

National Museum of Science & Industry

Annual Report and Accounts 2009–2010



Science Museum

National Railway Museum in York and Shildon

National Media Museum

National Museum of Science & Industry

Annual Report and Accounts 2009–2010

Presented to Parliament pursuant to Section 9(8) of the Museums and Galleries Act 1992

Ordered by the House of Commons to be printed on 19 July 2010

National Museum of Science & Industry
(NMSI) family members:

Science Museum

National Railway Museum and Locomotion at Shildon

National Media Museum

NMSI Enterprises Limited

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ISBN: 9780102964677

Printed in the UK for The Stationery Office Limited on behalf of the Controller of Her Majesty's Stationery Office.

ID 2354845 07/10

Printed on paper containing 75% recycled fibre content minimum.

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REVIEW OF 2009-10 AND PLANS FOR THE FUTURE



Director's statement

It has been another year of substantial achievement for NMSI.

In 2009–10 we welcomed over 4.3 million visits to our four Museums. Last year was also a great year for learning across NMSI, with over 1 million instances of people taking part in activities offered both at the Museum and other venues. The Science Museum remains the number one destination across the UK for visitors coming in education groups, with 380,000 education visits, out of nearly 520,000 visits for the whole of NMSI – up by 6% on last year's record-breaking figure.

This year a major focus has been to put audiences at the heart of all that we do. During the course of the year we have put in place the Customer Charter, embedded our aim to deliver life-enhancing experiences and through our audience segmentation work, improved the visitor experience. As a result of this work we are proud to be the first national museums to be awarded World Class Service accreditation. This prestigious accreditation is awarded to organisations in the leisure sector that deliver outstanding service and it was an exceptional achievement for everyone involved.

The visitor experience and collection access services we offer all contribute to helping the broadest possible audience gain a better understanding of our science, technology, industry, medicine and media themes. Our core collection-based displays play a key role in this, but this year, the major developments have been in learning programmes, special events and exhibitions, punctuated by two major celebrations. At the Science Museum a year of special events marked the Centenary of the Museum. These were launched with

a special 'space season' of family events to mark the 40th anniversary of the Moon landings and culminated in the operation of the National Railway Museum's reproduction of Stephenson's locomotive *Rocket* in Hyde Park. At the National Media Museum, we celebrated Bradford's successful bid to become the world's first UNESCO City of Film with a programme of exhibitions and festivals, all enhancing the City's reputation as a centre of film making and film enjoyment.

The National Railway Museum's diverse programme included a celebration of Indian culture and its railways and the restoration for display of an iconic 1930s streamlined express locomotive. At Locomotion, we celebrated the age of steam at the North East Steam Gala marking the high point of a burgeoning programme of events which have brought record numbers of visitors.

This year we have also been recognised for the significant contribution we make to research, both within and outside of the higher education sector, being granted Independent Research Organisation status by the Arts

and Humanities Research Council (AHRC) and the Economic and Social Research Council (ESRC).

Looking forward, the next year promises more exciting plans across all our Museums. The Science Museum will re-open the contemporary science Wellcome Wing with the new *Who Am I?* gallery and *atmosphere: exploring climate science* gallery. The National Railway Museum will see the opening of a new art gallery and will celebrate the 175th anniversary of the Great Western Railway with a temporary exhibition on the *Search Engine* balcony. The National Media Museum will open two major exhibitions in the autumn on the theme of faith, will update its website and will continue to work on the design of the new Internet gallery due to open in 2011–12.

Despite the undoubted financial challenges ahead, we look forward to another successful year of public programmes.

Andrew Scott, Interim Director

Achievements – Introduction

The next few pages set out the key achievements this year for each of our Museums. Underpinning these achievements has been a major programme of activity designed to put audiences at the heart of all that we do and learning at the heart of the experiences we offer.

During the course of the year we have put in place the Customer Charter, embedded life-enhancing experiences and, through our audience segmentation work, improved the visitor experience.

The Customer Charter acts as a visitors' 'bill of rights'. Across our Museums we worked to raise our customer service standards supported by a comprehensive training programme. Through the hard work and commitment of staff, we became the first national museums to be awarded World Class Service accreditation. This prestigious accreditation is awarded to organisations in the leisure sector that deliver outstanding service.

As part of the Customer Charter we have set out our commitment to delivering life-enhancing experiences, putting learning at the heart of the experiences we offer. We aim to ensure our audiences take away more than memories of an enjoyable visit. We aim to give them a 'light bulb moment', a sense of awe and wonder, an experience that is out of the ordinary and that they refer back to, an insight that helps them make sense of their world. From the start of all major projects we have ensured that life-enhancing experiences are planned for and supported, and barriers to engagement removed. We have made particular progress this year in ensuring access for deaf and

Audiences at the heart of all that we do

disabled audiences, implementing the NMSI Access Policy for Deaf and Disabled Visitors.

This year in three of our Museums we undertook in-depth analysis to produce a new segmentation model of our visitor base, identifying and grouping visitors according to their motivation to visit and use the Museum. This work has enabled us to better understand visitor needs throughout the 'museum journey' and use this information to improve our overall offer. In addition the segmentation has enabled us to identify our core audiences and to determine where we see future growth potential.





Science Museum

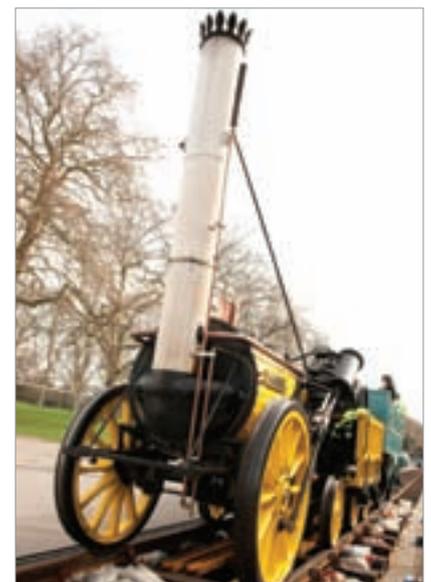
Our Objectives

The Science Museum is world-renowned for its historical collections, awe-inspiring galleries and exhibitions. The Museum has over a quarter of a million items housed in London and Wroughton. Our mission is to 'make sense of the science that shapes our lives' and our vision is to be 'the best place in the world for people to enjoy science'. This commitment drives everything we do. We are already leaders in science communication and learning, but we plan to go further, establishing new ways of making meaningful connections between our visitors and our collections. To achieve this, our key objectives are to deliver:

- An inspirational offer
- A peerless collection
- An unmatched experience
- A dedication to learning
- A commitment to excellence

Our Achievements

This year the Science Museum welcomed over 2.8 million visitors and once again was recognised as an award-winning museum, winning Best Family Attraction in the *Rough Guide to Accessible Britain Awards 2010*.



**The best place
in the world for
people to enjoy
science**



Last year was the International Year of Astronomy, celebrated through an exhibition, *Cosmos & Culture*



Exhibitions, Gallery Developments and Events

In June 2009, the Science Museum celebrated its Centenary with the roll-out of a year-long cultural programme of exhibitions and events. This included the Centenary Journey, where the public were asked to vote for their favourite invention among ten 'icons' from the Museum's collections. The eventual winner was the X-ray machine. There was also a three-day Centenary party and unveiling of plans for a Museum of the Future, a major architectural development of the Museum planned for around 2015. At the end of March, as part of the Centenary programme, the National Railway Museum's working reproduction of Stephenson's *Rocket* locomotive operated for the public in Hyde Park.

In 2009 we also celebrated the 40th anniversary of the Moon landings with a special 'space season' of family events over the summer, a talk by NASA Flight Controller Sy Liebergot and a special live musical performance of Brian Eno's classic album, *Apollo*. At the Museum's stores in Wroughton, Wiltshire, we enjoyed the return of the annual *Festival of Innovation* in September.

Last year was also the International Year of Astronomy, celebrated through an exhibition, *Cosmos & Culture: How Astronomy has shaped our World*, which traces the history of astronomy and features a selection of rarely seen and beautiful objects from the Museum's world-class astronomy collection. This year also saw the opening of an updated *Measuring Time* gallery and the unveiling of a statue of pioneering Spitfire engineer R J Mitchell in the Flight gallery. Contemporary research was covered in our exhibition on GM (genetically modified) foods – *Future Food*. The work of climate scientists, politicians and NGOs at the Copenhagen conference was highlighted in our exhibition and website *Prove It!* Another cultural highlight was *1001 Inventions – how Muslim heritage shaped our World*, a temporary exhibition looking at scientific inventions whose origins can be traced back to Muslim heritage. The exhibition has proved popular with a diverse range of visitors.



Best Family Attraction in the Rough Guide to Accessible Britain Awards

Learning Programmes

It was another record-breaking year for Science Museum learning programmes with 380,000 visitors coming in education groups, an increase of 6% on last year's record-breaking figure. The Science Museum therefore remains the number one destination in the UK for people coming in booked education groups. *Launchpad*, our interactive gallery, had another successful year, welcoming 1,264,428 visitors, bringing the total to almost 2.9 million visitors since the gallery opened in November 2007. The Museum's popular monthly *Lates* programme continued to attract new audiences with a varied offer of evening talks and activities. Since its launch in January 2009, this has attracted over 40,000 young adults aged 18–35 to the Museum.

As mentioned above, the accessibility of our offer was recognised this year when the Museum won 'Best Family Venue' at the *Rough Guide to Accessible Britain Awards* in March. The judges highlighted the work the Museum has done to increase access throughout the organisation.

The Science Museum was the only London museum to win a category, so it proved a fantastic achievement. The Museum also received the Sandford Award from the Heritage Education Trust, in recognition of its outstanding contribution to heritage education and learning within the historic environment.

The Museum's outreach work goes from strength to strength with over 110,000 instances of people across the country taking part in Science Museum learning programmes offered in schools, community centres, prisons, hospitals and even the Houses of Parliament. Learning outside the Museum was also supported through the launch of the Science and Engineering Club Boxes, designed to inspire greater interest in science and engineering subjects, with the long-term aim of encouraging greater uptake of science, technology, engineering and maths (STEM subjects) at GCSE, A-Level and beyond. Learning partnership work this year included *Collecting Stories*, our Strategic

Commissioning project, funded by the Department for Culture, Media and Sport (DCMS) and the Department for Children, Schools and Families (DCSF) delivered in partnership with the National Railway Museum and regional museums. This project shows how collections of any kind can support the study and understanding of STEM subjects, creating more opportunities for more young people to engage with museum collections.

Support for teachers continued with the *Talk Science* programme (attended by 1000 secondary teachers since 2007), designed to inspire and equip teachers with the tools and techniques to run contemporary science discussions in the classroom. The Museum also delivered the first Teachers' *Lates*, a late night opening attended by 586 teachers providing the opportunity to learn more about what the Science Museum has to offer to schools.

Collections

This year a streamlined acquisition process has been put in place to drive the proactive acquisition of objects to build the strength of the collections. One of our active collecting projects is the acquisition of contemporary medical home-testing kits for consumers. Other reactive acquisitions included a lathe (c.1820) – thought to be one of only two in the world made by Henry Maudslay, the founder of the machine tools industry. The Museum is also looking to enhance its collections in modern physics and mobile telephony.

The Museum continued its extensive loan activity and contributed works to a number of major international exhibitions including *Galileo: Images of the Universe from Antiquity to the*

Telescope at the Palazzo Strozzi, Florence; *Compass and Rule: Architecture as a Mathematical Practice in England, 1500–1750* at the Yale Centre for British Art, USA; and an exhibition on *Medicine and Art* at the Mori Art Museum, Japan.

