

# **THREE YEAR FUNDING AGREEMENT (2003-06) BETWEEN THE DEPARTMENT FOR CULTURE, MEDIA AND SPORT AND THE GEFFRYE MUSEUM**

## **Sections**

1. Introduction

2. Strategic Context

3. Levels of Public Investment

4. Performance Targets

- quantitative core performance measures and targets
- museum / gallery specific qualitative programme measures / activities and targets

5. Validation of Performance Indicators

6. Performance Review Mechanism

Annex A – DCMS Objectives, key priorities, PSA and SDA targets

Annex B – table showing links between DCMS objectives, priorities and targets and the Geffrye Museum objectives and activities

## **1. Introduction**

1.1 This agreement is:

- between the Department for Culture, Media and Sport (DCMS) and the Geffrye Museum;
- signed by the Minister for the Arts for the DCMS and by the Chairman of the Geffrye 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 Geffrye Museum by the Charities and Companies Acts.

## **2. Strategic Context**

### **Aim and Objectives of this Agreement**

- 2.1 This agreement sets out the Department's 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 Geffrye Museum's own objectives and activities will contribute to their achievement; identifies any further key objectives to which the Geffrye 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 Geffrye Museum's core business and DCMS's own objectives and its four key strategic priorities. It is important that the linkages between the Geffrye 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 Geffrye 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.

### **Geffrye Museum's Strategy, Planned Activity, Measurement and Risks**

#### **2.5 Overall Strategy**

The Geffrye Museum specialises in the history of English, urban domestic interiors. It is set in the former almshouses of the Ironmongers' Company, early 18<sup>th</sup> century, Grade 1 listed buildings, surrounded by gardens. A new extension, completed in 1998, provides space for additional galleries, education and visitor facilities.

The museum's mission is:

**To encourage people to learn from and enjoy the museum' s collections, buildings and gardens.**

The museum has a long-term vision, summarised in five key statements:

1. The Geffrye should serve as a leading centre for the study and enjoyment of English domestic furniture and interiors.
2. It should be a major public attraction, in terms of quality rather than scale, providing visitors with a unique experience, which is both educational and enjoyable.
3. It should make a positive contribution to the social and economic regeneration of East London through the provision of resources for education and training, the promotion of the area' s cultural heritage and the encouragement of tourism.
4. It should contribute to the vitality of the British furniture industry, providing a focus for both large-scale manufacturers and designer-makers.
5. It should play an active role in the promotion of museums and their potential in general, by managing its own operation effectively and earning a reputation for good practice.

This vision provides the broad framework for policy and direction. It ensures the museum remains focused on long-term goals, and establishes the context for specific aims and objectives.

## **2.6 Strategic Aims and Objectives**

The museum has two strategic aims over the period of this funding agreement on which to focus resources in order to achieve specific targets. They are:

### **Improve access to resources for study and enjoyment**

#### **Objectives:**

- Open restored almshouse to visitors in May 2003
- Plan and install new 17<sup>th</sup> and 18<sup>th</sup> century rooms during 2005-6
- Plan and develop new library and learning centre, for completion 2005-6
- Develop online collections information, first phase in 2004-5

### **Develop new and existing audiences**

#### **Objectives:**

- Commission new website, launch by July 2003
- Create learning site, launch by March 2004
- Commission new sound guide, available to public by March 2004
- Publish almshouse guide, by March 2004

- Publish National Curriculum guides, series of three by March 2004
- Plan and produce exhibitions programme, as detailed elsewhere

## 2.7 Risk

The main risks in achieving the objectives are given below, together with comments on how they are to be addressed.

<b>Objectives</b>	<b>Risks</b>	<b>Comments</b>
Open restored almshouse	Insufficient staff and volunteer resources for visitor guides	Manage visitor demand. Attract and train more volunteers.
Install new 17 <sup>th</sup> and 18 <sup>th</sup> century rooms	Dependent on raising funds. Tight programme for project. Gap in exhibitions programme. Disruption to visitors. Decrease in earned income.	DCMS/Wolfson bid, plus other funds yet to be identified. Minimise disruption. Maintain visitor services, events and programmes.
Commission new website	Budget and programme overruns	Maintain clear brief and control budget.
Develop new library and learning centre	Failure to secure long term revenue support	Support business case with economic appraisals. Explore all options.
Develop online collections information	Dependent on staff time and raising funds.	Establish full specification and cost estimates.
Create learning site	Budget and programme overruns. Excessive demands on education staff.	Create clear brief and budget, manage closely.
Plan and produce exhibitions programme	Budget overruns. Staff resources stretched by 17 <sup>th</sup> and 18 <sup>th</sup> century rooms	Raise funds for exhibitions. Manage staff efficiently.

### **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 (22<sup>nd</sup> October 2002) plus any further amounts agreed prior to the signing of the agreement and will be as follows:

<b>£ms</b>	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>
<b>1. Resource Baseline</b>	1.199	1.199	1.199
<b>2. Capital Baseline</b>	-	-	-
<b>3. Additional Resource Grant-in-Aid</b>	0	0.120	0.132
<b>4. Additional Capital Grant-in-Aid</b>	0	0.400	0.100
<b>Total</b>	1.199	1.719	1.431

- 3.2 Additional funds may be available as a result of the funding held back to promote strategically commissioned projects from 2003-2004 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 decision has been made at the time of signing they will be dealt with by subsequent variations to the Funding Agreement.
- 3.4 The Geffrye 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 Geffrye 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 the qualitative and quantitative activity that the museum 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	83k	85k	88k
2. Numbers of Children Visitors	18k	19k	20k
3. Numbers of Venues in England to which objects from the Collection are loaned	5	7	9
4. Number of C2DE visitors in order to achieve an 8% increase on the 2002-03 baseline	15.2k	15.6k	16k
5. Number of website hits (distinct users)	45k	55k	65k
6. Number of children in organised educational programmes both on-site and outreach	15k	16k	17k

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.*

### **Story telling for 4-6 year olds and their carers**

Devised to develop our provision for young people, an audience currently under-served by the public programme, and to encourage them with their carers, to use the museum more actively and frequently.

