise model for mobile device support
			Clear post-Great Court work backlog	Migration from Windows NT started	Re-procure Internet Service Provider
			Improved reporting and monitoring	Upgraded inventory management implemented	Re-procure Help Desk application
			Remote use support and software deployment (SMS)		
			Operating system review (including thin client)		
			Actions from BDO Review		
			Support training needs analysis		
		Networks and Telecommunications	Telecommunications cabling review and upgrade plan	Secured data network, replacing 3COM switches by May at latest	Upgraded telecommunications cabling
			Review WAN service suppliers	Market tested network service	
				5 year preferred network supplier established	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.5.3	<b>develop and maintain Information Systems standards and policies to meet Museum goals</b>	Information Service management	Further develop project management standards	Total Cost of Ownership Policy Review	Change Management Review
			Security and robustness review and implementation		
			Business continuity plan	Business continuity plan implemented	
			Performance and capacity management plans	Performance and capacity plans implemented	
				Re-procure PC supplier	
				Disk image 4	
		Information Standards	Support development of strategic ERM plan	Support ERM requirements development and implementation planning	Implement ERM procedures
			Information management plan		
			Data model development	Data model development	Data model development
			Knowledge Management: framework planning		
			XML and metadata planning	XML implementations started	
			Formalise digital imaging standards		
			Formalise network standards		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.5.4	<b>plan and deliver the agreed programme of internal and external Information Systems projects, ensuring delivery to time and within budget to agreed standards</b>	King's Library	Content development systems and delivery planning	Support for content development	Final systems delivery
			Infrastructure planning	Develop delivery mechanisms	Infrastructure installation and commissioning
		Wellcome Gallery	Content development systems and delivery planning	Support for content development	Final systems delivery
			Infrastructure planning	Develop delivery mechanisms	Infrastructure installation and commission
		Study Centre	Infrastructure planning	WAN link planning	Infrastructure installation and commissioning, systems installations and testing, and services live in line with building and occupancy programme
			Systems and service delivery planning	Ongoing systems development and support to content developers	
			Support to access and content development processes	Systems supporting virtual Museum in Action	
			Initial development systems particularly virtual Museum in Action		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Applications develop-ments	Complete remaining Great Court projects and review		
			COMPASS and Merlin systems future plan		MAGUS decommiss- ioned
			Complete HR system core		Payroll review
			Digital image database	Extension of digital image database	
			Geneva II	Data warehouse/ repository	
			Finance - BACS link		
			Exploit loans database pilot	Review loans and exhibitions systems integration	
			Event management II		
			Upgrade Scientific Research systems	Scientific Research systems fully upgraded	
			Photographic Review follow-up implement-ations		
			Exhibition support and other small pilots		
		Systems Infra-structure Develop-ment	Network Development Project	Network extensions	WAN link to Study Centre
				Wireless networking support: review	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Access extensions (network, PCs and software packages)	Access extensions	Access extensions
			Office automation and e-mail migration planning	Complete office automation migration	E-mail and groupware further review
			Call centre/ call management (possible CTI pilot)	Digital AV and broadcast services standards	
			New and replacement PCs		
			Networked MACs		
			Design Office upgrade		
	<b>CAPIT AL PROCESS</b>				
5.3.3	<b>apply capital process to all projects and exhibitions to assist effective delievery</b>	IS Strategy development and project delivery	Support to IS Strategy Forum	Support to IS Strategy Forum	Support to IS Strategy Forum
1.1.5	<b>utilise the potential of information resources including the internet to develop visitor information, service, commerce, intellectual access and cultural participation</b>	Internet	Ensure support for New Media Unit		
			Assist with planning of virtual Museum in Action	Virtual Museum in Action - initial pilots	Continued support for virtual Museum in Action development
			Provide internal support for services, including news and response and departmental web pages		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Initial e-service offer e.g. ticketing, events	Develop e-commerce sales e.g. tickets and digital image sales	Deliver World Textile Centre and other projects to Study Centre
			Develop tools to support new architecture		
			Establish standard internet usage reporting structures	Further analyse benchmark and monitor internet usage	
			Extend ISP capacity and services		
			Support collections online projects, e.g. Merlin on the internet, Stein digitisation, World Textile Centre, including planning and project start-ups		
		On-site	Review plans and technologies for gallery-based delivery	Pilots for gallery-based delivery	
	<b>LIBRARIES AND ARCHIVES</b>				