Online access to collections has been enhanced with *Stories from the Stores*, a collections blog, which is enjoying a rapidly increasing readership, currently standing at 4000 per month. The second phase of the *Brought to Life* medical collections website was completed in April 2010, providing a total of more than 4000 images of medical objects which can be seen in the context of narratives and interactives.

As well as providing research access to the collections through our library and archive enquiry service, an active research programme has increased understanding of our collections with four new research fellows, four interns and two further collaborative doctoral awards. The Museum is also formally collaborating with the British Library on a new project 'An Oral History of British Science', which will create a major archive for the study and public understanding of contemporary science in Britain through 200 in-depth life-story interviews with British scientists. Finally, a key publication this year was *Science for the Nation: Perspectives on the History of the Science Museum*.



Our Future Plans

The Science Museum's Wellcome Wing is currently undergoing a major update to ensure our contemporary science galleries remain relevant. This will include the re-opening of the *Who Am I?* biomedical gallery and the Museum's *Antenna* contemporary science area on 24 June 2010, marking the end of the Centenary programme. This will be followed by the opening of *atmosphere: exploring climate science* gallery on the second floor of the Wellcome Wing in November 2010, supported with a three-year programme of activities and events. Longer-term plans include the opening of *Watt's Workshop* in spring 2011. The Museum will also continue to plan and fundraise for the development of the *Treasury Galleries*, two major galleries that will showcase the Museum's collections, planned for 2014. A stage 1 Heritage Lottery Fund (HLF) Award bid for the *Treasury Galleries* was received in February and

will enable the project to proceed over the next year.

The Museum will demonstrate its commitment to widening access by launching a programme for family audiences from May 2010 featuring deaf presenters who will present Museum science shows, workshops and story telling events with voice-over by British Sign Language (BSL) translators. As part of the *Climate Science* programme, the Outreach team will work in partnership with three museums around the country to inspire 1200 secondary students to become Positive Change advocates in their schools and communities. The Outreach programme will also be redesigned as a touring science spectacular allowing us to reach a much larger and more diverse audience.

1200 secondary school students to become Positive Change Advocates

National Railway Museum in York and Locomotion at Shildon

Our Objectives

The National Railway Museum operates museums at York and at Locomotion in Shildon, County Durham. We possess a world-class collection and enjoy a high level of public awareness on both the national and international stage with our visitor numbers at York placing the Museum at the top of the league of museums outside London. Our vision is to be a world-class museum where people from all walks of life will choose to explore how railways help shape our world. We seek to be the north of England's premier heritage attraction, recognised as the world's leading museum in its field, offering a dynamic 21st-century museum experience and the centrepiece of a new cultural quarter in York. To achieve this, our key objectives are to:

- Provide a life-enhancing experience to 1m+ visitors at York and 150,000+ visitors to Locomotion by 2013
- Build brand strength outside the walls of our Museums
- Maintain and increase the value of our world-class collections, making them more widely accessible
- Develop and reward great people and ensure continuity of high quality delivery

Our vision is to be a world-class Museum.... recognised as the leading museum in its field



Our Achievements

This year the National Railway Museum welcomed over 770,000 visitors and for the fifth time was recognised as the Visitor Attraction of the Year (50,000 visitors and over) in Yorkshire's White Rose Awards 2009. The Museum's joint production with York Theatre Royal of *The Railway Children* won the White Rose Award for Best Tourism Experience. There was also success at Locomotion, which welcomed 160,000 visitors and was awarded Best Free Venue in the *Rough Guide to Accessible Britain Awards* 2010.

Exhibitions, Gallery Developments and Events

From April to September, *India on the Move* showcased the lives of the people who run India's massive railway network and was the flagship exhibition for our Indian festival, featuring both still and moving images created by film-maker Gerry Troyna. The *Streamlined: Styling an Era* exhibition opened in May and was created to showcase the locomotive *Duchess of Hamilton*, resplendent in its streamlined cladding. *Once Upon a Tide: North Sea Ferry Tales* opened in February. Developed in partnership with the Dutch National Railway Museum, the exhibition explores the story of the Harwich to Hook of Holland ferries through the memories of the passengers who used them and the poster artwork that promoted them.

After the success of its first season, *The Railway Children* was once again staged at the National Railway Museum, during the summer of 2009, in conjunction with York Theatre Royal. The award-winning production drew audiences from across the country and successfully raised the profile of the National Railway Museum as an arts venue. In September, the *Rails & Reels* film season celebrated the impact of the railways on film.

From November to January, *Brief Encounters* transformed the Museum's famous turntable into a magnificent piece of modern art inspired by the National Railway Museum's extensive collection. *Brief Encounters* was recognised as being an innovative and exceptional project and was therefore granted the Inspire Mark from the London 2012 Inspire Programme to become part of the Cultural Olympiad.

At Locomotion, our programme of events continued with great success. The North East Steam Gala, held at Locomotion, has become the region's major railway event with 9000 visitors over two days experiencing a spectacular line-up of locomotives in steam. Through our exhibitions programme we delivered local community display and celebrated the North East and its people with exhibitions such as *The Art of Robert Stephenson*.

National Railway Museum, York: Visitor Attraction of the Year in Yorkshire's White Rose Awards

Locomotion: Best Free Venue in the Rough Guide to Accessible Britain Awards



Learning Programmes

The number of visitors coming to the National Railway Museum in education groups increased 10% this year with 51,000 visitors. The Museum's learning programmes continued to attract large numbers, with 400,000 instances of people taking part in activities offered both at the Museum and other venues. This was supported by new high quality learning programmes including the introduction of explainer science shows, under 6's sessions and tours. The Museum continues to promote science, technology, engineering and maths (STEM) learning through hosting and expanding on successful annual learning projects such as *Science Week* and *Trackwise Safety*, and participating in STEM outreach fairs. We have also introduced family activities to complement all exhibitions during weekends and school holidays, reaching over 35,000

visitors during summer 2009. Partnerships have been central to the delivery of high impact learning projects. In York we have continued to engage with local communities and museums through *Anim8ed*, the DCMS/DCSF funded Strategic Commissioning project which, in partnership with the National Media Museum, has inspired local children to tell the stories of the railways using animations and museum collections. At Locomotion, the *Sildon Intergenerational Project*, delivered in partnership with Age Concern County Durham, encouraged residents of Sildon to explore and celebrate their common heritage. As part of *Their Past Your Future 2, Railways at War*, run in partnership with the Head of Steam Museum at Darlington, we explored the lives of railway workers during World War Two. One of the legacies of the project is a travelling

exhibition which will tour venues in County Durham in 2010.

Also at Locomotion we have established the Museum's workshop as a venue for conservation and training. Working with local training agencies we have trained five apprentices and become the first museum in the North East to offer vocational training opportunities to local schools with our ground-breaking Award Scheme Development and Training Network (ASDAN) programmes.

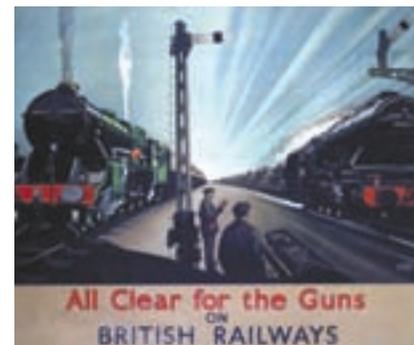
Collections

The Museum continues to enhance the collections through a programme of proactive acquisition. In 2009–2010, the Museum acquired 305 items for the collection, including a 1959 Sentinel diesel hydraulic shunting engine and the Forsythe Collection of transport ephemera, containing timetables, leaflets, brochures, magazines and promotional items dating from the 1830s to the present day.

The National Railway Museum is committed to preserving our railway history and ensuring access for current and future generations. This year a wide range of conservation work took place in support of our exhibitions. This included returning the *Duchess of Hamilton* locomotive to its 1939 streamlined appearance and the overhaul of the Great Eastern Railway Directors' saloon by trainees and volunteers at Locomotion. The overhaul of *Flying Scotsman* is progressing well and the project will be completed in 2011.

The Museum continued its extensive loan activity with 57 museums across the UK enjoying long-term loan partnerships with the Museum. In addition the Museum contributed works to a number of railway related events and exhibitions, including the *City of Truro* locomotive at the Llangollen Railway, the Chinnor and Princes Risborough Railway and the North Norfolk Railway; and the *Oliver Cromwell* locomotive at Keighley and Worth Valley Railway, the Severn Valley Railway and at the North Yorkshire Moors Railway. On the main line, the public enjoyed seeing and riding behind National Railway Museum locomotives on their way to destinations as far apart as Plymouth and Inverness.





Our Future Plans

Work will progress with the National Railway Museum's ambitious plans to redevelop the Great Hall in York. The project aims to make the Museum one of the most admired in the world with greater access to the collections and mould-breaking displays taking visitors on a journey of discovery showing how railways have shaped our world. Planning, content design and fundraising will continue (our HLF stage 2 application will be submitted in November 2010), and conservation of collections for the new displays will take place. The years 2010 to 2012 will see a big focus on providing a vibrant cultural programme to ensure that we continue to deliver a life-enhancing visitor experience when the Great Hall closes for redevelopment during part of this period. During this time, learning programmes will particularly

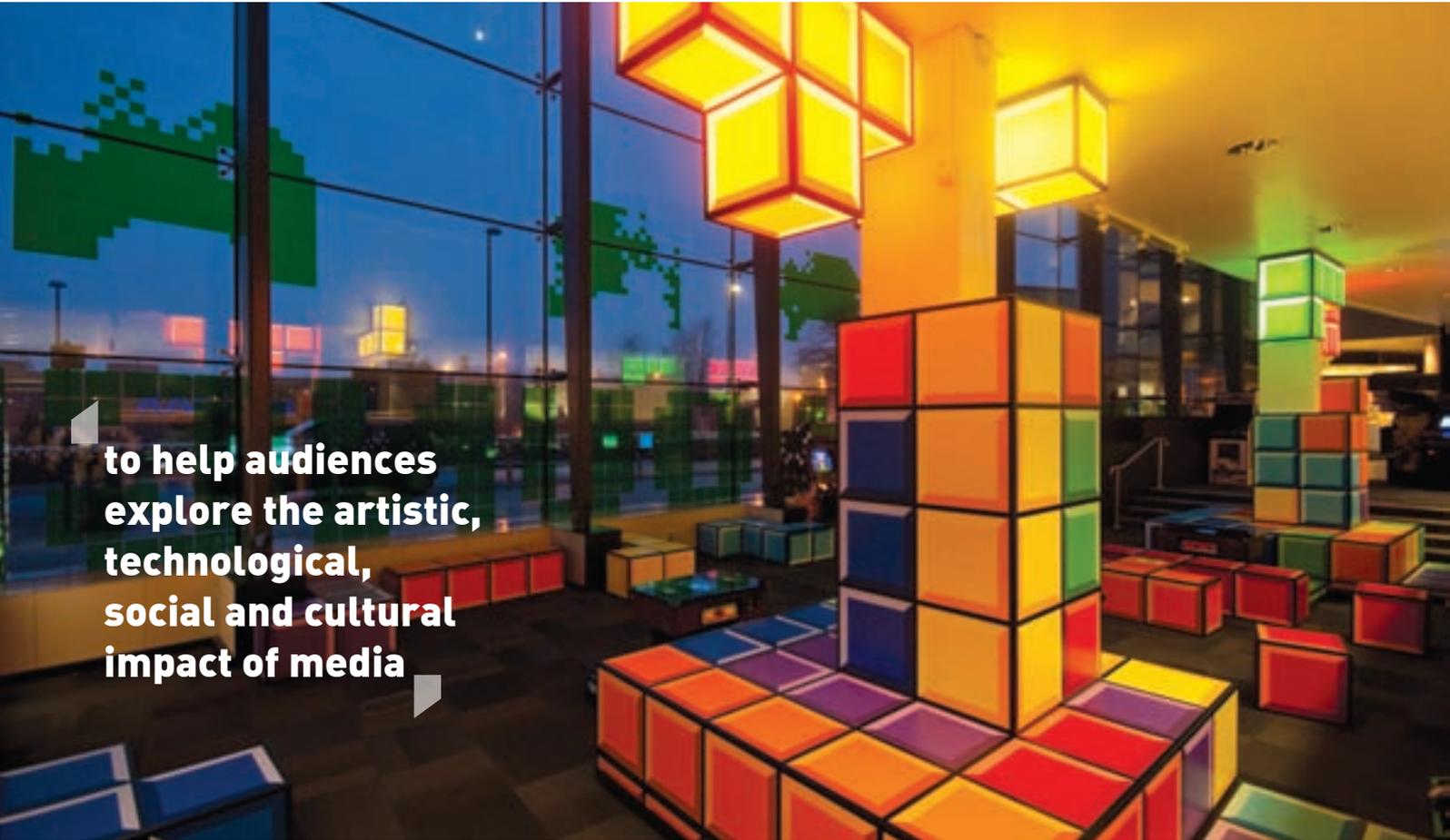
focus on engaging visitors from special educational needs groups, developing the learning website and embedding life-enhancing learning experiences within the Great Hall project.