**Activity:** A storyteller will be commissioned to devise a story based on London homes, both animal, such as a mouse hole, fox's den and bird' s nest, and human, including a flat, a typical period house and a cardboard box for the homeless. The script will be illustrated and supplemented with props made by an artist/crafts person. The storyteller will present the story to children aged 4-6 and their carers in the museum during the May half-term holidays, which coincides with *Discover Hackney Week* and *Museums and Galleries Month*.

**Outcomes:** In addition to the half-term event, the storyteller will lead a training session for the museum' s education staff so that the story can be regularly used in the future, both as part of the public programmes and also with school reception classes. The story will become a lasting educational resource and depending on its success, further stories will be created in the future.

**Measures:** Storytelling sessions will be evaluated and children and their carers will be invited to give their comments. We aim to achieve a ' highly satisfied' rate of over 80% and in the longer term see an increase in the numbers of this age group attending special events.

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

### **My Home, My Self – a project with Horizon Special School, Hackney.**

**Activity:** This project was piloted in 2002-3 with great success and will be run again in 2003-4 with a new class from the same school, with some developments in the programme based on previous experience. Horizon provides special education for teenagers with learning difficulties. This project will be run for a small group (not more than 10) of 15-16 year-olds over the course of a term in their final year. They require a very high degree of supervision and attention, provided by the school staff and our education staff. The project involves an exploration of the meaning of home, using the museum' s collections and displays, through discussion, writing, drawing and craft activities. A photographer, Etienne Clement, will be commissioned by the museum to work with the teenagers, to instruct them in basic photography to enable them to record their own homes and favourite objects and to take self-portraits.

**Outcomes:** An exhibition of the results of the project will be held in the museum. Further projects will be planned with Horizon, as part of a long-term collaboration between the museum and the school.

**Measures:** The coursework generated will contribute to the pupils' English Certificate of Achievement. Our aim is that the individuals will have developed their social skills and personal confidence, and will have become sufficiently familiar with the museum to be able to return using their own initiative. From past experience, participation in a project like this can be enormously beneficial for teenagers with multiple social and educational disadvantages.

c. **Strategic Priority 4** – modernising delivery, by ensuring our sponsored bodies are set, and meet targets which put the customer first.

#### **Create a learning site as a development of the new website**

**Activity:** A new website for the Geffrye Museum will be designed and launched by July 2003. As a second phase of work, a learning site will be developed for completion by April 2004. This will be targeted specifically at children aged between 6 and 11, and will be suitable for access both in school and at home. It will encourage children to get to know the museum and its collections by interactive programmes, games and quizzes and by informing them of activities at the museum, prompting visits both by school groups and individuals with their families.

**Outcomes:** Increased awareness amongst children of the activities and programmes the museum offers specifically for their age group. Increased website hits and increased visits to the museum.

**Measures:** The number of children registering as regular users of the learning site. The number of school visits and children visiting with their families. The number of website hits.

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

4.5 Responsibility for delivery of the targets in this funding agreement will be that of Mr David Dewing, Director of the Geffrye 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.

5.2 This agreement is also supplemented by the performance measures collected annually, which were established following the Museums and Galleries Efficiency and 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 Geffrye Museum will produce an annual review no later than 31<sup>st</sup> July for the prior year. This will form the basis of the Autumn meeting to review last year's 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

Mr Richard Hunting  
Chairman  
The Board of Trustees of the Geffrye Museum

## 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.*
- c. *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	Geffrye 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	Create learning site, launch by March 2004 Plan and install new 17 <sup>th</sup> and 18 <sup>th</sup> century rooms during 2004-5 Plan and develop new library and learning centre, for completion 2005-6	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	<p>Commission new website, launch by July 2003</p> <p>Open restored almshouse to visitors in May 2003</p> <p>Plan and install new 17<sup>th</sup> and 18<sup>th</sup> century rooms during 2005-6</p> <p>Develop online collections information, first phase 2004-5</p>	<p>2. Total numbers of visitors.</p> <p>3. Total numbers of children.</p> <p>4. No. of website hits (distinct users).</p> <p>5. No. of venues in England to which objects from collections are loaned.</p>
	Increase by 8% by 2005/6 adult C2DE visitors to national museums and galleries	<p>1. Maintain free access at national museums and galleries.</p> <p>2. Use strategic commissioning with national museums to deliver national / regional community partnerships</p>	<p>Create learning site, launch by March 2004</p> <p>Special education programme targeted at local community</p> <p>Sound guide provides access to information for lifelong learning</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>3. Modernise delivery to the customer by ensuring that DCMS and its sponsored bodies improve performance and pursue institutional excellence.</p>	<p>Improve significantly the value for money of the Department's sponsored bodies, measured by a matrix of NDPB indicators.</p>	<p>1. Work with NDPBs to improve delivery of strategic priorities concentrating on customer impact.</p> <p>2. Internal reform and modernization of delivery</p>	<p>Commission new website, launch by July 2003</p> <p>Create learning site, launch by March 2004</p> <p>Develop new library and learning centre, for completion 2005-6</p> <p>Develop online collections information, first phase in 2004-5</p>	<p>Measured through a matrix of performance indicators from this funding agreement and the annual Efficiency &amp; Effectiveness PI's including regular sampling and surveys of customer satisfaction.</p>
--	---	---	---	--