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
3.2.1	advance the automation, current cataloguing and retro-conversion of libraries, to provide properly-managed access and improved management of departmental archives	Library and archive services	Planning and pilots for retro-conversion	Support continuing retro-conversion	Support continuing retro-conversion
			Retro-conversion early adopters	Complete infrastructure development	
				House of Commons Library catalogue development	House of Commons Library catalogue development
			Library infrastructure developments	Plan integration of student and reader facilities	
			Support for library resource planning	Sanskrit library infrastructure	Sanskrit library live
			Secure Ethnography library service		
			Library system interfaces planning		
			Archive database planning, e.g. DRUID		
			Digitisation of library and archive resources: planning	Support digitisation of library and archive resources	Support ongoing digitisation of library and archive resources
			Catalogue on the internet - planning	Implementation of catalogue on the internet	
			Support Study Centre library service planning		Study Centre library services delivery
	MANAGEMENT				



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.2.4	<b>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</b>	Intranet and related	Help to evaluate intranet pilot	Further intranet resources	Support for home and mobile workers
			Full intranet delivery, including improved access	Extranet options review	IS Help desk integrated with intranet
			Online staff directory		
			Develop IS pages for intranet - IS Guide		

## 5.4 Security

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>PHYSICAL ACCESS</b>				
1.1.3	<b>improve physical access for audiences especially for those with special needs</b>	Statutory obligations	Ensure compliance		
		Improved accident reporting	Define process of investigation with a view to producing high-quality reports quickly	Continued improvement	Reduced levels of compensation
		Develop our health and safety culture which ensures management of issues within departments	Improving communications through a variety of media	Post-assessments on intranet	
		Sustain and maintain fire safety standards	Implement fire risk assessment programme		
		Fire equipment maintenance	Undertake cyclical servicing	Undertake cyclical servicing	Undertake cyclical servicing
5.5.1	<b>keep the Museum building safe, secure, clean and adequately maintained all to agreed service levels and with efficiency in energy use</b>	Post-Great Court survey identifying breaches of security caused by works	Complete survey and prepare schedule of works	Work with BMD to ensure completion of remedial work	
		Rooftop alarm network, other IDS and integration with CCTV	Revisit existing schedule, amend to account for Great Court changes, and prepare client brief	Commence installation of new systems	Complete installation of new systems
		Change from warded lock to Assa/Abloy system	Complete all non-heritage doors	Complete full scheme	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		South Rooms	Finalise client brief on overall space use and complete enabling phase of project	Complete full project and transfer Control Room to new Security Operations Centre	
		Study Centre	Contribute to security planning including locking		
	<b>CARE OF COLLECTIONS</b>				
3.3.3	<b>improve the security of the objects on display and in storage against theft and fire</b>	Review departmental security plans and written procedures	Arrange consultancy and methodology	Implement changes	
	<b>MANAGEMENT</b>				
5.2.4	<b>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</b>	Sick absence improvement	Re-train managers and implement, to achieve significant reductions in absence levels	Maintain improvement	Maintain improvement
		Management training	Improve IT competency		

