

## **BRITISH MUSEUM THREE YEAR FUNDING AGREEMENT**

### **1. Introduction:**

- 1.1 This agreement is between the Department for Culture, Media and Sport (“the Department” or “DCMS”) and the British Museum (“the Museum”)
- 1.2 This agreement is valid for the three year-period April 2001 to March 2004.
- 1.3 The Museum’s purpose is to illuminate to present and future generations throughout the world the histories of cultures by preserving, presenting, enhancing and researching the unique national collections in its care.

### **2. Legislative Context:**

The British Museum was founded by Act of Parliament in 1753 and is now governed in accordance with the British Museum Act 1963. The Trustees of the Museum also have obligations under the Museum and Galleries Act 1992.

### **3. Department Context:**

- 3.1 The funding agreement sets out the Government’s core strategic objectives (listed in para 4 below) and shows how the Museum’s objectives will contribute to their achievement; identifies any further key objectives to which the body may be working; and lays out the targets against which achievement of the objectives is to be measured.
- 3.2 The funding agreement captures the “headlines” of what public investment is achieving.
- 3.3 The agreed targets will help support the delivery of the Departmental Public Service Agreement (PSA) and the Service Delivery Agreement (SDA).

#### **4. DCMS Aims and Objectives:**

##### **AIM**

- 4.1 To improve the quality of life for all through cultural and sporting activities, and to champion the creative and leisure industries.

##### **OBJECTIVES**

- 4.2 Objective I: sustain and develop quality, innovation and good design; create an efficient and competitive market, including by removing unnecessary regulation and other obstacles to growth so as to develop the tourism and creative industries; and promote Britain's success in the fields of culture, media and sport at home and abroad.
- 4.3 Objective II : broaden access for all to a rich and varied cultural and sporting life and to our distinctive built environment; and encourage conservation of the best of the past.
- 4.4 Objective III: develop the educational potential of the nation's cultural and sporting resources; raise standards of cultural education and training; and ensure an adequate skills supply for the creative industries and tourism.
- 4.5 Objective IV: ensure that everyone has the opportunity to develop talent and to achieve excellence in the areas of culture, media and sport.
- 4.6 Objective V: maintain public support for the National Lottery and ensure that the money raised for good causes supports DCMS's and other national priorities. (Included for information only).
- 4.7 Objective VI: promote the role of the Department's sectors in urban and rural regeneration, in pursuing sustainability and in combatting social exclusion.
- 4.8 The key PSA performance targets that the Department has signed up to that relate to the museums and galleries sector are:
- I. Increase the numbers of children attending museums and galleries by a third by 2004.
  - II. Conduct a value for money study of the bodies sponsored by the Department by April 2002, and significantly improve the average performance by April 2004.

**5. Efficiency and Effectiveness:**

- 5.1 The Government requires the Department and the NDPBs that it sponsors to maximise effectiveness and efficiency in using staff and financial resources to deliver their objectives. The continued development of robust performance indicators, building on the earlier work of the Efficiency and Effectiveness Review, and setting of challenging but achievable targets will help to deliver this. Improved effectiveness and efficiency is a specific objective of the Museum, described in 6 below.

**6. The British Museum's Aims and Objectives:**

**6.1 Openness:**

*We will illuminate the collections and the cultures, and the histories of which they are part, to inspire and enlighten the multicultural public we serve*

**Objectives:**

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

- to sustain and develop opening hours for the Museum in line with public needs and ensure galleries are open on a reliable basis
- to develop the service delivery and values in line with public needs and professional standards
- to develop physical access for audiences especially those with special needs
- to promote national and international partnerships which enhance public understanding and enjoyment of the collections through loans
- to utilise the potential of information resources including the internet to develop visitor information, service, commerce, intellectual access and cultural participation

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

- to develop the architectural coherence and wonder of the building and its position in the cityscape, in support of the Museum's aims and purposes
- to provide intellectual orientation across culture, time and place

To maximise participation and satisfaction with the British Museum:

- to 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
- to ensure that the enjoyment of a visit can develop into sustained interest by providing visitor services, support materials, public programming and membership schemes
- to contribute to the economic, cultural and social development of the region through Museum-wide co-ordination and the development of new initiatives

