

THE BRITISH MUSEUM PLAN, 2006/07

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Principles and Purpose

- Re-affirmation of the principles of the Museum as:
 - A Museum of the world for the world
 - A place for the 'curious and studious' – a centre of research at all levels
 - A collection preserved and held for the benefit of all the world, present and future, free of charge
 - A forum for the expression of many different cultural perspectives
 - A place to address the whole world, and to increase understanding of the links between and influences across different societies
 - A place where the UK's different communities can explore their inheritances
- Central to the Museum's purpose in the UK today is achieving diversity at every level, in our staff and governance, curation, education and audiences.

Primary Objectives

In the plan document 'The British Museum: the next five years, Principles and Purpose' the British Museum focused its resources on delivering the principles laid out in its founding statute. These principal objectives have informed the development of the plan in 2006/07:

To extend engagement

The only way in which the Museum can seek to reach and touch a worldwide audience is by extending engagement with this audience. This is engagement not only with the collections that the Museum has, but the cultures and territories that they represent, the stories that can be told through them, the diversity of truths that they can unlock and their meaning in the world today.

To build capacity

In order to succeed in extending engagement the Museum will have to strengthen its capacity and address weaknesses in delivery on a number of fronts.

These two objectives will be realised through a series of strategies:

To extend engagement

Strategic priorities:

- **Museum in London**

The Museum has a role to play in London, both in terms of its physical presence in the heart of London, attracting c. 5m visitors per annum, and in terms of its relationships with the communities of London.

- **Museum in Britain**

The Museum has a further responsibility to work more widely across Britain; both with and through the museum community, but also through the education sector, broadcasting and new media to realise fully its national remit.

- **Museum in the World**

Moving beyond the UK the Museum needs to engage in a worldwide programme of sustainable partnerships to be a museum of the world and for the world.

To build capacity

Strategic priorities:

- **Collections Management**

The collections of the Museum need to be researched, housed and conserved for the benefit of all.

- **People**

To ensure that we have the right people at every level doing the right jobs, with the right support and reward/development.

- **Money**

The Museum has developed a core operating model to cover baseline activity. We need to increase revenue and fundraising to undertake additional activity.

- **Buildings**

Our buildings and estate should be world class: space planning and facilities management strategies are underway.

- **Relationships**

The Museum has strengthened its external relationships and has communications and advocacy strategies in place.

- **Technology**

Ensuring the effective use of technology to extend our engagement, support and improve all of our activities, and exploit new opportunities.

Review of the last 12 months

Museum in London

- Total visitor numbers for the last 12 months (April 2005 – March 2006) stand at 4.6 million. The effects on tourism in London caused by the terrorist attacks in July have meant that our total visitors for the year are lower than expected, though towards the end of the year numbers did begin to recover, due in part to the great success of the *Persia* exhibition.
- Africa 05 – a season of major cultural events running from February to October 2005, celebrating contemporary and past cultures from across the continent. Key partners were Arts Council England, the South Bank Centre and the BBC:
 - A Garden for Africa – with *Ground Force*, their last ever show, televised nationwide in July.
 - Africa Day on 26 June 2005 – staged in conjunction with the BBC.
 - Launch of the *Commission for Africa* report in March 2005 – with the Prime Minister, the Chancellor and Bob Geldof in attendance.
 - *Tree of Life*, made in conjunction with the Transforming Arms into Tools programme (TAE) and supported by Christian Aid – installed in the Great Court.
 - Parliamentary conference on Africa, 19-22 October 2005, organised by the British Council, with speakers including Archbishop Desmond Tutu.
- A number of successful exhibitions have taken place including:
 - *Samuel Palmer: Vision and Landscape* (21 Oct 2005 – 22 Jan 2006): 51,139 visitors, total income £179k.
 - *Forgotten Empire: the World of Ancient Persia* (9 Sept 2005 – 8 January 2006): 154,267 visitors, total income £801k.
 - *David Milne watercolours: Painting toward the Light* (7 July – 25 Sept 2005): 41,760 visitors, free admission.
 - *Kabuki Heroes on the Osaka Stage, 1780-1830* (30 June – 11 Sept 2005): 9,634 visitors, total income £32k.
 - *Mummy: The Inside Story* (2 July 2005 – 14 Aug 2005): 388,065 visitors, total income £1,563k (116,523 visitors, total income £477k for this financial year).
- Room 3 installations, sponsored by Asahi Shimbun:
 - *Made in Africa* (27 Jan – 3 April 2005).
 - *Views from Africa* (28 April – 24 July 2005).
 - *Samurai to Manga: Japan across the centuries* (15 Dec 2005 – 8 Feb 2006).
- 2 debates have taken place in 2005 organised in conjunction with *The Guardian* and chaired by Jon Snow: on Africa (15th June) and Iran (18th October). These have proved very successful – more are planned for 2006/07.