## 6 Human Resources

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.2.2	improve the performance of the Museum in meeting its objectives through management of people, resources, processes and risks	HR System	Introduce the HR system by Jun 2001 and start using in Sep 2001	Exploit the information made available and cascade access to managers	Further develop the information and its use
		HR support for Museum	Further develop HR managers links to departments	Continue	Continue
			Survey staff views in Jun 2001		
			Increased support for departments where required		
		Employee Assistance Programme	Introduce a 24-hour EAP and counselling service and encourage its use	Use feedback to identify Museum-wide issues	Continue use
		Occupational Health	Select supplier and improve service, with target of 8 days to first appointment, with Nurse-led service to provide higher quality support	Link Museum-wide information to EAP information to address employee health issues	Maintain
		Museum Manual	Produce the HR pages of the Museum Manual, including simplified guides for managers, and change Staff Handbook as required	Continue to revise HR aspects and related Handbook	Maintain currency of Manual and Handbook

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.3.2	<b>apply financial and management controls to ensure adherence to relevant policies and value for money</b>	Recruitment	Exploit the recruitment facilities of the HR system	Continue	
			Devise cycle time measures for staff groups	Continue	
			Use system and measures to help improve the process	Review and exploit further	
		Labour turnover	Create databases for pay comparisons and recruitment sources	Continue	Continue
			By year-end, survey and analyse areas of high turnover, and use direct HR support for managers	Address areas as required and support for managers	Continue
		Procedures	Implement exit questionnaire and set up feedback by Sep 2001	Review outcomes and establish solutions	Review at mid-year
			Review recruitment specification, procedures and documentation and simplify in 3rd quarter	Monitor system and reduce cycle time	
				Examine links to competency framework	
			Review DDA workshops	Ensure full compliance	
5.4.2	<b>encourage culture of performance management and appropriate reward</b>	Raise profile of performance management	Workshops on performance management and identify other non-financial reward or recognition	Continue reviews and local measurement	Review performance management outcomes and facilitate performance management

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Ensure managers have agreed relevant objects with all staff	Continue	Continue
		New appraisal system	Develop new appraisal system, consult, train and begin implementation in 4th quarter	Full implementation of appraisal system and monitor outcomes	Review outcomes
		Review of pay and recognition arrangements	Pay and grading review conducted with particular emphasis on relevant performance	Start use of new system, continue implementation including performance-related aspects	Continue to implement changed mechanisms
		Absence management	Investigate areas of high absence, train and support managers to manage its reduction	Continue support for managers and use Occupational Health and EAP to best effect	Continue
		Review employment procedures		Review to identify barriers to increasing flexibility and performance	Continue
5.4.3	<b>plan an effective workforce</b>	Introduce new HR system	Introduce new HR system to capture planning data	System fully available	
5.4.8	<b>develop and train staff appropriately</b>	Develop a staffing plan	Define the needs of a long-term staffing plan with functional managers and pilot	Commence staffing plan	Ensure annual planning in place
			Define and scope out succession planning	Implement succession planning process	Annual plan
			Pilot competency frameworks	Complete framework	Maintain

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Define and pilot skills audit	Commence skills audit in line with staffing and succession plan and competency framework	Integrate into planning process
			Review workforce composition, diversity and multiskilling needs, developing actions to address outcome of review	Feed into staffing and recruitment plans	Review multiskilling needs
		Major Museum projects	Provide HR support and develop staffing plans as required to Study Centre and other major projects	Continue	Continue
		Training plan	Agree staff's professional training plans with client departments, support and implement	Agree staff's professional training plans with client departments and implement, linked to competency framework	Agree staff's professional training plans with client departments and implement, linked to succession plans and skills audit
		Link training to national awards	Develop competency framework, building on work already under way in the Museum	Introduce competency framework to appropriate areas	Maintain and train for implications
			Pilot linking Museum training to nationally recognised awards, e.g. Security, Visitor Services	Develop and implement a planned conversion where appropriate	Continue to develop linkage to nationally recognised awards

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		IT training	Work with IS to develop and implement IT training for all general users and to support migration to Microsoft suite	Continue	Continue
		Management training	Support performance management and wider management development	Continue	Continue
		Support volunteers	Provide training and support to Museum volunteer programmes	Continue	Continue
		Review training effectiveness	Undertake annual review of training implementation and effectiveness	Repeat	Repeat
				Move further towards training spend at 2% of payroll	
5.4.5	address employee-relations issues	Terms and conditions	Review and change key procedures via Forum and update Museum Manual	Complete changes to key procedures	
			Introduce new procedures via Forum to comply with good practice and legislation, updating Manual as required	Continue as required	Continue to implement changes resulting from reviews, benchmarking and surveys
			Review pay and grading system, consulting widely	Examine harmonisation issues	Continue to implement as agreed