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

- to fulfil duties and responsibilities to stakeholders through a consistent and open approach to information in line with published policy and best practice
- to foster a positive relationship and involvement with stakeholders and complementary bodies

## Risks

- world events affect the tourism market and prevent achievement of visitor numbers
- increased competition reduces repeat visits
- insufficient resources to secure museum opening and visitor satisfaction
- the Museum fails to provide disabled access in line with best practice

## Core Performance Targets

	2000/01*	2001/02	2002/03	2003/04
no. of visitors:	4,589,000	4,300,000	4,300,000	4,600,000
no. of repeat visitors:	1,973,000	1,849,000	1,849,000	1,978,000
no. of child visitors:	900,000	850,000	850,000	900,000
no. of over 60's visitors:	321,000	301,000	301,000	322,000
% time open (museum):	69%	69%	69%	69%
no. of web site visits:	3,900,000	4,000,000	4,500,000	5,000,000
% of display collection internet-accessible:	12%	12.5%	13%	13.5%

## Additional Targets

	2000/01*	2001/02	2002/03	2003/04
no. of Greater London visitors:	920,000	860,000	860,000	920,000
% of visitors very satisfied:	71%	71%	71%	71%

\* 2000/01 figures adjusted for change in visitor counting method

The Museum engages with an increasingly wide cross section of the population. The Great Court is a visitor attraction in its own right, the Museum is preparing access and

social inclusion statements, ensuring that all properties are compliant with the Disability Discrimination Act, providing additional language guides, increasing the profile of its multilingual staff and providing special displays in Korean and Japanese languages.

The development of on-site and off-site programmes targeted at visitors with special needs and learning disabilities will further extend the participation of new audiences. In partnership with Barnet College, the Coins and Medals Department has a programme for adults recovering from mental illness. With SHAPE and Queen Mary College, the Museum is developing a Hidden Histories training programme for disabled and deaf people. Other outreach activity that promotes social inclusion is exemplified by the Arab World programme which is sending the Bedouin tent and its accompanying programme to schools across the country. Closer links are also being developed with London Borough community groups such as Bangladeshi community in co-operation with Camden. The Museum's regional partnerships programme is contributing to regeneration priorities through loans (e.g to Sutton Hoo and Manchester), virtual links and increased visitors numbers (Cresswell Crags, Sutton Hoo, Chester, Exeter, Norwich) and touring exhibitions (e.g. Birmingham).

**DCMS Objectives which equate to the Museum's Aim of Openness:**

2 and 6: Broadening access and social inclusion

**DCMS Strategic Purposes which equate to the Museum's Aim of Openness:**

1. Being approachable and relevant to society
2. Encouraging the widest possible audience
3. Promoting the sectors as a force for regeneration and social inclusion
4. Enhancing sustainable economic regeneration

**6.2 Learning and Engagement:**

*We will engage and enrich the understanding and enjoyment of existing and future audiences through the interpretation and presentation of the collections, their context and museum setting.*

**Objectives**

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

- to stimulate participation through on-site public programming which encourages repeat visitors and family audiences
- to advance international understanding and to extend audience reach and repeat visits through on-site special exhibitions
- to maintain, refresh and renew permanent galleries and approaches to display as sources of cultural understanding for each generation

- to provide coherent materials for visit support including tours, trails, gallery guides

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

- to utilise a variety of electronic media on- and off-site
- to extend the way in which knowledge and the curatorial process is communicated both within the public programme and more widely
- to improve the public services offered by curatorial departments through Study Rooms and other means, providing a clearer more consistent Museum-wide service
- to establish the feasibility of a level of public access to computerised documentation

To promote engagement with new audiences:

- to address needs and aspirations of defined socio-economic and cultural groups by developing outreach programmes in partnership with local communities
- to increase participation of visitors with special needs and learning difficulties through targeted on and off site programmes
- to provide cross-curricular programming to advance the national agenda for literacy, numeracy, history, science and technology and cultural understanding