- Notable publications in the past 12 months include:
 - Michelangelo Drawings: H Chapman
 - The Late Gold and Silver Coins from the Hoxne Treasure: P Guest
 - Arctic Clothing: J King, B Pauksztat, R Storrie
 - The Greeks in the East: A Villing
 - Catalogue of the Babylonian Tablets in the British Museum: C B F Walker, M Sigrist, R Zadok
- The Museum has been granted 'analogue status' by the Arts & Humanities Research Council, enabling direct applications to be made to them. Similar status will now be sought from other research councils.
- The Museum welcomed 170,000 school children and 55,000 adult learners, launched a successful ESOL programme and provided a range of activities and events for families during school holidays.

Museum in Britain

- Between April 2005 and March 2006 the *Partnership UK* programme has made 137 loans to 153 venues, including:
 - *Throne of Weapons* – toured to over 20 venues in conjunction with the Transforming Arms into Tools programme (TAE), and supported by Christian Aid and UNESCO
 - *Across the Board: Around the World in 18 Games* – funded by DCMS and DfES, and due to continue touring over the next year.
 - *Sudan Ancient Treasures* at Bowes Museum, County Durham
 - *Buried Treasure: Finding our Past* – completed its tour in Newcastle and Norwich (previously at Manchester and Cardiff) with over 150,000 visitors.
 - *Mold Gold Cape* on display in Wrexham – this has led to a 245% increase in visitors to the Wrexham museum.
- The UK Youth Parliament ran a conference at the Museum on 14th December 2005, inviting senior government ministers such as Tessa Jowell and Harriet Harman to chair discussion groups of young people, looking at issues such as education, international affairs and the environment.
- The management of the Portable Antiquities Scheme is passing from the MLA to the British Museum.
- Television and Radio:
 - *Ground Force* – televised nationwide in July 2005 to an estimated audience of 2 million.
 - *Michelangelo Drawings: Closer to the Master* – a documentary made with the BBC in advance of the exhibition opening.
 - Radio 4 Nightwaves programme – a discussion on the Olduvai Gorge hand axes, from the *Made in Africa* display.
 - Front Row, BBC Radio – a story on the exhibition *Forgotten Empire: the World of Ancient Persia*, as it was due to open.
- Press coverage has been extensive throughout the last year, most noticeably with regard to the Persia exhibition and Africa 05.

- A number of new websites have been launched, including *Discover Islamic Art* (an EU project), *Ancient Greece* and *The World of Ancient Persia*.

Museum in the World

- In the past year the Museum has signed Memoranda of Understanding with Ethiopia, Kenya, Mozambique, Mali, China and Canada.
- A number of exhibitions have toured abroad including:
 - *Mummy: the Inside Story* to Houston, Texas (100,000 visitors); Mobile, Alabama; and Madrid, Spain (300,000 visitors)
 - *Treasures of the British Museum* to Seoul (300,000 visitors), Busan (150,000 visitors) and Taegu in Korea and then on Beijing, China
 - *Forgotten Empire: the World of Ancient Persia* to Barcelona, Spain
- Due to open in Kenya in March 2006 is a collaborative exhibition, *Hazina: Traditions, Trade & Transitions in East Africa*, put together by Kiprop Lagat of the National Museum of Kenya, using loans from the BM to illustrate Kenya's place in wider African history and culture.
- The Museum has maintained its worldwide Research profile through a series of national and international exhibitions, excavation and fieldwork in the UK and abroad, and by continuing its programme of scholarly publication of the collection and its cultural contexts.

People

- New Trustees appointed to the Board – Chief Emeka Anyaoku, Sir Ronald Cohen, Francis Finlay, Stephen Green, Bonnie Greer.
- Newly appointed members of Museum staff – Keeper of Conservation, Documentation and Science – David Saunders; Keeper of Africa, Oceania and the Americas – Jonathan King; Head of Development – Maria Muller; Head of the British Museum Friends – Carolyn Young.
- The Museum now has an improved and streamlined recruitment process, and has put in place a competency framework to form the basis of all learning and development activities.
- Senior management training has taken place with *Mentor*, who are also working individually with managers to improve everyday working and targets through the Museum.
- Overseas training programmes:
 - Three Iraqi interns arrived at the Museum on 31 March 2005 for 2 months. During their time at the BM they received training in museology and site management techniques, with all costs being covered by DCMS.
 - A curatorial training programme for scholars from Egypt took place from mid-June to mid-August 2005 and proved to be a great success. This was run in collaboration with the Petrie Museum, UCL, and the Fitzwilliam Museum, Cambridge.