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Benchmark reward	Implement changes	
		Other benefits	Support PCSPS communication s etc. for Pensions 2000	Facilitate any changes required by the pensions scheme	
		Employee relations	Develop joint forum's effectiveness	Continue	Continue
			Strengthen consultation	Continue	Continue
			Ensure managers are trained in key employee relation aspects	Continue as required	Continue as required
		Survey attitudes	Conduct employee attitude survey	Repeat	Repeat
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	Create Museum-wide frameworks	In conjunction with relevant Museum groups, agree and develop policies and procedures for volunteers, interns etc.	Fully implement the policies etc.	Continue
			Ensure the Museum's approaches are co-ordinated and best practice used for all volunteers etc.	Continue	Continue
				Use the HR system to track these people resources	Continue

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Ensure volunteers etc. are appropriately treated and welcomed into the Museum and are integrated into communications channels	Review and amend, then continue	Continue
			Ensure the procedures for staff exchanges (inwards and outwards) are developed and integrated	Review and amend, then continue	Continue
		Actively seek wider participation in the Museum	Support the Touring and Partnership initiatives	Continue	Continue
			Support and develop links to selected institutions for inward professional and non-professional work experience mentoring etc.	Continue	Continue
			Support and develop new two-way links for professional development, coaching etc.	Continue	Continue

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.2.4	<b>MANAGEMENT</b> <b>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</b>		Support internal communications by training managers in cascade briefing and other communications	Train and support as necessary	Train and support as necessary
			Work with Marketing & Public Affairs to keep handbook, intranet and other communications current and relevant	Maintain	Maintain
			Feed back attitude survey results	Continue	Continue

## 7.1 Finance and Accounts

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>MANAGEMENT INFORMATION</b>				
5.3.1	<b>provide relevant management information flows that allow successful Plan delivery</b>	Management Information	Phased monthly budgets delegated to and owned by all cost centre managers	Timely, relevant, monthly reports	Timely, relevant, monthly reports
			Develop Activity Based Costing (ABC) as a costing and management tool gaining wider acceptance by users for review purposes etc.	Review relevance of ABC reports with customers and improve to meet need	Review relevance of ABC reports with customers and improve to meet need
			Develop ABC to review use of critical resources, e.g. staff, space etc.	Continue to improve quality of report to MMB and Trustees	Continue to improve quality of report to MMB and Trustees
		Agresso	Use market analysis as a tool for income projections to improve forecasting and financial reporting	Improve communications and departmental independence	Improve communications and departmental independence
		BMD interface	Agresso system providing timely, useful budget management reports, staff fully trained in its use		
			BMD using Agresso for orders and commitments		
		Procurement Review	Provide information and support for review		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>FINANCIAL CONTROLS</b>				
5.3.2	<b>apply financial and management controls to ensure adherence to relevant policies and value for money</b>		Issue Standing Financial Instructions and train staff in new operating procedures		
			Completed audited accounts by end July 2001	Trustee Board sign off annual accounts by mid-July	Trustee Board sign off annual accounts by early July
			Implement BDO recommendations on supplier payments by BACS	Investigate EDI for supplier invoicing	Investigate EDI for supplier invoicing
			Implement BDO recommendations on IT security by May 2001		
			Implement BDO recommendations on Operations by May 2001		
			Implement BDO recommendations on payroll and overtime by Apr 2001		
		Procurement Review	Implement recommendations of review e.g. Departmental credit cards for small transactions		
		Banking	Review banking services by Dec 2001	Appoint new bankers	