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

- to increase numbers of school, Further Education and Higher Education teachers trained in object-based approaches
- to increase the numbers of pupils involved in national curriculum-based activities especially at secondary and sixth-form levels
- to 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
- to increase repeat visits and develop cultural appreciation through lifelong learning programmes on a self-funded basis
- to develop electronic media on- and off-site to provide learning resources for curriculum related and other accredited outcomes on a self-funded basis
- to increase use of learning resources on an income generating basis

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

- to maintain national and international collaboration and enhance public understanding, enjoyment of the collections and their cultural contexts through touring exhibitions
- to 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

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

- to museum skills to meet national and international needs
- to work in partnership with the relevant bodies in central London to advance local skills and contribute to skills supply for the creative industries and tourism

## Risks

- insufficient resources prevent the refreshment of galleries and displays
- educational activity fails to engage the public
- capital projects are not delivered to quality, time and schedule objectives
- the outreach programme is inadequately implemented

## Core Performance Targets

	2000/01	2001/02	2002/03	2003/04
on-site learners:	238,350	240,000	240,000	240,000
outreach learners:	2.7million	2.8million	3.1million	3.5million
no. of British loan venues:	83	80	80	80
no. of foreign loan venues:	88	70	65	60

## Additional Targets

	2000/01	2001/02	2002/03	2003/04
special exhibition visitors:	197,157	150,000	150,000	170,000
off-site visitors UK:	75,580	90,000	130,000	130,000
membership numbers:	13,600	13,600	13,600	14,000

## **DCMS Objective which equates to the Museum's Aim of Learning and Engagement**

Objective no 3: raising standards of cultural education

## **DCMS Strategic Purposes which equate to the Museum's Aim of Learning and Engagement**

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

### **6.3 Research and Understanding**

*Through professional work, to further the understanding and interpretation of the collections as a source of excellence, providing depth, breadth, quality and clarity of thought for serious enquirers.*

#### **Objectives**

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

- to advance understanding and knowledge of the collections through research, and ensure its quality, coherence and future directions
- to promote collaborative research projects, and forge appropriate links with other institutions in Britain and abroad
- to develop scholarly publications which are aligned with the Museum's research strategy

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

- to advance the automation, current cataloguing and retroconversion of libraries, to provide properly managed access and improved management of departmental archives
- to improve the quality of physical access to the study collections

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

- to maintain the quality of storage conditions
- to ensure appropriate care of the collections including the preservation and appearance of the collections to the highest standard
- to improve the security of the objects on display and in storage against theft and fire



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

- to maintain central role and increase public recognition in relation to the Treasure Act and the Portable Antiquities Scheme
- to make acquisitions that build on identified strengths and fill identified gaps
- to ensure plans for full registration are met, to develop the quality and extent of documentation through further digitisation and the new Merlin system and review the Collections Data Management System ( CDMS) project

#### **Risks**

- Museum intellectual expertise fails to maintain necessary standards and keep pace with stakeholders' expectations
- insufficient investment undermines the quality and extent of scholarship
- the collection deteriorates through inadequate conservation, storage or security

#### **Core Performance Target**

	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03</b>	<b>2003/04</b>
% of collection stored at correct environmental conditions	70%	70%	70%	70%

#### **Additional Targets**

	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03</b>	<b>2003/04</b>
% of collection documented to stated international electronic standards:	54%	55%	55.5%	56%
no. of Treasure Act cases processed:	349	350	350	350

#### **DCMS Objective which equates to the Museum's Aim of Research & Understanding**

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

#### **DCMS Strategic Purposes which equate to the Museum's aim of Research & Understanding**

1. ensuring active participation
3. supporting individual excellence
4. achieving and encouraging individual excellence
5. enriching the cultural and sporting heritage through acquisition and preservation (DCMS objective II Strategic Purpose 3)

## 6.4 Public Recognition

*We will increase and advance public support and understanding of the social value and economic benefits of our work*

### Objectives

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

- to maximise public awareness and reputation through positive media relationships and co-ordinated representation in the fields of archaeological discovery, heritage conservation, object identification, cultural understanding, and as a visitor attraction
- to enhance the leading international position, through cultural diplomacy, and the development of the 250th anniversary programme as a platform for broad engagement
- to advance debate and contribute to the development of British cultural and education policy and improving understanding of the role of museums