- As part of our continuing policy to increase diversity across the Museum, we have taken part in the *Inspire* programme initiated by the Arts Council, and have taken on interns as part of the *Global Graduates* initiative, whose launch in June was hosted by the Museum and introduced by David Lammy.
- All of the Museum's volunteer activities have now been successfully coordinated under the Volunteers' Office within the Human Resources department.

Money

- International touring exhibitions over the past year have brought in a forecast income of £1.5million.
- A 'Challenge Fund' has been set up to finance individual projects in the Museum.
- Framework for the Global Club is now set up, with the Development department continuing to develop membership in the coming year.
- A further 3 years of funding from the Dorset Foundation has been obtained, for touring exhibitions within the UK.
- Funding of £2m has been granted for the development of the Late Medieval Gallery.
- Funding of £150k has been secured from the DCMS Wolfson Museums and Galleries Fund towards the refurbishment of Galleries 90-94.
- The Arts & Humanities Research Council has approved £312k in funding for a Prints & Drawings project in collaboration with Birkbeck College, and £500k for the 5 year Melanesian project in AOA with Goldsmiths College.
- Usage and the associated revenue generated from Conference sales at the Museum have increased over the past 12 months, with conference income set to exceed budget by £50k.
- However, continuing demands on our finances continue to be utilities and security costs, especially post July 2005.
- We have been recognised for efficiency savings by DCMS.
- BMCo saw record sales in their shops during the run of the Persia exhibition, selling 12,000 catalogues and raising a total revenue of £430k.

Buildings

- The Gallery Improvement Programme has begun; current projects include the Prints & Drawings gallery, Japanese gallery, and Manuscript Saloon; with improvements to Room 69 now complete.
- The Hard Services contract has been awarded to Norland Managed Services; this 5 year contract covers all building services such as mechanical, electrical, fire & security systems and building maintenance, and will result in £0.5mill savings per annum.

- The FM helpdesk has been equipped with a new CAFM computer system which provides the Museum with a comprehensive Facilities Management system.
- Installation of new Case Alarms: all Museum display cases are now protected by alarms, thereby reducing the risk of theft.

Relationships

- The Community Liaison Group continues to meet quarterly.
- The All Party Parliamentary Group (APPG) continues to be a vital support to the Museum, with membership increasing.
- Advocacy Breakfasts are now running on a fortnightly basis and continue to engage wider audiences with the Museum, in accordance with the Museum's strategy to improve external relationships.
- The Director has been asked to be a member of the China Task Force, led by the Deputy Prime Minister.
- A new series of special viewings of current exhibitions, hosted by the Director, has begun on a fortnightly basis, to take place throughout the run of each exhibition. This gives members of the press, opinion formers and employees of other museums and galleries an opportunity to view the exhibitions away from the crowds.
- Strengthening relationship with the British Council as part of our future International programme.

Collections Management

- Improvements have been made to the Asiatic and European collections at Orsman Road, in order to reduce overcrowding and provide better access.
- Major storage improvements have been made to the Asian collections, ethnographical material, the metal store, and Greek and Roman basement.
- Acquisitions made in the last year with the support of the Heritage Lottery Fund, National Art Collections Fund and the British Museum Friends include:
 - The Radiant Buddha – joint acquisition with the Victoria & Albert Museum
 - The Staffordshire Pan – joint acquisition with the Potteries Museum & Art Gallery, Stoke-on-Trent and Tullie House Museum & Art Gallery, Carlisle
 - Thomas Lawrence drawing
 - Coenwulf coin

- Research Board – new systems for applying for research projects and grants have been devised, with the aim of standardising the process.
- Loans out procedures have been standardised.
- On 3 October 2005, Section 47 Human Tissue Act 2004 came into force and the DCMS Code Guidance on the Care of Human Remains in Museums was formally published. In response to this the Museum has developed and published its human remains policy.
- Increased focus on Merlin registration

Technology

- A new outline for the Museum's website has been developed.
- The IS department is undertaking a remote access pilot, which will continue in 2006/07.
- New or upgraded business applications and services have been implemented to support Box Office, Facilities, Diary and Space management, Friends and Photography Sales activities, and portable technologies.
- A fully transactional picture library has been successfully launched.
- A wireless networking trial for collections storage areas has begun as part of the KEB basement refurbishment.

