

THREE YEAR FUNDING AGREEMENT (2003-06) BETWEEN THE DEPARTMENT FOR CULTURE, MEDIA AND SPORT AND THE SIR JOHN SOANE'S MUSEUM

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1. Introduction

1.1. This agreement is :

- between the Department for Culture, Media and Sport (DCMS) and the Sir John Soane's Museum;
- signed by the Minister for the Arts for the DCMS and by the Chairman of the Sir John Soane's Museum on behalf of the Trustees;
- valid for the three-year period April 2003 to March 2006
- takes account of the statutory requirements placed upon the Trustees of the Sir John Soane's Museum by the Charities (Sir John Soane's Museum) Order 1969 No.468.

2. Strategic Context

Aim and Objectives of this Agreement

- 2.1 This agreement sets out the Departments' aims and objectives, key priorities and targets established in its Public Service Agreement and Service Delivery Agreement with Treasury (listed in annex A attached) and shows how the Sir John Soane's Museum's own objectives and activities will contribute to their achievement; identifies any further key objectives to which the Sir John Soane's Museum may be working; and lays out the targets against which achievement of the objectives is to be measured.
- 2.2 The funding agreement will capture the "headlines" of what public investment is achieving.

Strategic Priorities and Rationale for Targets

- 2.3 A key aim of the Funding Agreement is to demonstrate what the key connections are between the Sir John Soane's Museum's core business and DCMS's own objectives and its four key strategic priorities. It is important that the linkages between the Sir John Soane's Museum's activities and the DCMS's objectives, its PSA and Service Delivery Agreement targets are clear.
- 2.4 The table at annex B is intended to demonstrate clearly how the Sir John Soane's Museum's objectives and activities link to each relevant DCMS objective; how the targets in section 4 below connect with DCMS objectives, DCMS's PSA and SDA and the Secretary of State's 4 key priorities.

Sir John Soane's Museum's Strategy, Planned Activity, Measurement and Risks

- 2.5 The principal aims of the Trustees and vision of the Museum during the next three years embody Soane's general aims while extending them, where this is appropriate, so that the Museum can play an ever-increasing role in the education and recreational life of the country.
- The Museum itself is our most precious asset – a 'museum-piece' in its own right and an outstanding building of great architectural quality. Maintaining its fabric, therefore, in order to maintain access, is always central to our forward strategy and we aim to carry out two major restoration projects in the next three years: the restoration of the Three Courtyards, with its associated works of sculpture and services will be carried out in 2003-4; and the lighting and services in the Crypt and ground floor of the rear Museum areas will be completed in the same year.
- During the period 2003-6, when two of the years will be occupied by building work, we aim to maintain our high level of visitor numbers and particularly to continue our exhibition programme which does so much to bring new visitors to the Museum. These will focus on subjects drawn from our own collections (which are normally not on public view) but also present innovative aspects of contemporary architecture which in turn will help to introduce many members of the public to a living architecture as Soane would have wanted. We also plan to send loan exhibitions or loan works of art to at least three venues in England during the period, as well as to make efforts to attract the socially excluded by publicizing the Museum in Camden, Islington and Southwark.
- Finally comes our strategy for the use of No 14 Lincoln's Inn Fields, the Soane house next door to which we gained access in January 2003. Our plan is to restore and equip the house from late 2003 to 2004 opening it to the public in the autumn of 2004. Access to the house is one of the most important steps in the history of the Museum as we will have the space to expand our activities in ways which will support DCMS objectives. The house will provide a Children's Educational Unit where we will provide workshops in architectural construction for Key Stages 2 and 3, as well as providing holiday activities and outreach programmes. Until No 14 opens in late 2004 we will continue teaching children on one day a week in the Museum and with outreach programmes. We also plan to hold foundation classes for adults in Architecture and Architectural History.
- Visitors to No 14 in late 2004 will have the chance to see Soane's outstanding collection of architectural models as well as the fine rooms on the first floor.
- 2.6 Other key activities include providing access to our collections of drawings, books and works of art by visits to our website to consult our *Concise Catalogue* of all our paper collections (some 30,000 drawings), and by continuing research and publication of our detailed catalogue raisonnés. We aim to publish three major catalogues in the next three years: Dance, Adam I and Soane's Classical Antiquities. We also aim to improve and modernize the IT provision in the Museum. Fundraising for No 14 to provide capital costs and an endowment for running costs will also become one of the Museum's principal activities during the next three years.
- 2.7 The Museum has a detailed Risk Register which is regularly monitored and updated as necessary. The key risks identified for the Funding Agreement period are as follows. Our visitor numbers may be affected by war and terrorism, especially as approximately half our visitors come from abroad. Although we aim to extend our activities to attract the socially excluded, we may not meet our targets. We cannot suggest ways to mitigate the latter risk as we are doing all we can with our existing staffing levels. The Soane does not have the high profile of the nationals nor is it set in a natural residential community.