Enable responsiveness to audience needs:

- to develop professional marketing and communications through the rigorous application of an appropriate corporate identity
- to improve relations with London civic, community and corporate bodies
- to develop and communicate information and research about existing and potential markets

To increase numbers of supporters and the extent of their support:

- to strengthen on-site services, donations, sales and membership to increase visitor value by developing cross-sales and new product offers
- to improve and develop corporate services through venue development and promotion
- to improve off-site sales including publishing, broadcasting, merchandising, off-site retailing, photography and through partnership and diversification

To increase public and private income:

- to increase statutory funding ahead of average, diversifying and developing other sources of income including initiative funding
- to strengthen and broaden the range of income streams directed at greater museum self-sufficiency
- to sustain benefaction and increase sponsorship on a year-on-year basis

## Risks

- the Museum's role in advancing cultural understanding is undermined by cultural property dispute
- the marketing and positioning of the Museum fails to attract the public and advance the Museum's reputation
- the strategy to attract increased public and private funding is ineffective

## Additional Targets

	2000/01	2001/02	2002/03	2003/04
no. of international visitors to the Museum:	2,800,000	2,365,000	2,365,000	2,530,000
no. of visitors to international exhibitions:	748,000	500,000	500,000	500,000
no. of major gallery & exhibition sponsorships:	4	4	3	4
no. of diplomatic/ministerial visits to the Museum:	34	45	45	45
growth in income per visitor:	+13%	+34%	+3%	0%

The Museum lends some 5,000 objects a year, the majority being to museums within the UK. It is building on its existing contacts and partnerships with other UK museums, participating in the National Touring Exhibition scheme, setting up a flexible network with about 10 partner regional museums, such as Manchester and Belfast and will begin to create a series of touring exhibitions starting with one on Egyptian Life in Birmingham. It will also make the collections more widely available by establishing a network of smaller loans to local museums and contribute to exhibitions such as at Sutton Hoo Centre. It will encourage museums that are redeveloping to think of material in the British Museum on a longer term basis, for example the collaborative Money gallery in the Manchester Museum. The British Museum provides expertise to the public and profession through processing Treasure Act cases, co-ordinating the Portable Antiquities Scheme on behalf of *re:source*, providing advice on conservation and research facilities, working with the major UK museum trainers and fostering links between schools, the creative industries and museums and galleries through the government's Creative Partnerships scheme.

Internationally, the Museum contributes to Britain's cultural success in many ways. Its permanent collections and temporary exhibitions attract many million individual international visitors each year, including high profile visitors on cultural or political visits. Senior staff in the Museum also represent the country when they participate in international cultural visits.

The Museum will be hosting the Museums Association conference and organising Franks lectures on key issues such as illicit trade and international culture. It is working to strengthen links with foreign schools, museums and other institutions abroad. It is preparing mechanisms for working with developing countries, including the provision of virtual exhibitions. As part of the 250<sup>th</sup> anniversary it is delivering high-profile touring exhibitions such as 'Enduring Egypt' in eight venues in the USA and an exhibition centred on the Roman and Greek collections in venues in the Far East. Following these tours, the Museum will participate in the New York Britain festival and attend the Smithsonian/Getty forum. It is exploring opportunities to develop long term partnerships with museums in the Far East and USA.

## **DCMS Objective which equates to the Museum's Aim of Public Recognition**

Objective 1: promote Britain's successes in culture at home and abroad

## **DCMS Strategic Purposes which equate to the Museum's aim of Public Recognition**

1. developing an efficient and effective market
2. support Britain's image abroad

### **6.5 Effectiveness:**

*We will ensure our institutional effectiveness through the integrity and competence of our structures, management and staff*

#### **Objective**

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

- to develop and communicate policies and procedures to provide the framework of governance for Trustees, management and staff

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

- to produce an annual plan which meets the Museum's aims and to cascade this throughout the Museum
- to improve the performance of the Museum in meeting its objectives through management of people, resources and risks
- to develop and monitor the effective performance measures for the Plan and Funding Agreement
- to 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