During 2010 we will refurbish many of the displays in the Station Hall, including the Royal Trains exhibition. We will open a new art gallery, which will not only exhibit works of art from our own – largely unseen – collections but will be capable of taking loans from other national and international collections. We will also celebrate the 10th anniversary of our sisterhood with the West Japan Railways Museums in Osaka and Kyoto and the 175th anniversary of the Great Western Railway.

At Locomotion, a busy exhibitions and events programme will focus on

famous steam locomotives visiting during 2010 including *Tornado* and *Mallard*. We will also transform the current education room into a family learning resource for local residents and community groups, providing opportunities for learning outside the classroom.

mould-breaking displays taking visitors on a journey of discovery



to help audiences explore the artistic, technological, social and cultural impact of media

National Media Museum

Our Objectives

The National Media Museum's vision is to be the best museum in the world for inspiring people to learn about, engage with and create media. We hold some of the best, most significant and important collections of photography, film, television and other media material to be found anywhere in the world. We deliver a well-regarded and respected programme and are firmly rooted in the affections of many people.

Our mission is to help audiences explore the artistic, technological, social and cultural impact of media and understand how different media reflect and shape lives and the world in which we live. To achieve this, our key objectives are to:

- Increase visitor numbers, reach new audiences and enhance our visitors' satisfaction so that our audiences have a life-enhancing experience when they visit
- Develop our collections, our programmes and our galleries to reflect the full scope of our remit
- Develop our profile and reputation significantly on the national and international stage so that we can attract new partners and supporters and reach new audiences.

Our Achievements

This year the National Media Museum welcomed over 615,000 visitors and for the third year running the Museum was nominated in the Business Tourism category for the Welcome to Yorkshire White Rose Awards. The Museum was also delighted to be praised as 'an impressive venue' by former Prime Minister Gordon Brown following his visit in October. Online the Museum's website broke all previous records for usage with 1.9 million visits.

Exhibitions, Gallery Developments and Events

This year the Museum was a key partner in Bradford's successful bid to become the world's first UNESCO City of Film. The Museum, along with other key partners, is working to place film and media at the heart of Bradford's regeneration making Bradford a world-class place to enjoy film, learn about film, make film and visit because of film.

A major event in Bradford's and the Museum's calendar is the Bradford International Film Festival which this year was extended to nine other venues across Bradford and Yorkshire, and received widespread critical acclaim. Highlights included the staging of the UK premiere of *Four Lions* – the controversial satirical film about terrorism by Chris Morris – and a lifetime achievement award to John Hurt.

Our other festivals included the successful Bradford Animation Festival which this year was extended by an additional day and the *Bite*

the Mango strand of world cinema which has become a monthly feature in the annual film programme, with a celebration weekend in the autumn. We also celebrated 50 years of *Coronation Street*, 25 years of *EastEnders* and 15 years of *Hollyoaks*, with the Museum's first ever Soap Season. To commemorate the 60th anniversary of George Orwell's novel *1984*, Pictureville Cinema staged a sell-out multi-media production of the stage play.

A major update of the Museum entrance and foyer was unveiled in February and includes the popular *Games Lounge* – a new temporary gallery telling the story of the history of computer gaming drawing on the National Videogame Archive.

This year's temporary exhibitions included the highly acclaimed *Don McCullin: In England* and *Neeta Madahar: Bradford Fellowship in Photography 2008–09*, featuring photographs and videos by the 14th

Bradford Fellow. Animator Joanna Quinn's exhibition continued her work with the Museum following her appearance at Bradford Animation Festival in 2006, and *Animalism* featured the work of several artists from the fields of photography, film and television. Most recently *Simon Roberts: We English* is the much praised result of a project partly funded by the National Media Museum Photography Bursary scheme and examines the English at leisure. *Robbie Cooper: Immersion* investigates the relationship between people and on screen imagery.

The World's first UNESCO City of Film



Learning Programmes

The number of visitors coming to the National Media Museum in education groups increased a further 4% with 62,000 visitors. There were also close to 100,000 instances of people, including over 60,000 instances of children, taking part in National Media Museum learning programmes offered both at the Museum and other venues. This success has been aided by our enhanced offer for families at weekends and holiday periods with themed activities. We have also worked with Education Bradford to create a region wide Family Passport scheme designed to encourage families to visit museums and attractions. As well as enhancing our offer for families, we have specifically worked this year to ensure our learning programmes meet the needs of adult audiences with special educational needs.

Our DCMS/DCSF-funded Strategic Commissioning project, *Anim8ed*, has continued this year using animation to engage schoolchildren with collections of all kinds. Delivered in partnerships with the National Railway Museum and other museums in the region, films made

by pupils as part of the project have begun to achieve international acclaim and have been screened at the Salt Film Festival, India and at the Cairo Film Festival, Egypt.

A range of new offers have also been delivered during the course of the year to meet the needs of Creative and Media Diploma students and pre-booked groups for whom English is a second language.

films made by pupils ... have begun to achieve international acclaim



Collections

Significant additions to the collections have taken place this year, particularly around the National Videogames Archive, with key iconic items ranging from the Nintendo 64 to the Spectrum. Photography acquisitions include examples of work by both emerging and established contemporary artists along with additions to existing archives such as the Charles Fraser Colour Collection. We have also made an important acquisition of Pentax cameras for the Photographic Technology Collection.

Significant international loans include items from the Cinematography Collection to the Australian Centre for the Moving Image and 17 works by Frederick H Evans from the Photographs Collection to the J Paul Getty Museum for inclusion in the touring exhibition *A Record*

of Emotion: The Photographs of Frederick H Evans. Meanwhile daguerreotypes by A J Ellis have been enjoyed by large audiences in Paris and Madrid in *To See Italy and Die*. Work by Henry Peach Robinson and Fred Holland Day featured in the Swiss Fotomuseum's exhibition *Darkside II – Photographic Power and Violence, Disease and Death Photographed*.

The Museum has also played a successful part in securing a temporary export licence ban for the rare and important print by Roger Fenton, *Pasha and Bayadère*. We will be working with other interested parties in the hope that we can secure appropriate funding to ensure that the work stays in this country.

Wells Cathedral: *A Sea of Steps*, 1903, Frederick H Evans, RPS Collection at the National Media Museum, © Mrs Janet M Stenner, sole granddaughter of Frederick H Evans



Our Future Plans

Our major gallery developments are gathering pace. A fundraising campaign is underway for the remaining £3m of the £5m project to establish a London base for the Museum in 2012. Detailed planning will progress on the now fully funded Internet gallery, which will be the first museum gallery about the history and impact of the World Wide Web, opening between 2011 and 2012. In addition, work will continue with other partners in Bradford on the longer-term redevelopment of the area around the Museum with a view to providing additional and improved space for the Museum in the next five to ten years.

A range of other projects will be progressed in the coming year. Following the successful bid to the Cultural Olympiad fund to stage exhibitions in the run-up to London 2012, we will be working with our six partners across Yorkshire under the *I Move* theme exploring the idea of human movement in a variety of ways. With record-breaking visitors to our website, we will also be further improving our web provision with improved navigation and basic information, e-ticketing, more collections content and the development of discussion forums.

The Museum will continue to develop its collections and will play a pivotal role in the establishment of an Archive of British Animation Collections (launched at the British Academy of Film and Television Arts (BAFTA) earlier this year) which aims to protect and secure the Nation's animation heritage for the benefit of future generations. In the coming year, the Museum will also be announcing the results of its ground-breaking research into the history of early photography carried out as part of a collaborative research programme with the Getty Conservation Institute.

**the first museum
gallery about
the history and
impact of the
World Wide Web**

NMSI Corporate Activities

Reducing Our Carbon Footprint

This year NMSI confirmed its commitment to reducing carbon emissions, being one of the original co-signatories of the 10:10 campaign. This commits us to a 10% reduction in carbon emissions by the end of 2010. As well as working to reduce our own carbon emissions, we recognise that we are ideally placed to engage with the public and it is our aspiration that, through positively influencing our visitors' attitudes and behaviours, we will help to create a better future. The Science Museum's gallery *atmosphere: exploring climate science* will be a major contributor to this aspiration.

We had already made an impressive 24% reduction in carbon emissions in 2009 when compared with the previous year. In July 2009 the Science Museum was awarded a 'C' rating energy certificate whereas a typical building of its age and use would normally receive a 'D' or 'E' rating. This was made possible through a number of capital and good practice initiatives to reduce the level of consumption. For example at the Science Museum we have installed light sensors in various areas, improved insulation of the building by replacing sets of single-glazed windows with double-glazed units and increased roof insulation, and installed computerised lighting control systems. At the National Railway Museum we have installed a powerPerfactor system to reduce electricity usage and extended and improved the building management system to exert greater control over energy usage. At the National Media Museum we have also installed a powerPerfactor system and upgraded the building management system, and in addition replaced the boiler systems in Pictureville.

As well as continuing our programme of capital works we are now focusing on implementing a full staff programme which, through an interactive intranet site, will improve the communication of sustainability issues and launch an energy awareness campaign, encouraging staff to contribute to reducing our carbon emissions. We have also established a dedicated Carbon Reduction Working Group consisting of staff members from across our Museums who will implement and advise on sustainability across NMSI.

Estate Development

Ongoing capital investment in the estate continues to ensure our building assets remain fit for purpose, deliver improved visitor facilities and minimise risks. During the last year several capital projects have been delivered; examples include installation of double-glazed windows at the Science Museum, refurbishment of toilets at the National Railway Museum, resolving the problem of water pooling on the Locomotion forecourt, addressing concrete spalling on the hangers at Wroughton, and replacing boiler systems at the National Media Museum. We continue to strive for and gain further savings in the day-to-day costs for maintaining the estate. The most notable success this year was the tendering for a joint mechanical and electrical maintenance contract to serve our northern-based Museums which realised significant savings.

Organisational Efficiencies

NMSI recognises the need for continual review of costs, therefore we are undertaking a wide-ranging organisational review, with changes in ways of working being delivered in 2010–11 and new opportunities being explored. For example, we recognise the opportunities presented through joint procurement and this year have already begun working with a number of other museums to realise savings. These improved ways of working are the building blocks to a more financially flexible organisation.