3. Levels of Public Investment for 2003-2006

- 3.1 The level of Government funding for the 3 years 2003-2004 to 2005-2006 includes the amount announced in the Secretary of State's letter of 22nd October 2002) plus any further amounts agreed prior to the signing of the agreement and will be as follows:

£ms	2003/04	2004/05	2005/06
1. Resource Baseline	0.699	0.699	0.699
2. Capital Baseline	0.375	0	0
3. Additional Resource Grant-in-Aid	0	0.070	0.077
4. Additional Capital Grant-in-Aid	0	0	0
Totals	1.074	0.769	0.776

- 3.2 Additional funds may be available as a result of the funding held back to promote strategically commissioned projects from 2003-04 onwards. Those museums and galleries that receive additional funding will agree specific targets in relation to strategic commissioned projects.
- 3.3 There is no guarantee that such additional funds will be available. Where no decision has been made at the time of signing they will be dealt with by subsequent variations to the Funding Agreement.
- 3.4 The Sir John Soane's Museum will plan and agree targets on the basis of the figures as given above. Variations to this agreement may be agreed and incorporated as necessary.
- 3.5 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 Sir John Soane's 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.
- 3.6 This Funding Agreement recognises that the achievement of the targets may also reflect success in self-generated income, sponsorship and improvements in efficiency.

4. Performance Targets

4.1 The targets in this funding agreement will reflect both qualitative and quantitative activity that the museum or gallery will undertake.

4.2 The specific quantitative targets for the three years of this agreement are:

Core Target	2003-04	2004-05	2005-06
1. Total Number of Visitors	85k	87k	87k
2. Numbers of Children Visitors	2698	2722	2748
3. Numbers of Venues in England to which objects from the Collection are loaned	3	3	3
4. % of C2DE visitors to achieve an 8% increase on the 2002-03 baseline	2600	2650	2700
5. Number of website hits (unique users)	50k	55k	60k
6. Number of children in organised educational programmes both on-site and outreach	1k	1.5k	2k

4.3 The following qualitative measures/activities specifically aimed at delivering the Secretary of State's key strategic priorities are as follows [*nb: not all strategic priorities will be applicable*] :

a. **Strategic Priority 1 - Enhancing access to a fuller cultural and sporting life for children and young people, and giving them the opportunity to develop their talents to the full**

• Description of programme

1. Educational activities for children

We aim to continue developing our educational programmes to teach children about architecture and construction. In 2003-3 we held weekly sessions for schools in the Museum, teaching children at key Stage 2 in workshops and tours. We attracted some 1,000 children from local schools. During 2003-4 we aim to continue these pilot programmes but extending our teaching to Key Stage 3 and to provide three holiday sessions. As we are still limited to teaching in the Museum, rather than in No 14, and as parts of the Museum will be undergoing restoration, our target remains at 1,000 children. In 2004-05, our target rises to 1,500 as we will gain access to No 14 in the autumn of 2004. In 2005-6 our Educational Unit in No 14 will be fully functioning: we will be able to increase the number of children visiting the Museum and especially the workshops to 2,000 in that year.

In 2003-4 our Educational Officer aims to make links with one school in the regions for outreach programmes at Key Stage 2.

The purpose of our educational activities is to encourage an interest and understanding of architecture at an early age as well as to introduce children and their parents to the Museum. Many of the schools we deal with have a high percentage of socially deprived children from ethnic minorities who seldom make visits to museums or historic houses.

By extending our teaching to Key Stage 3 we aim to introduce children to the work of architects and professional designers at a time when they will be making their choices for their GCSEs. During 2003-4 we aim to visit 3 schools for outreach

sessions to give children the extra experience of architecture and, in so doing, to enrich their curriculum, leading hopefully to a GCSE in Design and Technology.