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Trust Funds	Appoint new advisers and improve investment management		
		Cash Flow		Refine three-year rolling monthly cashflow projection	Refine three-year rolling monthly cashflow projection
		Payroll		Evaluate impact of new HR system	Plan and implement new payroll system
5.3.4	inform and provide support for new initiatives		Provide financial analysis and support for Commercial Development Group including all new income initiatives	Provide financial analysis and support for Commercial Development Group including all new income initiatives	Provide financial analysis and support for Commercial Development Group including all new income initiatives
			Provide capital funding and operational income and expenditure plans for Study Centre, King's Library, Wellcome Gallery and other major projects	Provide capital funding and operational income and expenditure plans for Study Centre, King's Library, Wellcome Gallery and other major projects	Provide capital funding and operational income and expenditure plans for Study Centre, King's Library, Wellcome Gallery and other major projects
		Loan Fees	Analyse and review costs and charging policy for loans programme		
		VAT	Finalise development of general VAT recovery scheme by Aug 2001	Review general VAT recovery scheme	Review general VAT recovery scheme

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Continue work on great Court VAT recovery scheme	Continue work on great Court VAT recovery scheme	Continue work on great Court VAT recovery scheme
	<b>MANAGEMENT</b>				
5.2.4	<b>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</b>	Internal Briefings	Regular monthly departmental meetings	Regular monthly departmental meetings	Regular monthly departmental meetings
		Profession-alisation	Finance fully staffed with clarity of roles and good team working		
			Continuing professional education and exams	Continuing professional education and exams	Continuing professional education and exams

## 7.2 Internal Audit

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>FINANCIAL CONTROLS</b>				
5.3.2	<b>apply financial and management controls to ensure adherence to relevant policies and procedures and value for money</b>	Annual Audit Plan	Deliver second year of programme including review of payroll	Deliver third and final year of current programme	Start new programme
			Deliver system development audit of Human Resources	Plan new audit programme (incorporating risk analysis)	System development audit of new payroll system
			Deliver review of BMDT Accounting Procedures		
			Deliver review of Management Accounting and Budgetary Control		
			Deliver review of financial accounting controls		
			Deliver review of procurement and goods received processing		
			Deliver review of building maintenance and management		
			Deliver review of capital expenditure system		
			Deliver review of acquisition and purchase of objects		



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Deliver review of registration and control of objects		
			Deliver review of storage safekeeping and security of objects		
		Reporting	Provide regular status reports to Finance Director	Provide regular status reports to Finance Director	Provide regular status reports to Finance Director
			Annual Report to Accounting Officer and Audit and Governance Committee on all areas reviewed, with audit opinion	Annual Report to Accounting Officer and Audit and Governance Committee on all areas reviewed, with audit opinion	Annual Report to Accounting Officer and Audit and Governance Committee on all areas reviewed, with audit opinion
		Co-ordinate activities with those of Assurance Manager	Review risk ratings for systems and content of programme	Complete risk review	Continue annual risk and content review
				Review re inclusion in audit programme	
		Museum Plan	Review of one's departments operating procedures	Audit of performance indicators	

## 7.3 Contracts

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
	<b>PROCUREMENT</b>				
5.3.2	<b>apply financial and management controls to ensure adherence to relevant policies and procedures and value for money</b>	Procurement	Full review of current British Museum purchasing activity to be completed in Sep 2001; target savings identified and recommend purchasing efficiencies, e.g. centrally negotiated contracts for stationery, purchasing card	Full implementation of purchasing efficiencies	Revise purchasing procedures as a result of review/ guidelines from the OGC and relevant legislation
			Begin implementation	Complete procurement manual	
		Ensure that contracts comply with statutory requirements and adhere to Museum policies	Review forms of contract	Issue procurement guidance to purchasers	
			Develop the Museum's own terms and conditions and begin implementation	Liaise with BMD on tendering for MTC and other maintenance contracts e.g. water treatment, redecoration, M&E, asbestos removal, and electrical maintenance	Liaise with BMD on tendering for lift maintenance, security radio, cleaning contracts, IDS maintenance, and building MTC