Corporate and Collections Information

Collections Online, accessible via the NMSI website, has given our audiences remote access to the 220,000 object records and images held within our collections management system, MIMSY XG. A further 12,000 catalogue records have been substantially enhanced and 30,000 objects have now been audited as part of the ongoing locations audit project. The Corporate Information & Enquiries team has also responded to 1600 enquiries submitted to NMSI under the Freedom of Information Act.

**24% reduction in
carbon emissions**

Sponsors, donors and volunteers

We are enormously grateful to our sponsors, donors and volunteers, whose support has made possible a whole range of initiatives across our Museums. Below are just some of those initiatives:

Science Museum

Climate Science: We are delighted to have secured the core funding required for the *atmosphere: exploring climate science* project from a range of sources. The project now has the backing of two Principal Sponsors, Shell and Siemens, as well as the Garfield Weston Foundation, Bank of America and additional support from Defra. In addition, it will benefit from the support of New Energy Finance and the Patrons of the Science Museum. *Climate Science* will enable the Science Museum to be recognised and admired as the UK destination for clear, accurate, up-to-date information on climate science for the non-specialist.

Treasury Galleries HLF Stage 1 success: We would like to thank the HLF for supporting the development of our exciting and ambitious *Treasury Galleries* project. This project will create two new galleries in the heart of the Museum to house the treasures from our collection.

Antenna: The Science Museum's science news gallery, *Antenna*, has been reinvented with a multimedia twist thanks to the support of SITA Trust and The Royal Commission for the Exhibition of 1851. Through cutting-edge delivery, analysis and interpretation, visitors will get news from every angle – from headline-grabbing gadgets to hot topics and full-on feature stories.

Who am I?: We have been successful in securing our target of £4 million for the upgrade of our *Who am I?* gallery. This contemporary science gallery deals with issues of brain science, genetics and biomedicine. We are grateful to the Wellcome Trust, GlaxoSmithKline and the Life Technologies Foundation for their generous support of this gallery.

Learning and Outreach: Thanks to the support of BP, Shell and UBS, our Learning Team has designed and created resources for teachers to use in the classroom as well as delivering a dedicated programme of science education support for teachers called *Talk Science*.

National Railway Museum

Flying Scotsman: We would like to thank all those who have supported our public appeal launched in early 2009 to restore the *Flying Scotsman* – testimony to the high regard in which this locomotive is held.

Brief Encounters: Arts Council England made possible our *Brief Encounters* installation – an interactive light display exploring the standardisation of time brought about by the coming of the railways and the chance meetings that travel makes possible.

Once Upon a Tide: We are grateful for the substantial funding from the Abellio Foundation and Stena Line which made possible the exhibition *Once Upon a Tide – North Sea Ferry Tales*.

Duchess of Hamilton: In late 2009, we saw the triumphant return of the *Duchess of Hamilton* locomotive to the National Railway Museum made possible through the generous support of *Steam Railway* magazine and the Friends of the NRM's 229 club, enabling its restoration to its Art Deco streamlined glory.

Redevelopment of the Great Hall: Fundraising continues for the £20m needed for the Great Hall Redevelopment project. We are grateful for the support provided to date by Yorkshire Forward and the HLF.

Locomotion: 50% of the running costs of Locomotion are met by Durham County Council. In addition, this year, a generous donation from the Esmée Fairbairn Foundation funded a Workshop Training and Development Manager post at Locomotion. This enabled the Museum to operate its conservation workshop, oversee the work of two apprentices and provide training space and vocational qualifications for pupils from local schools.

National Media Museum

Bradford International Film Festival: We are grateful to Northern Rail, our media partner for the Bradford International Film Festival and the many other supporters of our Film Festival programme.

Media Wall and Box Office: The Museum's Media Wall and Box Office are now complete thanks to support from one of our valued Business Partners, Universal Live and sponsorship from Panasonic in the form of the Media Wall screens.

Internet Gallery: Thanks to the generous support of Yorkshire Forward and the DCMS Wolfson Fund we have now secured all the funds necessary to start work on our Internet gallery, which will include the showcasing of new business initiatives.



Patrons, Legacy Support and Membership

The Science Museum's Patrons Programme continues to grow and provide much needed income which supports the Museum's gallery and exhibition programmes, learning programmes and collections. Patronage plays a vital role in enabling the Museum to reach diverse audiences from all over the world, ensuring that all of our visitors, young and old, leave understanding more about the science that shapes their lives. Legacy support for the National Railway Museum and Science Museum continues to increase, through both gifts and pledges. We are exceptionally grateful to all those who have chosen to support our Museums in this very personal way. January 2010 saw the launch of *Membership@National Media Museum* and we are grateful for the enthusiasm with which this has been received. The Science Museum membership scheme continues to grow and offer our members some great deals and opportunities.

Volunteers

Volunteer programmes across NMSI offer people the chance to gain a range of skills and experiences, and are an important and increasingly valued resource, enhancing delivery across our Museums.

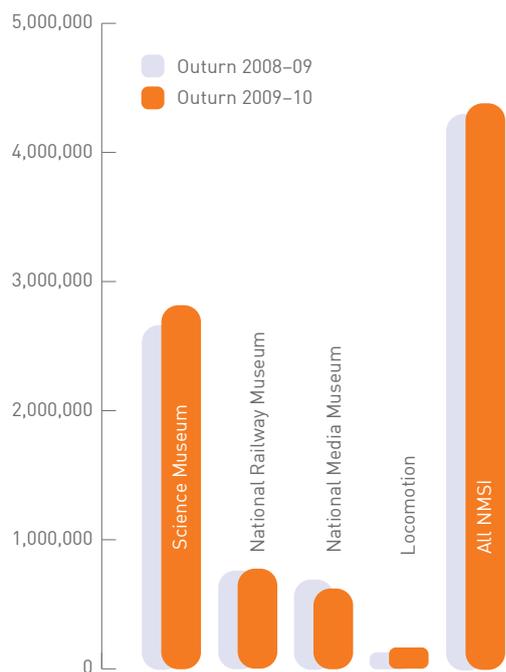
Over the past year the Science Museum has been steadily expanding its volunteer offering both in numbers (having more than doubled with 190 active volunteers giving 9000 hours) and in diversity of roles. This expansion has particularly focused on enhancing the visitor experience through the support of front of house teams.

At the National Railway Museum in York, the volunteer programme continues to thrive with 260 active volunteers giving 20,000 hours of their time and more young people than ever now getting involved right across the Museum. Volunteers have received national recognition for their achievements in the field of learning, winning the Yorkshire Marsh Award for Learning.

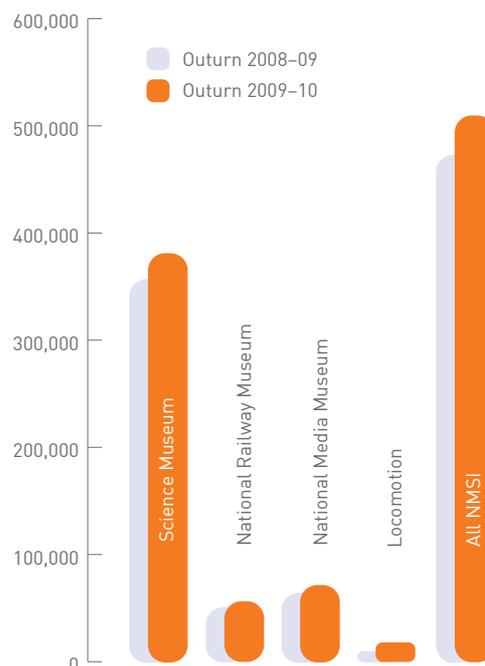
At Locomotion, 33 active volunteers have given 6,600 hours, including working in the conservation workshop and helping operate the steam train service. The Museum has also benefitted from the support of volunteers from locomotive preservation groups and other like organisations who have given 1,800 hours of their time.

At the National Media Museum 44 volunteers have given 1853 hours of their time. Examples include student volunteers from the Universities of Leeds and Bradford who have supported the Bradford International Film Festival programme and the Bradford Animation Festival.

Total number of visits to the Museum



Visits by all visitors in educational groups



Performance

Information is sourced through both internal records and periodic independent external surveys.

Performance against NMSI key performance indicators

Total number of visits to the Museum (including corporate hire)	Science Museum (SM)	National Railway Museum (NRM)	National Media Museum (MNeM)	Locomotion	Science Museum at Wroughton*	ALL NMSI
Outturn 2008-09	2,667,807	773,157	700,964	138,653	18,304	4,298,885
Outturn 2009-10	2,805,091	771,464	615,550	160,326	19,000	4,371,431

*Science Museum at Wroughton is the Science Museum's collections store and is not promoted as a visitor attraction

Visits by all visitors in educational groups	SM	NRM	MNeM	Locomotion	Science Museum at Wroughton*	ALL NMSI
Outturn 2008-09	357,915	46,318	59,448	13,881	N/A	477,562
Outturn 2009-10	379,227	51,045	61,918	24,737	N/A	516,927

Performance against DCMS indicators

Number of visits to the Museum (excluding corporate hire)	SM	NRM	MNeM	Locomotion	Science Museum at Wroughton*	ALL NMSI
Outturn 2008-09	2,625,523	747,228	694,699	138,653	755	4,206,858
Outturn 2009-10	2,776,373	749,046	609,674	158,575	14,590	4,308,258

*Visitor profile data is not reported for the collection store, Science Museum at Wroughton.

	SM	NRM	MNeM	Locomotion	All NMSI
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Number of visits by children under 16

Outturn 2008–09	952,249	205,941	188,590	41,730	1,388,510
Outturn 2009–10	994,560	203,913	174,181	51,809	1,424,463

Number of visits by UK adult visitors aged 16 and over from NS-SEC groups 5–8

Outturn 2008–09	217,526	128,556	88,367	44,187	478,636
Outturn 2009–10	230,210	128,106	86,228	46,123	490,667

Number of visits by UK adult visitors aged 16 and over from an ethnic minority background

Outturn 2008–09	174,020	5,142	58,911	1,880	239,953
Outturn 2009–10	109,047	5,124	43,114	1,025	158,310

Number of visits by UK adult visitors aged 16 and over who consider themselves to have a limiting long-term illness, disability or infirmity

Outturn 2008–09	21,753	56,564	24,546	9,402	112,265
Outturn 2009–10	12,116*	66,615	12,934*	10,250	101,915

*Note only small percentage change, however changes to figures magnified as percentages less than 5%.

Number of overseas visitors

Outturn 2008–09	918,933	37,361	20,841	4,160	981,295
Outturn 2009–10	888,439	44,943	6,097	6,343	945,822

Number of visitors over 60

Outturn 2008–09	83,664	129,909	101,222	29,077	343,872
Outturn 2009–10	124,727	119,929	100,163	30,962	375,781

Percentage of visitors who would recommend a visit

Outturn 2008–09	98%	99%	98%	96%	98%
Outturn 2009–10	98%	99%	99%	94%	98%

Number of facilitated and self-directed visits to the museum/gallery by children under 16 in formal education

Outturn 2008–09	228,351	34,211	32,051	5,389	300,002
Outturn 2009–10	238,860	39,694	31,235	6,304	316,093

UP
16%

UP
314%

Number of instances of children under 16 participating in on-site organised activities

Outturn 2008–09	351,025	130,523	51,407	7,867	540,822
Outturn 2009–10	352,640	145,678	58,130	32,612	589,060

Number of instances of children under 16 participating in outreach activities outside the museum/gallery

Outturn 2008–09	85,465	7,111	2,553	2,269	97,398
Outturn 2009–10	97,521	2,310*	1,673	1,243*	102,747

*Reduction is a result of a strategic decision to focus on on-site as opposed to outreach offer.