2. Number of website hits

We aim to increase the number of visits to our website over the three-year period. From January 2003 researchers will have access to a concise catalogue of all the architectural, topographical and ornamental drawings (some 30,000 drawings) in the Museum's collections, on the Museum's website. These consist of drawings from Soane's architectural practice and drawings by other architects, such as John Thorpe, the Wren Office, Sir William Chambers and George Dance the Younger. Now for the first time children, students in higher education as well as architects and the general public will be able to browse through the catalogue and conduct simple searches on name and place to establish whether there is anything of interest to them before, or instead of coming to the Museum.

The website will also publicize our growing list of publications (which they can order by email) as well as our lectures, events and exhibitions.

b. **Strategic Priority 2** - *opening up our institutions to the wider community, to promote lifelong learning and social cohesion*

• Description of programme

Loans to regions in England

Our programme of loans to venues in England in 2003-6 will continue to fulfil our objective of making Soane's collections known to a wider audience. We aim to send loans to 3 venues in England in each of the three years. The major challenge will be to send one exhibition to one venue in each of the three years for in our experience of previous traveling exhibitions this is the most successful way of introducing new audiences to our collections and of engaging with children and young people in educational activities associated with the exhibition at each venue. Each venue will monitor visitor numbers and the numbers of those attending the educational activities.

c. **Strategic Priority 3** - *maximising the contribution which the leisure and creative industries can make to the economy*

• Description of programme

We will continue our programme of innovative exhibitions in the Soane Gallery. They are of increasing interest to artists, designers and architects – both students and professionals, who also attend the events and lectures which are linked to each exhibition. We are planning 3 exhibitions for each year during 2003-6 and one lecture or event attached to each exhibition. We will monitor the number of artists, designers, architects and engineers attending each lecture by means of our annual survey. The total numbers of visitors attending each exhibition will be monitored separately.

The exhibitions will either be drawn from our collections – so as to make these accessible in our Gallery – or will represent modern architects and artists.

4.4 Each target (both quantitative and qualitative) will be reported on six monthly/annually [whichever is applicable].

4.5 Responsibility for delivery of the targets in this agreement will be that of Mrs Margaret Richardson, Curator of the Sir John Soane's Museum.

5. Validation of Performance Measures

- 5.1 Each of the Quantitative Core targets and the specific Qualitative programme/activity targets will be based on clearly-defined and robust data sources. [As a minimum a brief technical note for each of targets, separate from the signed agreement, will cover the following sources:
 - a. Source (who collects the information, who provides it, how regularly and with what quality assurance mechanisms)
 - b. Scope (what and who is included)
 - c. Baseline (what year is used as the base for the performance measure)
 - d. Time Period (how regularly will the measure be updated, on what time period is the measure based, from when is the data available (see c above))
 - e. Definitions (Description and definition of the key terms of each performance measure)]
- 5.2 This agreement is also supplemented by the performance measures collected annually which were established following the Museums and Galleries Efficiency & Effectiveness Review.

6. Performance Review

- 6.1 Notification of any planned/forecast changes from target outturn should be notified to the Department as soon as practicable.
- 6.2 The Sir John Soane’s Museum will produce an annual review no later than 31st July for the prior year. This will form the basis of the Autumn meeting to review last years achievements, to monitor the current financial year and to look forward to the following year (s).
- 6.3 There will be at least 1 additional meeting to monitor in –year progress of the funding agreement.

Signed by:

The Rt Hon Baroness Blackstone
Minister for the Arts
Department for Culture, Media and Sport

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Richard Griffiths
Chairman
The Board of Trustees of the Sir John Soane’s Museum

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Annex A

DCMS Objectives

- (I) Increase participation in culture and sport and develop our sectors.
- (II) Develop appropriate regulatory frameworks that protect consumers' interests and improve the productivity of our sectors.
- (III) Modernise delivery to the customer by ensuring that DCMS and its sponsored bodies improve performance and pursue institutional excellence.