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Maintenance contracts	Ensure compliance with financial levels of delegated authorities to procedures for capital and revenue expenditure and tendering		
		EC Directives: ensure that contract notices are published in the OJEC where financial thresholds apply	Issue PIN at start of the financial year to reduce tendering timetable for future procurement	Issue PIN at start of the financial year to reduce tendering timetable for future procurement	Issue PIN at start of the financial year to reduce tendering timetable for future procurement
5.3.1	<b>provide relevant management information flows that allow successful Plan delivery</b>	Disseminate information at monthly intervals to key purchasers	Attendance at relevant seminars, conferences and training courses on procurement issues	Continue to review training requirements for professional development	
		Provide advice on procurement issues	Access OGC, TBA, PACE and EC web sites		
			Access CD Roms issued by the above		
5.3.3	<b>apply capital process to all projects and exhibitions to assist effective delivery</b>	Manage capital expenditure up to 'Execute' stage	Support to Planning Committee and Buildings Forum in their roles as gatekeepers in the capital process: major projects include King's Library, Wellcome Gallery, Study Centre, and FAEL	Support to Planning Committee and Buildings Forum in their roles as gatekeepers in the capital process: major projects include King's Library, Wellcome Gallery, Study Centre, and FAEL	Support to Planning Committee and Buildings Forum in their roles as gatekeepers in the capital process: major projects include FAEL

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Support to Exhibitions in tendering for major exhibitions, including <i>Cleopatra</i> , <i>Jewelled Arts of Mughal India</i> , <i>Unknown Amazon</i> , <i>Agatha Christie</i> , and <i>Shinto</i>	Support to Exhibitions in tendering for major exhibitions, including <i>Hunt for Paradise</i> , <i>The Queen of Sheba</i> , <i>Albrecht Durer</i> , <i>Antony Gormley's Field</i>	
			Support to gatekeepers in IS procurement related to systems and services, infrastructure, networks and telecommunications, King's Library, Study Centre, applications, internet, learning resources		
	<b>MANAGEMENT</b>				
5.2.4	<b>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</b>	Internal Briefings	Monthly Finance team briefings		
			Weekly Contracts staff meeting		

## 8 Directorate and Secretariat

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
5.1.1	<b>develop and communicate policies and procedures to support the framework of governance for Trustees, management and staff</b>	Review of Governance	Participate in Trustees Review of Governance and implement changes		
		Promulgate management information	Publish and distribute policies, governance guide, corporate structures and authorities as part of Museum Manual	Review as appropriate	
		Organisation of management business	Ensure the timeliness, quality and appropriateness of business for Museum Management Board, Keepers Committee, Planning Committee and other working groups and their successful co-ordination with Trustee business	Ensure the timeliness, quality and appropriateness of business for Museum Management Board, Keepers Committee, Planning Committee and other working groups and their successful co-ordination with Trustee business	Ensure the timeliness, quality and appropriateness of business for Museum Management Board, Keepers Committee, Planning Committee and other working groups and their successful co-ordination with Trustee business
		Board of Trustees and Standing Committees	Prepare and present Board and Committee Papers ensuring their timeliness, quality and appropriateness	Prepare and present Board and Committee Papers ensuring their timeliness, quality and appropriateness	Prepare and present Board and Committee Papers ensuring their timeliness, quality and appropriateness
			Provide secretarial service to Board and standing committees	Provide secretarial service to Board and standing committees and review IT requirements	Provide secretarial service to Board and standing committees