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

- to provide relevant management information flows that allow successful Plan delivery
- to apply financial and management controls to ensure adherence to relevant policies and procedures and value for money
- to apply the capital process to all projects and exhibitions to assist effective delivery
- to inform and provide support for new initiatives

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

- to manage staff recruitment and retention so that all posts are filled with competent people
- to encourage a culture of performance management and appropriate reward
- to plan an effective workforce
- to develop and train staff appropriately
- to address employee relations issues
- to 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

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

- to keep the Museum buildings safe, secure, clean and adequately maintained all to agreed service levels, with efficiency in energy use
- to maintain all external and internal Information Systems services and infrastructure for reliable use, to meet agreed levels of service
- to develop and maintain Information Service standards and policies to meet Museum goals
- to plan and deliver the agreed programme of internal and external Information Systems projects, ensuring delivery to time and within budget to agreed standards
- to ensure effective legal support including the development of appropriate structures to secure and exploit the Museum's assets

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

- to produce a Masterplan for the future use of the buildings, linking with the completed Buildings Conservation Plan
- to undertake a quinquennial comprehensive condition survey of building fabric and infrastructure and identify necessary resultant actions
- to plan and implement the agreed programme of building refurbishment and infrastructure projects, ensuring delivery to time and within budget to agreed standards

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

- to plan and develop institutional relationships including those with the Department of Culture, Media and Sport, Resource, National Arts Collection Fund, English Heritage, local authorities and the Heritage Lottery Fund

## Risks

- Museum management and governance does not secure stakeholder endorsement
- major injury occurs to visitors or staff
- Museum fails to recruit, develop, and motivate staff effectively
- infrastructure or fabric failure disrupt business or damage the building asset values

## Core Performance Targets

	2000/01*	2001/02	2002/03	2003/04
G-I-A per visitor (actual and virtual):	£3.76	£3.93	£3.70	£3.41
average days lost sick per employee:	9.0	8.5	8.0	8.0

\* 2000/01 figures adjusted for change in visitor counting method

## DCMS Objective pertaining to the Museum's Aim of Effectiveness

Efficiency and Effectiveness

## 7 Levels of Public Investment for 2001 - 2004:

7.1 The level of Government funding for the 3 years 2001 - 2002 to 2003 - 2004 includes the amount announced in the Secretary of State's letter of (2<sup>nd</sup> November) plus any further amounts agreed prior to the signing of the agreement and will be as follows:

£m	2001/02	2002/03	2003/04
Baseline GIA	35.969	35.969	35.969
GIA for major capital repairs		0.500	0.900
<b>Total</b>	35.969	36.469	36.869

- 7.2 The British Museum will plan and agree the performance targets on the basis of the figures as given above subject to any qualifications in the footnotes. These figures have been drawn up in the light of existing government policies and plans. Any future changes in the strategic, financial and political context could necessitate revisions to the figures shown above. If this proves to be the case, variations to this Agreement will be agreed and incorporated as necessary.
- 7.3 Success in achieving the targets in this funding agreement will inform the way in which the Secretary of State is able to approach the next funding round with Treasury. The British Museum's ability to show measurable improvements in service delivery and achievement of the targets to support delivery of Government policies will be a factor in the Secretary of State's decisions over future allocations.

- 7.4 The Grant-in-Aid will be split between the different DCMS objectives as follows:

DCMS Objective	2000/01	2001/02	2002/03	2003/04
I	1.6%	1.6%	1.5%	1.5%
II	63.3%	63.3%	63.3%	63.3%
III	23.3%	23.3%	23.3%	23.3%
IV	10.1%	10.1%	10.1%	10.1%
V	-	-	-	-
VI	<u>1.7%</u>	<u>1.7%</u>	<u>1.8%</u>	<u>1.8%</u>
Total	100%	100%	100%	100%

- 7.5 This funding Agreement recognises that the achievement of the targets will also reflect success in self-generated income, sponsorship and improvements in efficiency.

## **8 Validation of Performance Measures:**

### **Number of visitors**

Electronic count of all visitors to the Museum's Bloomsbury site over the financial year 1 April to 31 March.