Secretary of State's 4 Key Strategic Priorities

- Enhancing access to a fuller cultural and sporting life for **children and young people**, and giving them the opportunity to develop their talents to the full;
- opening up our institutions to the **wider community**, to promote lifelong learning and social cohesion;
- maximising the contribution which the leisure and creative industries can make to the **economy**;
- **modernising delivery**, by ensuring our sponsored bodies are set, and meet targets which put the customer first.

The key deliverables through the **Public Service Agreement** that the Department has signed up to during the SR2002 period that relate to museums and galleries sector are :

- a. Increase participation in culture and sport and develop our sectors.*
- b. Increase significantly take-up of cultural and sporting opportunities by new users aged 20 and above from priority groups.*
- b. Improve the productivity of the tourism, creative and leisure industries*
- d. Improve significantly the value for money of the Department's sponsored bodies measured by a matrix of NDPB indicators*

The key **SDA targets** to be delivered during the SR2002 period are:

- 1. The **maintenance of free access** to DCMS sponsored museums and galleries.*
- 2. Increase the **numbers of children attending museums and galleries to 7m by 2006.***
- 3. To increase the **numbers of children and young people participating in education programmes run by the national museums and galleries to 2.4m by 2006.***
- 4. Increase by **8% by 2005/06 adult C2DE visitors to DCMS-sponsored national museums and galleries.***

Annex B

DCMS Objective	PSA/SDA Strategic priority	Key delivery mechanism/ activity	Sir John Soane's Museum's Related Objectives/ activity	Core Performance Measures
1. Increase participation in culture and sport and develop our sectors	1. Enhance access to a fuller cultural and sporting life for children and young people, and give them the opportunity to develop their talents to the full. 2. Increase the contribution made to education by museums and galleries 3. Open up our institutions to the wider community, to promote lifelong learning and social cohesion.	1. To increase the numbers of children and young people participating in museum education programmes. 2. Use strategic commissioning with national museums to deliver national / regional education partnerships	1. We aim to continue developing our Educational programmes for Key Stage 2 children over 2003-6, increasing our numbers each year and extending our teaching to include Key Stage 3. 2. We aim to make links with one school (Key Stage 2) in the regions for outreach teaching and to visit 3 schools for teaching at Key Stage 3. 3. Make loans and loan exhibitions to 3 venues in the regions.	1. No. of children and young people participating in education programmes (both on-site and outreach).
	1. Increase significantly take-up of cultural and sporting opportunities by new users aged 20 and above from priority groups.	1. Maintain free access at national museums and galleries	1. Maintain our high visitor numbers Maintain our numbers of children visiting.	2. Total numbers of visitors. 3. Total numbers of children. 4. No. of website hits (page impressions). 5. No. of venues in England to which objects from collections are loaned.

	Increase by 8% by 2005/6 adult C2DE visitors to national museums and galleries	<ol style="list-style-type: none"> 1. Maintain free access at national museums and galleries. 2. Use strategic commissioning with national museums to deliver national / regional community partnerships 	<p>Publicizing the Museum in public libraries in Camden, Islington and Southwark and contacting community groups in the same areas</p> <p>Run courses for the unemployed in each year</p> <p>Run foundation courses for beginners in Years 2 & 3</p>	6. % Increase in numbers of C2DE's
2. Develop appropriate regulatory frameworks that protect consumers' interests and improve the productivity of our sectors	Improve the productivity of the tourism, creative and leisure industries		<p>Continue programme of innovative exhibitions in the Soane Gallery and one lecture/event attached to each exhibition</p> <p>Continue programme of Study Group talks for students, architects and historians</p>	<p>3 exhibitions per year</p> <p>6 per year</p>
3. Modernise delivery to the customer by ensuring that DCMS and its sponsored bodies improve performance and pursue institutional excellence.	Improve significantly the value for money of the Department's sponsored bodies, measured by a matrix of NDPB indicators.	<ol style="list-style-type: none"> 1. Work with NDPBs to improve delivery of strategic priorities concentrating on customer impact. 2. Internal reform and modernization of delivery 	<ol style="list-style-type: none"> 1. Continue programme of publications, exhibitions and extra interpretation in the Museum the engage visitors 2. Improve IT in Museum Increase website hits 	<p>Measured through a matrix of performance indicators from this funding agreement and the annual Efficiency & Effectiveness PI's including regular sampling and surveys of customer satisfaction.</p> <p>Monitor satisfaction with regular surveys</p>