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Servicing Trustees	Participate in visitations	Participate in visitations	Participate in visitations
			Provide support for Chairmen, visitations, information to and communication with Trustees and maintain register of interests	Provide support for Chairmen, visitations, information to and communication with Trustees and maintain register of interests	Provide support for Chairmen, visitations, information to and communication with Trustees and maintain register of interests
7.4.1	fulfil duties and responsibilities to stakeholders through a consistent and open approach to information in line with published policy and best practice	DCMS	Provide, monitor and approve Annual Report to Parliament	Provide, monitor and approve Annual Report to Parliament	Provide, monitor and approve Annual Report to Parliament
		Publications	Publish Plan, Annual Report, and Review	Publish Plan, Annual Report, and Review	Publish Plan, Annual Report, and Review
		Annual Open Meeting	Organise Annual Public Meeting	Organise Annual Public Meeting	Organise Annual Public Meeting
		Consultation	Consult with DCMS and other stakeholders	Consult with DCMS and other stakeholders	Consult with DCMS and other stakeholders
		Published Policy	Publish Museum policies		
5.2.1	produce and implement an annual Plan which meets the Museum's aims and cascade this throughout the Museum	Central Planning	Produce Plan 2001-02	Produce Plan 2002-03	Produce Plan 2003-04
			Review previous year's performance	Review previous year's performance	Review previous year's performance
			Conduct a half-yearly review of performance and risk for both the curatorial and non-curatorial departments	Conduct a half-yearly review of performance and risk for both the curatorial and non-curatorial departments	Conduct a half-yearly review of performance and risk for both the curatorial and non-curatorial departments

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Prepare Plan for next year and delegate budgets	Prepare Plan for next year and delegate budgets	Prepare Plan for next year and delegate budgets
			Hold Senior Management Residential Meeting	Hold Senior Management Residential Meeting	Hold Senior Management Residential Meeting
			Gather statistical information for the Annual Report, Annual Review, and Plan	Gather statistical information for the Annual Report, Annual Review, and Plan	Gather statistical information for the Annual Report, Annual Review, and Plan
5.2.2	<b>improve the performance of the Museum in meeting its objectives through the management of people, resources, processes and risks</b>	Performance improvement	Ensure delivery of Museum's objectives through management groups, managers and individuals	Ensure delivery of Museum's objectives through management groups, managers and individuals	Ensure delivery of Museum's objectives through management groups, managers and individuals
		Risks	Create a register of risks across management and departmental plans	Refresh register of risks across management and departmental plans	Refresh register of risks across management and departmental plans
4.1.3	<b>enhance leading international position through cultural diplomacy and the development of the 250th anniversary programme as a platform of broad engagement</b>	Cultural diplomacy	Japan Cultural Exchange Summit in Kyoto, Sep 2001		
			Review mid-2001 discussions with Chinese and North Korean officials		
			Council of Europe Art Consultants Group		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		VIPs	Arrange programmes for and receive VIPs		
			British Council Visual Arts Advisory Committee		
		250th Anniversary	Provide research, editorial and other support to the 250th anniversary publications including <i>History of the British Museum</i> (Sir David Wilson) and <i>British Museum Bibliography</i> (Janet Koss)	Provide research, editorial and other support to the 250th anniversary publications including <i>History of the British Museum</i> (Sir David Wilson) and <i>British Museum Bibliography</i> (Janet Koss)	250th anniversary programme
			Plan Museums and Enlightenment Conference Apr 2002		
5.7.1	plan and develop institutional relationships including those with the Department for Culture, Media and Sport, <i>re:source</i> , National Arts Collection Fund, English Heritage, local authorities, and Heritage Lottery Fund	Managing Director's Programme	Develop Funding Agreement with DCMS		
			Engage with <i>re:source</i> on e-culture and National Partnerships and Touring Scheme		
			Develop HLF involvement in funding the Study Centre		
			Engage with QUEST's future projects		