	SM	NRM	MNeM	Locomotion	ALL NMSI
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Number of instances of adults aged 16 and over participating in organised activities at the museum/gallery

Outturn 2008-09	102,041	224,821	35,614	8,547	371,023
Outturn 2009-10	159,366	251,541	37,598	18,433	466,938

UP
56%

UP
91%

Number of instances of adults aged 16 and over participating in outreach activities outside the museum/gallery

Outturn 2008-09	8,733	285	861	359	10,238
Outturn 2009-10	13,956	253*	1,646	385	16,240

*Figures exclude ca 50,000 members of the public experiencing the operation of NRM locomotives across the UK.

Number of unique website visits

Outturn 2008-09	9,986,345	1,053,767	1,832,441	41,737	15,572,944**
Outturn 2009-10	10,712,911	905,618	1,906,533	N/A*	15,408,545

In line with DCMS requirements robots have been excluded from figures wherever possible, however it has not been possible to exclude robots from two sites.

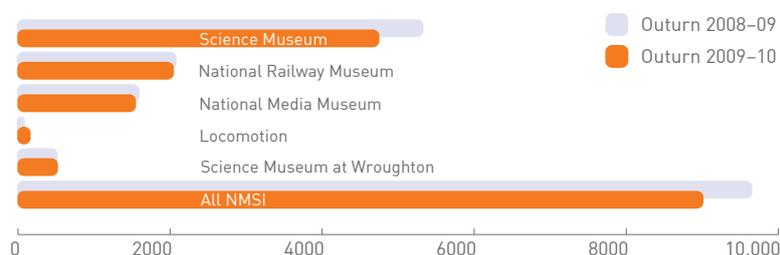
*Locomotion's website has been subsumed into the National Railway Museum's website. ** Figure additionally includes pan-NMSI websites.

Number of UK loan venues

Outturn 2008-09	89	68	15	N/A	172
Outturn 2009-10	93	57	12	N/A	162

NMSI-wide	Outturn 2008-09	Target 2009-10	Outturn 09-10
Value-for-money savings	£1,344k	£2,082k	£2,174k
Admissions	£253k	N/A	£802k
Trading income	£2,285k	N/A	£3,323k
Fundraising	£3,128k	N/A	£8,720k

Gross Emissions (tCO₂)



Gross Emissions (tCO ₂)*	SM	NRM	MNeM	Locomotion	Science Museum at Wroughton	NMSI
Outturn 2008-09	5,335	2,084	1,598	116	528	9,662
Outturn 2009-10	4,744	2,046	1,543	158	514	9,005

Numbers have been rounded independently, so columns may not equal totals.

*Based on fuel and electricity consumption

Sickness absence

The average number of days lost for sickness for each full-time equivalent employee was 5.9 days. (2008-09 6.7 days).

STRUCTURE, GOVERNANCE AND MANAGEMENT



About NMSI

NMSI now

The National Museum of Science & Industry (NMSI) is devoted to the history and contemporary practice of science, medicine, technology, industry and media. Its collections, in the fields of science, technology, engineering, medicine, design and enterprise, transport and media, are the largest, most comprehensive and most significant in their field anywhere in the world. NMSI incorporates the Science Museum, the Science Museum Library and the Wellcome collections of the history of medicine at South Kensington; the National Railway Museum at York; the National Media Museum at Bradford; Locomotion: the National Railway Museum at Shildon; and Concorde 002 with its associated exhibition at Yeovilton. Collection stores are located in Wroughton, Swindon; Blythe House in West Kensington; Foundry Lane in York and Black Dyke Mills in Bradford.

Aims and Objectives

As defined in the 1983 National Heritage Act, NMSI's charitable objectives are to:

- a) Care for, preserve and add to the objects in its collections
- b) Secure that the objects are exhibited to the public
- c) Secure that the objects are available to persons seeking to inspect them in connection with study or research, and
- d) Generally promote the public's enjoyment and understanding of science and technology and of the development of those subjects, both by means of the Board's collections and by such other means as they consider appropriate

Taking due regard of the Charity Commission's general guidance on public benefit, the trustees of NMSI have agreed that the mission of NMSI is to inspire, engage and motivate the widest audience about the development of the modern world and its relevance to the present and future, through the best use of its collections. In doing so, we aim to provide the widest possible audience with a life-enhancing experience. This informs all decision-making, future planning and the setting of strategic objectives.

Through the delivery of our mission, NMSI's vision is to be the most admired museum in the world and thus be a source of pride to the public, our sponsors and our staff.

In order to achieve this vision, NMSI's strategic objectives are to:

1. Focus on a large and diverse audience through our brands
2. Engage and inspire through the highest-quality informal learning opportunities
3. Develop and promote access to an excellent customer experience for all
4. Develop and reward great people who perform
5. Embed effective management processes
6. Maximise financial resilience and organisational efficiencies

These objectives underpinned all of NMSI's work and the specific objectives and activities implemented at each of our Museums over the course of 2009–10 and in future planning.

History

The Science Museum has its origins in the South Kensington Museum set up soon after the Great Exhibition of 1851. The National Railway Museum, which opened in 1975, was established as a result of the transfer of the British Transport Commission's railway collection to the Board of Trustees of the Science Museum. The National Media Museum was established in 1983 with the support of Bradford City Council as part of the council's economic redevelopment. The Science Museum collection store at Wroughton, a former Second World War airfield, was made available to the Museum by the Ministry of Defence in 1979. Locomotion: the National Railway Museum at Shildon was opened in 2004 in partnership with Sedgfield Borough Council.

Legal status

NMSI was managed directly by Government until 1984, when the Board of Trustees of the Science Museum was established under the National Heritage Act 1983. Thereafter, the Museum ceased to operate as part of a Government department. NMSI now has the status of a non-departmental public body, operating within the public sector but at arm's length from its sponsor department, the Department for Culture, Media and Sport (DCMS). These accounts fulfil the requirements of the 1983 Act and the Museums and Galleries Act 1992. NMSI is an exempt charity under the Second Schedule of the Charities Act 1993 with DCMS acting as its principal regulator for charity law purposes and is recognised as charitable by HM Revenue & Customs. NMSI has a wholly owned subsidiary trading company, NMSI Enterprises Ltd (company registration no: 2196149), set up in 1988. This operates at all three Museums and gift aids taxable profits to NMSI. Bradford Film Ltd is a company limited by guarantee whose sole member is NMSI Enterprises Ltd.

Framework for operation

DCMS agreed a Management Statement and Financial Memorandum with the Museum in 2002–03; continuing receipt of the Grant is dependent upon the Museum's compliance. This sets out DCMS policy and financial requirements which include the relevant provisions of Managing Public Money and such other guidance as the Treasury, Cabinet Office or DCMS have issued. It also describes the delegated powers and limits. A Funding Agreement between DCMS and NMSI defines the commitments by each party every three years and can be seen on the NMSI website.

The organisational structure

Management of NMSI

The Board of Trustees of the Science Museum is responsible for the whole of NMSI. The trustees, who may number between 12 and 20, are appointed by and responsible to the Prime Minister through DCMS. The Director of NMSI, as Chief Executive Officer, is responsible to the Board of Trustees and, as Accounting Officer, is accountable to the DCMS for compliance with the Management Statement and Financial Memorandum. Within the framework of their statutory duties as stated under the National Heritage Act 1983, the role of the trustees is to establish NMSI's policy, review performance and endorse appointments to key management positions. Their primary activity is to assist the Chairman in meeting the Board's overall responsibilities, in accordance with the policies of the Secretary of State, and in compliance with charity law. Trustees offer guidance and expertise to the Chairman on NMSI's strategy and its practical implementation.

Trustee subcommittees reflect the individual Museums and cross-NMSI activity. Details of these subcommittees can be found on pages 35–36.

Each of the three museum 'brands' within NMSI is headed by a Director who is directly responsible for collections, the Museum's cultural programme and for co-ordinating the overall delivery of the Museum's goals.

The NMSI Executive is accountable to the Director of NMSI, and is formed by the group of senior managers reporting to the Director within NMSI, together with the Director. It is responsible for resource allocation, leading strategic management, developing the cultural content and programmes and sustaining NMSI values. In 2009–10, the Executive comprised the NMSI Director, the Director of each Museum, the Managing Director of NMSI Enterprises Ltd, the Directors of Corporate Services, Human Resources, Finance, Development, Learning and Change Management.

Staff engagement

NMSI has created several ways of facilitating effective communications with staff. Regular staff briefings from the NMSI Director, the Directors of Museums and other senior staff on strategic and topical issues are supplemented by NMSI-wide and Museum-specific announcements and news on the NMSI intranet and by e-mail.

There are a number of forums where NMSI engages with staff representatives and officials from the Trade Unions on matters of mutual interest and concern. These forums are used for the usual business of negotiating pay and benefits, but also for the development of policies and health and safety matters.

NMSI operates a performance development process that enables personal objectives to be articulated and fully aligned to the wider business goals. The process looks at how results are achieved as well as the results themselves, enables individual feedback and development and provides for an element of pay to be directly linked to the assessed individual performance level.

The staff opinion survey remains a primary tool to enable tracking and responding to staff views across a range of issues. The survey is available in online and paper formats. The results are discussed with staff and actions agreed at both central and local level.

In response to the previous staff survey results we continue to invest in leadership development at senior levels and in career and personal development for all staff. The first Accelerated Development Programme was completed this year for high-potential employees who are performing well. Staff at the Science Museum also participated in the pilot *Learning at Work* week, learning new skills and getting to know staff from across the organisation. Customer Service training has been a major focus of activity, with all front of house staff now trained and good progress made in

training of back of house staff. Job-related training for all managers and staff continues to be a priority with induction, management development, health and safety, skills and IT training programmes running throughout the year.

Equality and diversity

It is NMSI policy that all eligible people shall have equal opportunity for employment and advancement in NMSI on the basis of their ability, qualifications and fitness for the work. There must be no discrimination based on gender, race, religion, age, physical disability or sexual orientation against any eligible person whether in recruitment, training, promotion or in any other way.

To support work in this area, NMSI has a Diversity Panel made up of a cross section of staff members who have an interest in diversity. The panel is involved in a range of measures to promote diversity, including attracting diverse applicants to the Museum, ensuring Museum policies support diversity, drawing on expertise outside the Museum and encouraging a staff culture which respects and values diversity. A particular success has been NMSI's continued participation in the Young Graduates in Museums and Galleries Programme which engages with young adults from diverse backgrounds, enabling them to explore what a career in museums and galleries has to offer.

We have continued our work with the Shaw Trust and Access to Work and a range of specialist advisers to make reasonable adjustments to the workplace for staff and potential recruits with disabilities.

NMSI has disability and gender equality schemes in place together with their associated action plans.

Relationship between charity and related parties

NMSI is an executive non-departmental public body whose parent body is DCMS. DCMS is regarded as a related party. Details of related party transactions are contained in note 21 to the accounts.

FINANCIAL REVIEW



Financial review

Review of financial position

Visitors

Visitor Numbers – Visitor numbers across NMSI totalled almost 4.4 million, 2% up against 2008–09. The Science Museum attracted over 2.8 million visitors in 2009–10. This was 5% up against 2008–09 and 14% up against the previous five years' average. This increase can be attributed to a strong, well-promoted programme of exhibitions – notably *Wallace and Gromit Present a World of Cracking Ideas* and *1001 Inventions* – and events strands such as *Antenna* and the Science Museum Centenary celebrations, and our Learning programmes. Together, these countered the potentially negative impacts of gallery closures for redevelopment projects and Exhibition Road improvement works. The National Media Museum welcomed 615,000 visitors, 12% down on 2008–09. The main reduction occurred in the summer when the film offer was not as strong as the previous year. The National Railway Museum achieved the same number of visitors as 2008–09, attracting over 770,000 people, helped by the successful return of *The Railway Children* production. Locomotion had a very successful year with visitor numbers over 160,000, up 16% against 2008–09, due to the growth and broader appeal of the cultural programme with over 43% of visitors coming to the museum on event days.