External Environment

Visitor trends

There were 4.6 million visitors to the Museum in 2005/06, a decrease of over 3% from 2004/05 (4.8 million). External events in the past year have affected the Museum more than ever before, particularly the terrorist attacks on London in July, which brought the city to a standstill and has had a huge impact on tourism in the UK.

Visitor numbers were ahead by 1% at the end of June 2005 (by comparison with 2004) but the impact of the terrorist attacks has led to a significant fall in visitor numbers over the summer months, down by 21% in July and down by 27% in August. This represents a reduction of 230,000 visitors over the two months. The visitor market began to recover in the autumn: not necessarily because of increasing consumer confidence domestically, but because the summer market's distinct audience (UK families taking summer holidays who opted out of visits to London this year) would not anyway appear in autumn figures. The Museum's performance over the summer is consistent with that of other cultural institutions. School booking figures, which had been significantly down, also began to recover towards the later part of the year.

The Museum's recovery towards the end of the year was due in large part to the success of its exhibitions – namely *Forgotten Empire: the World of Ancient Persia* which received much press attention, but also the continuation of the *Africa 05* season, also receiving great acclaim.

In terms of our visitor profile, we have greatest capacity to influence our London audience. In order to secure and build visitor numbers in this area, a campaign of advertising in the London area started on the underground towards the end of 2005. The campaign is intended to start to change perceptions of the Museum and to repeat clear messages about the Museum with audience groups currently less inclined to visit. Campaigns of this kind take time, and this project has been modelled with the intention of creating an approach that can be explored and sustained for at least a 2-3 year period.

Economy

The successful Olympic bid for London in 2012 will have repercussions on the availability of funding for the Museum, with the Heritage Lottery Fund being partially redirected towards the Olympics, and with DCMS clearly having a major focus on the run up to the Olympics.

Political Environment

It will remain the Museum's aim to ensure free access for all regardless of which political party is in power, and to ensure that Museums achieve sufficient funding for the future.

Technology

Developments in technology continue, with the use of podcasts and downloads for radio programmes, lectures and debates. The Museum still has to harness these mechanisms effectively for delivering its message. The link-up between Microsoft and the British Library serves as a reminder of the need to advance our approaches to put our collections online as a clear priority.

Areas of Focus for 2006/07

The main areas of focus for the Museum are:

- | | |
|---|---|
| • Improving collection management | Collections Management |
| • Improving the infrastructure to deliver research plans | Collections Management |
| • Increasing visitor numbers in London, Britain and the world and changing the existing mix of visitors | All priorities, particularly Extending Engagement |
| • Increasing income from all sources | Money |
| • Gallery improvement plan, new galleries and finalising the long-term space plan | Buildings and Museum in London |
| • Developing and implementing the website and online collections | Technology and Museum in Britain |
| • Developing international programmes | Museum in the World |
| • Public programme including Museum in Britain | Museum in London and Museum in Britain |
| • Successfully maintaining and improving 'business as usual' | All strategic priorities |

These areas of focus incorporate the primary objectives of the Museum. The departmental plans, Appendix 5, have been structured to focus on these areas.

Key Priorities

The Museum has a number of important projects for the coming year. Those which are particularly critical for the Museum are:

People

The implementation of a new pay and grading system is of utmost importance in the forthcoming year and must be a high priority for everyone.

Equally important is the development and implementation of a new appraisal system which will enable us to manage, develop and appreciate our staff appropriately and more effectively.

Space planning implementation

The Museum has spent a long time planning for its spaces. It is imperative that in 2006/07 we begin to deliver new and refurbished galleries (2, 90-94, 49-53) and more storage improvements so that the Museum can be seen to match its rhetoric with action.

The plan and timetable for the future space improvements need to be finalised so that they can be communicated internally and to external stakeholders; and so that the necessary fundraising can start in earnest.

Visitor reach

We intend to increase and broaden the numbers of people engaging with the collections of the Museum through our programme of activities in London, Britain and the World. The Museum will look to its broadcasting strategy to extend its reach further. These activities will also seek to broaden the mix of our visitors and continue to engage with new audiences.