### **Number of repeat visitors**

Twice yearly analysis of visitors carried out by independent market survey. The averaged percentage is applied to the actual annual visitor count. A repeat visitor is someone who has visited the Museum within the last two years.

### **Number of child visitors**

A child visitor is one who is under 16 years old. Twice yearly analysis of visitors carried out by independent market survey. The number is the averaged percentage applied to the actual annual visitor count adjusted for school parties, plus the sum of the number of children in school parties.

### **Number of over 60s**

Adults aged 60 and above. Twice yearly analysis of visitors carried out by independent market survey. The averaged percentage is applied to the actual annual visitor count.

% of time open

Number of hours museum galleries are open to the public each week expressed as a percentage of a 12 hour day, 7 days per week.

Number of web site visits

Electronic count of number of visits to the Museum's websites extending over ten minutes or more.

% of display collection internet accessible

Number of collection items accessible through COMPASS on the corporate website divided by the number of items in the display collection.

Number of Greater London visitors

Twice yearly analysis of visitors carried out by independent market survey. The averaged percentage resident within Greater London is applied to the actual annual visitor count. Greater London visitors are defined as residents with London post codes.

% of visitors very satisfied

Twice yearly analysis of visitors satisfaction carried out by independent market survey, distinguishing between very, fairly, neither satisfied nor dissatisfied, not very and not at all satisfied. Percentage of responses in very satisfied category.

On-site learners

Numbers of pre-booked participants in school parties, adult and higher education and other educational courses and events plus number of participants at courses arranged by British Museum Friends.

Outreach learners

Number of participants in school, family, community and disability group activities run off-site as counted or estimated by education staff plus number of visits to Ancient Civilisations websites extending over ten minutes or more.

Number of British loan venues

Number of loans to British venues, from records maintained by curatorial and education departments.

Number of foreign loan venues

Number of loans to foreign venues, from records maintained by curatorial departments.

Special exhibition visitors

Number of tickets issued for special exhibitions each year, logged electronically and reported by Visitor Services.

Off-site visitors UK

Number of visitors to UK loans and exhibitions, as reported by hosting museums and galleries



Membership numbers

Number of active British Museum Friends, Townley Associates and Young Friends at the end of each year.

% of collection stored at correct environmental quality

All storage and gallery areas surveyed and graded against strict environmental criteria every five years by Conservation Department staff. Annual follow-up action and inspection of underperforming areas. The percentage represents the proportion based on floor area that meets the criteria.

% of collection documented to stated international electronic standards

Number of items documented and registered on the Museum's collections database, expressed as a percentage of the total collection.

Number of Treasure Act cases processed

The number of Treasure Act cases processed by all departments in the year. The information is collated by the Coins and Medals Department.

Number of international visitors to British Museum

Twice yearly analysis of visitors carried out by independent market survey. Percentage of international visitors applied to number of visitors to the Bloomsbury site, measured by electronic visitor count.

Number of visitors to international exhibitions

Number of visitors to touring British Museum exhibitions outside the UK as recorded by the hosting museums

Number of major gallery & exhibition sponsorships

Number of major exhibitions and completed gallery refurbishments at the Museum that secured substantial sponsorship

Number of diplomatic/ministerial visits to the Museum

Number of cultural visits by ministers and senior foreign diplomats to the Museum

Growth in income per visitor

Year on year increase in on-site income per actual visitor

Grant-in-Aid per visitor

Total Grant-in-Aid divided by the sum of the number of visitors, website visits, UK off-site visits and visitors to international exhibitions.

Average days lost per employee

Total number of days reported as sick leave divided by the average number of full time equivalent staff.

**9      Performance Review:**

- 9.1      Any planned/forecast changes from financial and target outturn will be notified to the Department as soon as practicable.
- 9.2      Any changes to levels and direction of grant-in-aid will be notified as soon as practicable. New or revised targets will be agreed where appropriate.
- 9.3      The British Museum will produce an annual review no later than 31<sup>st</sup> August for the prior year. This will form the basis of the Autumn meeting with Ministers to review last year's achievements, and to look forward to the following year(s).
- 9.4      There will be at least one meeting each year between officials to discuss progress of the funding agreement, but further progress meetings will be arranged where necessary.