Income and expenditure

Income for the year was £65.5m (2008–09, £58.4m), including Grant in Aid of £40.6m, commercial income of £13.6m and grants, donation, sponsorship and lottery income of £8.7m. Income was £7.1m higher than 2008–09, the increase being primarily due to higher receipts of grants, donations and sponsorship of £5.6m in 2009–10 as new funded activity started, together with increases in Grant in Aid income of £1.4m and commercial income of £0.7m.

Income increased from sponsorship to £3.8m, and grants, legacies and donations to £4.8m. Both mainly arose from support for the *Who Am I?* gallery, £1m, *atmosphere: exploring climate science* gallery, the Great Hall redevelopment, *Brought to Life* gallery, the *Flying Scotsman*, *Talk Science*, *Science Kits* and *Creative Canal* partnership together with funding for a variety of short-term exhibitions and programmes and unrestricted donations.

Rental income at £0.6m maintained the income in the previous year, using space made available by more effective use of office space within the buildings and continued letting of short-term storage space at the Wroughton site. Other income related to learning events, service charges to tenants, services to visitors and contributions from Durham County Council towards the costs at Locomotion.

Commercial activities included both visitor and non-visitor commercial activities at all the Museums and online together with the provision of visitors' services and marketing to the Museums. Commercial profit increased in 09–10 mainly as a result of improved retail and catering activity.

Operational costs were £69m, (2008–2009 £69.6m). There was continued focus on releasing funds wherever possible to support front-line activity and improving the visitor experience. Restricted income relates to the funding of depreciation for previous capital developments together with supporting a range of programmes and temporary exhibitions, especially in the learning areas, both on and off site.

Balance Sheet

Fixed Assets fell in value by £8.3m moving from £277.2m at 31 March 2009 to £268.9m at 31 March 2010. The impact of a £12m depreciation charge outweighed additions to fixed assets of £3.2m and additions to heritage assets of £0.6m.

Additions of £3.2m to the Fixed Assets in 2009–10 included expenditure on the *Who Am I?* gallery and *Ingenious* galleries at the Science Museum, IT and telephony works and estates activities including the remaining work to the Infill Block Cooling system. The entrance area at the National Media Museum was significantly improved.

Stock levels rose to £668k from £613k reflecting a rise in retail activity and the stock held by the online fulfilment service.

Debtors remained almost static at £3.8m compared to £3.7m at the end of 2008–09.

Creditors and deferred income similarly increased minimally from £7.4m to £7.6m, the increase being mainly a result of major project activity underway giving rise to increased trade creditors.

Cash and investment balances increased by £4.5m, partly as a result of funds being received from funders ahead of project delivery (scheduled for completion in

2010–11) and partly through allocation of funds for projects being completed after 2009–10.

Restricted funds

The Sponsorship, Grants and Donations reserve rose to £3.2m from £1.8m at 31 March 2009 as the *atmosphere: exploring climate science* gallery, Collections storage, *Flying Scotsman*, *Launchpad* Outreach and *Brought to Life* projects have been funded in advance of delivery in 2010–11.

Designated funds

The Museum Improvement Reserve rose from £8.9m to £11.2m as funds had been allocated to *atmosphere: exploring climate science* gallery, *Flying Scotsman* renewal, NRM Great Hall redevelopment and Art gallery, Watt's workshop installation at the Science Museum and the ticketing system completion.

Risk management

The Corporate Risk Group, comprising members representing all sites and functions, monitored the major risks and focused on measures in place to manage them during the year, reporting to the Audit Committee and the Board of Trustees. Risk assessment and management formed an integral part of business planning and project management, and the use of department level risk registers was extended.

During the year, two of NMSI's strategic risks identified were the potential reduction in grant in aid as a result of the Government's need to reduce spending, and the probable difficulty in obtaining capital funding as donors seek to curb their expenditure in more straitened times. The impact of the risks is much slower renewal of galleries and a risk to the quality of some storage facilities with potential impact on collections care standards together with a reduction in learning and temporary programmes at the Museums. Other significant risks included issues arising from health and safety, an external event such as terrorism or flu pandemic, the Museum's creative offer failing to remain attractive to visitors and building services failures.

Financial policies

Creditor policy

The Museum creditor policy operates a 30 days payment policy where no payment terms have been specifically agreed. Using a sampling method, 76.67% of payments were made within this policy for 2009–10, (2008–09, 67.33% including possible disputed invoices).

Investment policy

The trustees are empowered to invest by the Trustees Act 2000. Taking into account both best return, short-term availability and security, NMSI makes the optimal use of cash investment opportunities by ensuring that all funds identified as surplus to working capital are reviewed daily and invested on short to medium term facilities to maintain their value over time. Until longer-term surplus cash can be identified, investment of a more permanent nature is not planned; the position is reviewed on a periodic basis. Social, environmental and ethical considerations would be taken into account. The policy was reviewed by the Finance and General Purposes and Audit Committees in September 2007.

Reserves policy

The trustees review the reserves policy each year as part of the budget process in determining the levels of the reserve allocations. In addition to designated reserves where funds have already been allocated to particular purposes ranging from capital renewal to revenue-funded programmes, funds have also been allocated to a Contingency Fund to provide a reserve for use when significant unforeseen costs arise. The Trustee Finance and General Purposes Committee has reviewed the risks and determined that the fund should be increased progressively to at least £2.3m depending on the recent calls on the fund and the size of the current capital programme. The level of the fund is reassessed annually as part of the budget activity and also when any major change in the level of activity is planned.

The Contingency Fund stood at £2.2m at 31 March 2010 and it may be necessary to increase it to match the added risks arising from the forward capital programme. Unrestricted general funds usually arise from the previous year's surplus and are allocated for expenditure or to a designated reserve in the following year. See note 18 in the notes to the accounts.

Information security

Summary of protected personal data related incidents formally reported to the Information Commissioners Office in 2009-10

Statement on information risk	The wide range of information risks was managed through relevant policies and procedures with specific review of exposure through contractors.			
Date of incident	Nature of incident	Nature of data involved	Number of people potentially affected	Notification steps
September 2009	Loss of payslips in transit from contractor to NMSI site	Pay information	80	Individuals notified by post
Further action on information risk	NMSI will continue to monitor and assess its information risks in order to identify and address any weaknesses and ensure continuous improvement of its systems.			

During the year there were no centrally recorded protected personal data related incidents not reported to the Information Commissioner's Office.

Immunity from seizure

The NMSI has been granted approved status under Part 6, Section 136 of the Tribunals, Courts and Enforcement Act 2007. This took effect from 9 November 2009, and was granted by the Secretary of State for Culture, Media and Sport. Part 6 of the Act confers protection on objects loaned from abroad for temporary public exhibitions, provided the conditions set out in the Act are met.

In order to gain approved status NMSI had to demonstrate, by providing the necessary evidence within their application, its

policy of undertaking due diligence, or provenance, checks for all new and existing loans. The panel of experts undertaken to oversee the process were impressed with the overall quality of the application. Feedback from the panel enabled NMSI to further refine its processes, and guidelines for staff. The emphasis on training will continue, fully enabling all staff that source objects for loan to be fully familiar with the process.

To date, NMSI exhibitions have not included any protected items.

Sponsors and donors

Science Museum

The Albert R Broccoli and Dana Broccoli Foundation
 Arts Council England
 Bollinger
 BP International Ltd
 Department for Children, Families and Schools (DCFS)
 Department for Environment, Food and Rural Affairs (Defra)
 The Edith Murphy Foundation
 Forestry Commission
 The Garfield Weston Foundation
 GlaxoSmithKline
 The H and G de Freitas Charitable Trust
 Inspired Neighbourhoods
 Intel (UK) Ltd
 Johnson Matthey plc
 Join In
 The Leverhulme Trust
 Life Technologies Foundation
 London Consortium
 L'Oréal UK and Ireland
 Mrs Margret Guido's Charitable Trust
 The Mercers' Company
 Michael and Jane Wilson
 National Heritage Memorial Fund
 Natural Environment Research Council (NERC)
 Nature
 Nintendo UK
 npower Renewables Limited
 Queen Mary University London
 Research Councils UK
 The Royal Commission for the Exhibition of 1851
 Shell International
 SITA Trust
 The journal *Science* and AAAS, the non-profit science society
 Science and Technology Facilities Council (STFC)
 South West Regional Development Agency
 The Steel Charitable Trust
 Swindon Borough Council
 UK Friends of the Science Museum
 V-Cars
 Veolia Environmental Services plc
 Vitabiotics
 Wellcome Trust

Plus Members of the Science Museum
 Centenary Appeal Donors
 Miscellaneous company donations
 Legacy donations and pledges
 Donations from individuals via donation boxes and other miscellaneous giving
 All those who wish to remain anonymous

National Railway Museum

Abellio Foundation
 Andrew Lawes Memorial Fund
 Arts and Humanities Research Council (AHRC)
 Arts Council England
 Corus
 DeltaRail Group Ltd
 Department of Transport
 Durham County Council
 Esmée Fairbairn Foundation
 Eurostar
 Friends of the National Railway Museum
 Heritage Lottery Fund

HJ Steel & C&P Robertson
 Milburns
 Moveright International
 National Express
 North East Counties Fuchsia Group
 NedRailways
 Network Rail
 Northumbrian Water
 Renaissance North East
 SASDA
 Stately Trains
 Stena Line
 Unipart Rail
 Rosemary Wheeler
 Yorkshire Forward

People who provided legacy donations and pledges
 The Readers of *Steam Railway*
 Friends of the National Railway Museum's 229 Club
 Restoring Deltic 55002 Supporters
 Many donors, both company and individuals, to *Steam Our Scotsman*
 Miscellaneous company donations
 Donations from individuals via donation boxes and other miscellaneous giving
 All those who wish to remain anonymous

National Media Museum

Aesthetica Magazine
 Bradford College
 Bradford Metropolitan District Council
 Brickbox Digital Media
 Cineman
 Daimler AG
 Department for Children, Families and Schools (DCFS)
 Engage
 Europa Cinemas
 Hallmark Cards
 Heritage Lottery Fund
Imagine Magazine (Wildfire Comms)
 Inspired Neighbourhoods
 International Primary Curriculum
 James Hyman – James Hyman Gallery
 JCT600
 Laserline
 Media Trust
 Media World Logistics
 Midland Hotel
 Michael and Jane Wilson
 Museums, Libraries and Archives Council
 Northern Rail
 Pace
 Pierre Brahm – BRAHM and Henry & James Property Group
 Red Squirrel
 Royal Photographic Society
 Screen Yorkshire
 Simon Crocker – The John Kobal Foundation
 Sotheby's Institute of Art
 Tom March
 UK Friends of the Science Museum
 Wolfram Hannemann
 Yorkshire Water

Members @ National Media Museum
 Miscellaneous company donations
 Donations from individuals via donation boxes and other miscellaneous giving
 All those who wish to remain anonymous

List of corporate partners

Science Museum

Patron

BP International
Forensic Science Service

Fellow

Bloomberg LP
GlaxoSmithKline
National Savings & Investments
UK Trade & Investment