The development of the web will be a critical project for next year. Our existing site will be improved and updated; at the same time a new content management system will be procured and new content for the website will be developed so that the Museum can extend its global reach. This will incorporate the Merlin project which will enable a significant amount of the collection to be viewed and researched on-line.

Income Generation

Raising our income has always been a priority for the Museum, and this year, particularly with the sudden fall in visitor numbers due to the terrorist attacks, we should ensure that other means of income generation are available to us. The Commercial Division will continue to be developed, as the loan fees and revenue it generates through touring exhibitions are a substantial boost to our income. The Development

department will seek substantial funds for new galleries and activities, and for the international programme. We also need to develop plans to increase revenue in all areas of commercial activity.

There will be a comprehensive spending review in 2006 which will need to be addressed rigorously. This will include a need to:

- Assess what has been achieved since the first CSR, to inform the setting of new objectives for the decade ahead;
- Examine the key long-term trends and challenges that will shape the next decade – including demographic and socio-economic change, globalisation, climate and environmental change, global insecurity and technological change – together with an assessment of how the Museum will need to respond;
- Perform a zero-based review of baseline expenditure to assess the Museum's effectiveness in delivering the Government's long-term objectives;
- Develop further the efficiency programme, building on the crosscutting areas identified in the Gershon Review, to embed and extend ongoing efficiency savings.

This will obviously require a serious focus from the Museum in order to ensure that we are properly prepared to provide a robust analysis of the future funding needs of the Museum.

Research

Research continues to be a vital part of the Museum's work, and this year the Research Board will focus on the infrastructure to support the Museum's research projects, looking at the funding of, and fundraising for, research activity, organisation and resourcing of libraries, IS provision, publication options, and display.

Key Budget Assumptions

Budget Models

The Museum is continuing to budget on the basis of a balanced core operating income and spend (which includes capital) and a separate “Building for the Future” budget.

The core operating budgets capture all of the Museum’s ongoing activities while building for the future budgets are reserved for funding key building, technology and reorganisation projects of long-term benefit, from reserves.

As in 2005/06, a proportion of the profit from international touring exhibitions is allocated to the Challenge Fund. This fund allocates money to acquisitions, international strategy programmes, research projects and other worthwhile activities in part to acknowledge curatorial resources that are devoted to the touring programme.

Visitor numbers

The budget has assumed 4.6m visitors per annum for 06/07, rising to 4.7m in 07/08 and 4.8m in 08/09. These targets assume a recovery from the downturn in visitor numbers following the 7 July 05 London terrorist attacks.

Pay Award

Details of the 2005/06 and 2006/07 pay rises and the Pay & Grading changes are yet to be finalised. However, the pay costs in the Plan allow for these and for a 0.9% increase in pension contributions from 1 April 2006. Average pay costs for the two subsequent financial years are targeted to increase at the cost of living.

Fundraising

While Development has been set ambitious fundraising targets to achieve, the budgets have been set at a lower level to ensure reasonable confidence over funding. Development fundraising will be monitored against both targets and budgets.

Costs

The Museum budgets accommodate the changing cost of our activities and goals. Due to rising world energy prices, we anticipate a steep increase in utility costs of around £0.7m in 2006/07. The Museum’s commitment to maintaining training at 1.5% of net payroll continues even now DCMS funding has ceased. Through funding the Merlin project we hope to make our collection more accessible to staff and scholars throughout the world. We are also looking to promote the Museum to the world through brand advertising and the activities of a film unit.

Budget 2006/07

Operating Summary

The forecast outturn at December 2005 for 2005/06 was an operating surplus of £1,564k and a building for the future deficit of £4,304k. Incorporating investment gains and losses, the overall movement in reserves was a deficit of £1,340k.

The summary operating financial position of the Museum for the next financial year is:

	2006/07 (£'000)	2007/08 (£'000)	2008/09 (£'000)
Grant-in-aid	40,604	41,573	42,573
Self-generated income	12,117	13,083	11,504
Total operating income	52,721	54,656	54,077
Revenue costs	(47,745)	(49,017)	(49,954)
Unfunded project costs	(4,973)	(4,980)	(4,351)
Total operating costs	(52,718)	(53,997)	(54,304)
Operating surplus/ (deficit)	3	659	(227)

The budget model predicts a surplus of £3k for 2006/07. The £659k surplus in 2007/08 arises largely due to high exhibition income expectations. Exhibition income returns to 'normal' levels in 2008/09 resulting in a £227k deficit. The Museum will work to address the predicted deficit in 2008/09 through efficiency gains such as central procurement and resource requirement reviews.