	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
			Improve relationship with Camden		
			Maintain relationship with English Heritage		
4.4.1	increase statutory funding ahead of average and develop other sources of income, including initiative funding	Statutory funding	Improve DCMS recognition of Museum's role		
		Initiative funding	Develop infrastructure for initiative funding		
		BMDT	Co-ordinate and develop funding initiatives set out in the Plan including initiatives for Patrons, American and Canadian Friends of the BM		
4.1.1	maximise public awareness and reputation through positive media relationships and co-ordinated representation in the fields of archaeological discovery, heritage conservation, object identification, and cultural understanding	Media	<p>Provide interviews for newspaper, TV and radio as required</p> <p>Conferences: Museums Association and FPC</p>	<p>US Tour programmes</p> <p>Develop TV series on the 250th anniversary</p> <p>Stage 5 major exhibitions</p>	250th anniversary programme including exhibition
		Peer Review	Assess proposals for fieldwork, excavations, research, and publications		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		NMDC	Commission Peer Review of Archaeology	Commission Peer Review	Commission Peer Review
		Boards	Appointments to 14 other representative bodies (Museums and Universities)		
			Board meetings of American Friends, Canadian Friends, BMF, Caryatids etc		
			Advice to National and non-National Museums	Work with sector bodies e.g. Museums Association, <i>re:source</i> , AMC	
1.2.2	provide intellectual orientation across culture, time and place	Intellectual orientation	Contribute to masterplanning		
		Masterplan	Organise Britain and Europe conference to assist with gallery planning	Develop concept for new gallery	
			Ensure development of orientation points starting with Central Saloon		
		Permanent Galleries	Oversee proposals for the development of permanent galleries and their assessment, and liaise with major donors		
		Themes	Ensure the development of themes		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
2.1.3	advance international understanding and extend audience reach and repeat visits through on-site special exhibitions	Special Exhibitions	Oversee proposals for the development of permanent galleries and their assessment, and liaise with major donors		
3.4.1	maintain central role and increase public recognition in relation to the Treasure Act and Portable Antiquities Scheme	Treasure	Develop the Museum's role and recognition; advise and respond to papers submitted by DCMS, <i>re:source</i> , Museums Association and National Museums Directors Conference (NMDC)		
	RESEARCH				
3.1.1	advance understanding and knowledge of the collections through research and ensure its quality, connectedness and future direction	Personal Research	Conduct research into scientific instruments and the history of the Museum's collections		
	PUBLICATIONS				
3.1.3	develop scholarly publications which are aligned with the Museum's research strategy	Books	<i>The Story of the British Museum</i>		
		Occasional Paper Series	Publish 6-8 Occasional Papers	Publish 6-8 Occasional Papers	Publish 6-8 Occasional Papers

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Publications Forum	Assess publications proposals through Publications Forum, allocate funds and participate in BMCo Board		
	<b>ACQUISITIONS AND DOCUMENTATION</b>				
3.4.2	make acquisitions which build on identified strengths and fill identified gaps		Approval of acquisitions up to £25,000		
			Approval of bids for supporting funds as appropriate to HLF, NHMF, NACF, BMF		
	<b>LEGAL SUPPORT</b>				
5.5.6	ensure effective legal support including the development of appropriate structures to secure and exploit the Museum's assets	Professional legal support	Maintain and build upon professional expertise		
			Advise, draft and negotiate loans agreements, contracts, procedures etc., in support of the aims, strategic purposes and objectives within the Plan		
		Health and Safety	Improve process for claims for personal injury		
			Review use of external solicitors in accident claims and improve effectiveness		

	Objective	Project	Milestone		
			2001-2002	2002-2003	2003-2004
		Government Indemnity	Issue the indemnities		
		Employment Law	Support to HR Department		
		Public Law	As required		
		Insurance	Approval of insurance on loans		
		Copyright	Advise as required, draft agreements, approve terms		
		Charity Law	As required		
		Contracts for Sponsorships, Exhibitions, Loans	As required		
		Data Protection	Complete new Data Protection Registrations	Maintain Data Protection Registrations	
		Freedom of Information	Advise as required		
		Study Centre	Provide legal support for Study Centre process		
	<b>MANAGEMENT</b>				
5.2.4	<b>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</b>	Directors Meetings	Hold formal monthly Directors Meetings and develop management briefings		
		Briefings	Hold formal monthly departmental		
			Provide guidance on the implementation of delegated authorities, policies and procedures		