Benefactor

Goldman Sachs
Siemens

Member

Akzo Nobel
Arup Group Ltd
CMS Cameron McKenna
Cobham plc
EADS
Farrer & Co
Smiths Group plc
Tranter Lowe

National Railway Museum

Patron

Central Japan Railway Company
DB Schenker
Eurostar
Network Rail
Porterbrook Leasing Company
Unipart Rail
West Coast Railways
West Japan Railway Company

Benefactor

Bachmann Europe Plc
Corus
Hornby
Linde Castle
Northern Rail
Wabtec Rail Ltd
William Cook Cast Products

Member

Abellio (formerly Ned Railways)
Delta Rail Group Limited
First TransPennine Express
Stena Line

Associate

Dulay Seymour Creative Communications
Heidenhain (GB) Ltd
Jarvis Rail
Milburns
Railfilms
Saville Audio Visual
Shepherd Group
Stately Trains

National Media Museum

Business Partner

Bradford College
Bradford University
Dulay Seymour Creative Communications
Gordon's Solicitors
Hallmark
Kodak
Last Cawthra Feather
Midland Hotel
Pace Plc
Red Squirrel Media
Rex Procter & Partners
Spellman Walker
The Grimsby Institute
Universal AV Services Ltd

List of patrons

Newton Circle

Howard and Veronika Covington
Michael and Jane Wilson
Winton Capital Management

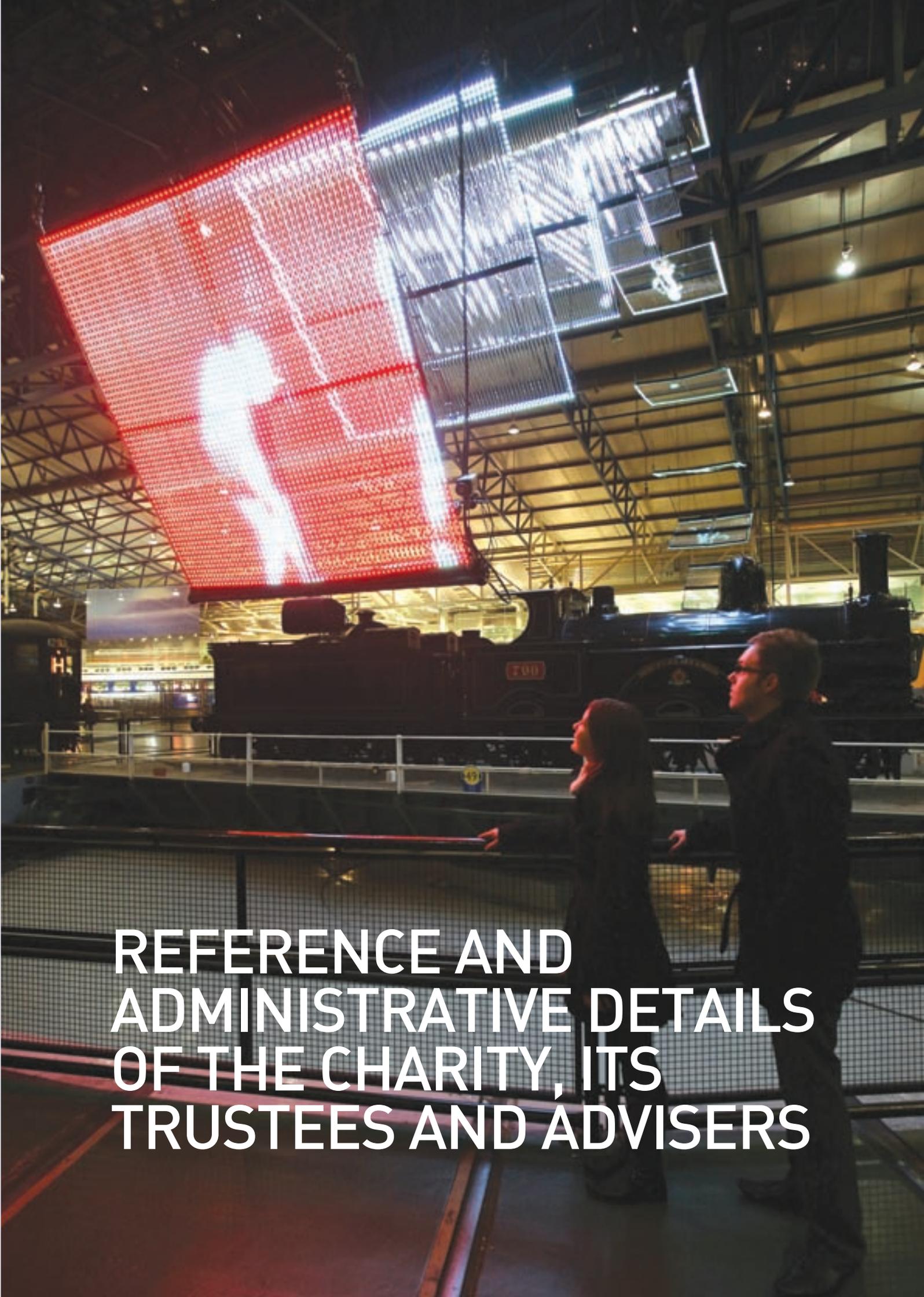
Einstein Circle

Beaumont Partners
Dr Douglas Gurr
Sir Mark Lennox-Boyd
Mr and Mrs George Loudon

Brunel Circle

Lord and Lady Aldington
Iain Bratchie
Dr Ann Coxon
Leopold de Rothschild
Alan Moore
Mercedes and Michael Hoffman
Molly Jackson
Cynthia E Rallis
Robert & Melanie Stoutzker
Mr Chris Swinson
Lord and Lady Waldegrave of North Hill
Gregg Wilson

We would like to thank all of our Patrons, and all those who wish to remain anonymous, for their generous support.



**REFERENCE AND
ADMINISTRATIVE DETAILS
OF THE CHARITY, ITS
TRUSTEES AND ADVISERS**

Reference and administrative details of the charity, its trustees and advisers

The name of the charity

The National Heritage Act 1983 created the charity, the Board of Trustees of the Science Museum, generally known by the name of the National Museum of Science & Industry (NMSI).

It comprises:

- Science Museum (SM)
- National Railway Museum (NRM)
- National Railway Museum at Shildon, Locomotion
- National Media Museum (NMeM)

The address of the principal office of the charity and its charitable company

Museum addresses

Science Museum
Exhibition Road
London SW7 2DD

National Railway Museum
Leeman Road
York YO26 4XJ

Science Museum at Wroughton
Hackpen Lane
Wroughton
Wiltshire SN4 9NS

National Media Museum
Pictureville
Bradford BD1 1NQ

Blythe House
23 Blythe Road
London W14 0QF

National Railway Museum at Shildon, Locomotion
Shildon
County Durham DL4 1PQ

Company information

NMSI Enterprises Ltd

Directors

Mr Howard Covington (Chair)
Dr Douglas Gurr
Mr James Bilefield
Ms Molly Jackson (30 April – 21 September 2009)
Mr Jonathan Newby (from 2 February 2010)
Mr Nigel Pocklington
Mr Andrew Scott CBE (from 2 February 2010)
Mr Richard Steele (resigned 28 April 2009)
Mr Chris Weller

Secretary

Ms Anne Caine

Registered office

Exhibition Road
South Kensington
London
SW7 2DD

Registered number – 2196149

Bradford Film Ltd

(a company limited by guarantee)

Directors

Mr Michael G Wilson OBE (Chair)
Ms Molly Jackson (until 21 September 2009)
Mr Colin Philpott

Secretary

Ms Anne Caine

Registered office

Exhibition Road
South Kensington
London
SW7 2DD

Registered number – 3309258

The Board of Trustees of NMSI

Numbers in brackets refer to membership of subcommittees, as listed below.

	Terms (1 or 2)	Date of current appointment	Expiry of appointment
Chairman			
The Rt Hon, Lord Waldegrave of North Hill (3)	2	01.07.06	30.06.10
Dr Douglas Gurr [2] [5] [6] [8]	1	01.07.10	30.06.14
Members			
Lady Chisholm (3) [8]	1	14.01.07	13.01.11
Sir Ron U Cooke (3) [4]	2	06.06.06	05.06.10
Mr Howard Covington (2) [6]	1	07.04.08	06.04.12
Lord Faulkner of Worcester (4) resigned 11 June 2009	1	14.01.07	13.01.11
Dr Douglas Gurr (2) [5] [6] [8]	2	06.06.07	30.06.10
Professor Averil Macdonald (7)	1	07.04.08	06.04.12
Sir Howard Newby CBE (4) [10]	1	14.01.07	13.01.11
Lord Rees of Ludlow (7)	2	06.06.07	05.06.11
Dr Gill Samuels CBE (7)	1	07.04.08	06.04.12
Professor Simon J Schaffer (7)	1	14.01.07	13.01.11
Dr Maggie Semple OBE (2) [7] [9]	2	10.10.07	09.10.11
Dr Tony Sewell (1) [7]	1	14.01.07	13.01.11
Professor Roderick A Smith (4)	2	23.04.06	22.04.10
Ms Janet Street-Porter (7)	1	07.04.08	06.04.12
Mr Christopher Swinson OBE (1) [3] [4] [10]	1	07.04.08	06.04.12
Sir William Wells (1) [10]	2	06.06.07	05.06.11
Mr Michael G Wilson OBE (5) [8]	2	13.02.08	12.02.12

Trustee subcommittees and subsidiary company boards

- (1) Audit Committee (Chair – Sir William Wells)
- (2) Finance and General Purposes Committee (Chair – Dr Douglas Gurr)
- (3) Remuneration Committee (Chair – Mr Christopher Swinson OBE)
- (4) National Railway Museum Advisory Board (Chair – Sir Howard Newby CBE)
- (5) National Media Museum Trustee Subcommittee (Chair – Mr Michael G Wilson OBE)
- (6) Board of Directors of NMSI Enterprises Ltd (Chair – Mr Howard Covington)
- (7) Science Museum Advisory Committee (Chair – Dr Maggie Semple OBE)
- (8) NMSI Development Trustee Subcommittee (Chair – Mr Michael G Wilson OBE)
- (9) Wellcome Wolfson Building Trustee Subcommittee (Chair – Dr Maggie Semple OBE)
- (10) NMSI York Central Trustee Subcommittee (Chair – Sir William Wells)

Full membership of trustee subcommittees with non-trustee members

National Media Museum Trustee Subcommittee

Chairman

Mr Michael G Wilson OBE (Trustee)

Members

Mr Simon Beaufoy (from 1 May 2009)

Mr Pierre Brahm (from 1 May 2009)

Professor Mark Cleary

Mr Philippe Garner

Dr Douglas Gurr (Trustee)

Mr Matt Locke

Ms Zahida Manzoor CBE

Mr Peter McCormick OBE

Mr Roger Mosey

Mr Simon Norfolk

Mr Tony Reeves

Ms Carolyn Reynolds

Ms Gillian Reynolds MBE

Ms Janet Street-Porter (Trustee) (resigned 11 December 2009)

National Railway Museum Advisory Board

Chairman

Sir Howard Newby CBE (Trustee)

Members

Dr Alison Birkinshaw

Sir Ron U Cooke (Trustee)

Mrs Gillian Cruddas

Lord Faulkner of Worcester (Trustee) (resigned 11 June 2009)

Mr Christopher Garnett

Mr Brian Greenwood

Mr Simon Linnett

Mr Bill McCarthy (until 29 May 2009)

Mr John G Nelson

Ms Sue Palmer OBE

Mr Frank Paterson

Professor Roderick A Smith (Trustee)

Mr Christopher Swinson (Trustee) (from 18 February 2010)

Mr Richard Lungmuss (from 2 March 2010)

Ms Kersten England (from 10 March 2010)

Science Museum Advisory Committee

Chair

Dr Maggie Semple OBE (Trustee)

Members

Dr Nicolas Barker OBE

Dr Jim Bennett

Dr Marcus du Sautoy

Dr Graham Farmelo

Mr Roger Highfield (from 6 April 2009)

Professor Averil Macdonald

Dr Christine MacLeod

Dr Clare Matterson

Lord Rees of Ludlow (Trustee)

Dr Gill Samuels CBE (Trustee)

Professor Simon J Schaffer (Trustee)

Dr Tony Sewell (Trustee)

Ms Janet Street-Porter (Trustee) (from 17 November 2009)

Wellcome Wolfson Building Trustee Subcommittee

Chair

Dr Maggie Semple OBE (Trustee)

Members

Professor Elizabeth N Anionwu CBE

Professor Colin Blakemore

Dr Graham Farmelo

Sir Roland Jackson Bt

Mr Paul Ramsbottom

Mr E F Rover

Mr Ben Stewart

Professor Richard Wiseman

NMSI Development Trustee Subcommittee

Chairman

Mr Michael G Wilson OBE (Trustee)

Members

Lady Chisholm (Trustee)

Mr Howard Covington (Trustee)

Mr John Crawford

Dr Douglas Gurr (Trustee)

Methods adopted for recruitment and appointment of new trustees

The process of recruiting Trustees takes place in accordance with the procedures defined by DCMS under which descriptions of the roles required are advertised, interviews conducted and recommendations made to the DCMS for appointment by the Prime Minister in accordance with the National Heritage Act 1983.

Policies and procedures for induction and training of trustees

Officers of NMSI work with the new trustees to provide both general briefing about the Museums and the role of the Board of Trustees of the Science Museum within a charity and non-departmental public body, and particular information about areas of interest in which the trustees wish to support the Museums specifically. Updates and assessment of effectiveness of the Board form part of the agenda of meetings.

Executive committee

Mr Andrew Scott CBE	Interim Director (from 21 September 2009), previously Director of National Railway Museum
Ms Molly Jackson	Acting Director (from 6 April 2009 to 21 September), previously Managing Director, NMSI Enterprises Ltd
Mr Martin Earwicker	Director (resigned 5 April 2009)
Mrs Helen Ashby	Acting Director of National Railway Museum (from 24 September 2009 to 7 Feb 2010)
Mr John Bevin	Acting Director of Corporate Services (from 12 March 2009)
Ms Anne Caine	Director of Finance
Mr Steve Davies MBE	Director of National Railway Museum (from 8 February 2010)
Ms Susan Fisher	Director of Development (from 14 September 2009), previously Acting Director of Development from 1 August 2009
Ms Jean Franczyk	Director of Learning
Ms Adele McAllister	Director of Human Resources
Mr Jonathan Newby	Managing Director, NMSI Enterprises Ltd (from 14 December 2009)
Mr Colin Philpott	Director of National Media Museum
Ms Cynthia Rallis	Director of Development (left 31 July 2009)
Professor Chris Rapley CBE	Director of Science Museum
Ms Judith Whitaker	Director of Change Management (from 14 December 2009), previously Acting Managing Director, NMSI Enterprises Ltd (from 6 April 2009 to 13 December 2009). This post supports NMSI in managing the impact of reductions in public sector funding.

Register of interests

The Trustee Register of Interests is available on the NMSI website or for inspection on application to the NMSI Committee Manager at the Science Museum, Exhibition Road, London SW7 2DD.

List of NMSI advisers

Auditors

NMSI

Comptroller and Auditor General
National Audit Office
Buckingham Palace Road
London SW1W 9SP

NMSI Enterprises Ltd and Bradford Film Ltd

Grant Thornton UK LLP
Grant Thornton House
Melton Street
London NW1 2EP

Bankers

NMSI

Barclays Bank plc
Floor 27
1 Churchill Place
London E14 5HP

NMSI Enterprises Ltd and Bradford Film Ltd

Barclays Bank plc
Floor 27
1 Churchill Place
London E14 5HP

Solicitors

NMSI

Farrer & Co
66 Lincoln's Inn Fields
London WC2A 3LH

CMS Cameron McKenna LLP

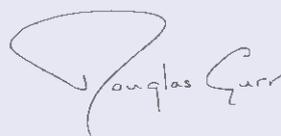
Mitre House
160 Aldersgate Street
London EC1A 4DD

NMSI Enterprises Ltd and Bradford Film Ltd

Farrer & Co
66 Lincoln's Inn Fields
London WC2A 3LH

The fees due to the National Audit Office for audit services amounted to £57,900 (2008–09, £57,000). Grant Thornton audited NMSI Enterprises Ltd and Bradford Film Ltd, with fees due amounting to £33,900 (2008–09 £33,000); other work to the value of £9,500 was performed.

As far as the Board of Trustees and the Accounting Officer are aware there is no relevant audit information of which the entity's auditors are unaware. The Accounting Officer has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the entity's auditors are aware of that information.



Dr Douglas Gurr

Chairman of the Board of Trustees
9 July 2010



Sir William Wells

Chairman of the Audit Committee and Trustee
9 July 2010



Mr Andrew Scott

Accounting Officer and Interim Director
9 July 2010

THE THOMPSON
EDW. BANGER
LONDON

The mystery of clockwork

How did clockwork develop? The first mechanical clocks probably appeared in Europe more than 700 years ago, but no earlier relics survive.

Historian Derek de Solla Price suggested a link with older geared instruments that modelled celestial movement, calling the clock a 'falling angel' from the world of astrology.

However, it is more likely that the first clocks were simple timer alarms, used in the monasteries where monks had to wake and pray several times a night.

These timekeepers developed into the large public clocks common in most medieval market towns. Soon clocks were made smaller and entered the home.

Turret clocks

The first clock to have a bell tower was built in the 13th century in public buildings.

In a world before walls, a ringing clock could be heard for miles, and could help the whole community, being aware when to go to work, but also the time that was due for prayer. The introduction of a clock mechanism from 1286 at Caen in northern France was at this.

'I shall give the tower voice,
To waken the common folk to prayer.'



REMUNERATION REPORT AND STATEMENTS

Remuneration Report

Membership

The membership of the Remuneration Committee comprised:

Mr Chris Swinson (Chair)	Lady Chisholm (from 2 Oct 2009)
Sir Ron U Cooke	Lord Waldegrave of North Hill

The Acting Director, Ms Molly Jackson and NMSI Director of Human Resources, Ms Adele McAllister, were in attendance at the meeting which reviewed staff pay (except for discussion concerning their own pay and performance).

Policy on the remuneration of senior managers for current and future financial year

The Remuneration Committee reviews salaries of all Museums' senior managers whose jobs are of a certain size (as determined by formal job evaluation) and of NMSI Enterprises Ltd executive staff.

When determining salary levels generally, a number of factors are taken into account:

- The projected budget for the annual staff settlement
- Salary levels internally and in the marketplace (through salary surveys)
- Job size and whether this has changed over the period (through formal evaluation, where applicable)

Performance related pay for senior managers

At the beginning of the year, senior managers are set objectives based on the Museums' business plans. At the end of the year they are assessed by the Director on to what extent they have achieved their objectives and their performance is rated accordingly.

The Chairman of the Board of Trustees assesses and rates the Director's performance. All ratings are then reviewed by the Remuneration Committee. All of senior managers' pay depends on performance being delivered, this being deemed the most effective way of achieving the Corporate Plan objectives. Bonuses are payable to three Executive members within a range from 0–15%.

When determining the salary increase for each individual, the performance and contribution of the individual over the period (through performance appraisal) forms the major component of the change together with any impact from changes in job scope and external factors.

Policy on duration of contracts, notice periods and termination payments

Senior staff are permanent employees of either the National Museum of Science & Industry or of NMSI Enterprises Ltd, apart from the previous Director, Martin Earwicker, who was on a five-year contract ending 2 May 2011. Notice periods for senior employees are between one and three months, for the Director, six months. Termination payments are in accordance with Museum or NMSI Enterprises Ltd contractual terms. There were no severance or compensation payments to senior managers or former senior managers in year nor were there any payments to third parties for the services of senior managers in year. The amount paid in regard of remuneration of Martin Earwicker (the Director until 5 April 2009) was £1,904 (2008–09, £148,672) and the employer's pension contributions were £360 (2008–09, £34,724). The amount paid in relation to Molly Jackson, (the Acting Director from 6 April 2009 to 21 September 2009) was £59,829 and the employer's pension contributions were £3,749. The amount paid in relation to Andrew

Scott, (the Acting Director from 22 September 2009) was £68,390 and the employer's pension contributions were £14,731.

All Museum employees are members of the PCSPS (Principal Civil Service Pension Scheme) with associated redundancy and early retirement conditions. Civil Service pension details are given in notes to the accounts at 6.2.2. All NMSI Enterprises Ltd staff are entitled to payments as defined under the Employment Rights Act 1996 unless individual contracts define other terms.

The Board of Trustees of the Science Museum, who hold overall responsibility for NMSI, are not remunerated. Expenses paid are disclosed in note 6.2.3 to the annual accounts.

Remuneration information

'Remuneration' includes gross salary, performance pay or bonuses, overtime, reserved rights to London weighting or London allowances, recruitment and retention allowances, and any other allowance to the extent that it is subject to UK taxation. (See table overleaf).

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue & Customs as a taxable emolument.

Cash-equivalent transfer values

A cash-equivalent transfer value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in his/her former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of his/her purchasing additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.



Lady Chisholm

Member of Trustee Remuneration Committee
9 July 2010



Mr Andrew Scott

Accounting Officer and Interim Director
9 July 2010

	2009-10		2008-09		Total accrued pension at age 60 31.03.10 (£000)	Real increase in pension at age 60 (£000)	CETV at 31.03.10 or end date (nearest £000)	CETV at 31.03.09 or start date (nearest £000)	Real increase in CETV (nearest £000)
	Remuneration and full-year equivalent (FYE) £000	Benefits in kind (nearest £100)	Remuneration and full-year equivalent (FYE) £000	Benefits in kind (nearest £100)					
Andrew Scott Acting Director [appointed 22.09.2009] Director of National Railway Museum [to 21.09.2009]	65-70 [FYE 115-120]	-	-	-	65- 70	10 – 12.5	1,431	-	202
Molly Jackson Acting Director [appointed 06.04.2009, dismissed 21.09.09*] MD, NMSI Enterprises Ltd [01.04.2009 - 5.04.2009]	55-60 [FYE 120-125]	700	-	-	-	-	-	-	-
Martin Earwicker Director [resigned 05.04.2009]	0-5 [FYE 145-150]	-	110-115	600	-	-	-	-	-
Martin Earwicker Director [resigned 05.04.2009]	0-5 [FYE 145-150]	-	145-150	-	65-70	0-2.5	1,557	1,554	2
John Bevin Acting Director of Corporate Services [appointed 12.03.2009]	60-65	1,100	0-5	-	25-30	0-2.5	639	588	14
Anne Caine Director of Finance	80-85	-	80 – 85	-	20-25	0-2.5	456	410	28
Steve Davies Director of National Rail Museum [appointed 08.02.2010]	10-15 [FYE 100-105]	-	-	-	-	-	-	-	-
Sue Fisher Director of Development [appointed 01.08.2009]	45-50 [FYE 70-75]	700	-	-	-	-	-	-	-
Jean Franczyk Director of Learning	70-75	-	70-75	-	0-5	0-2.5	42	24	13
Jonathan Newby MD, NMSI Enterprises Ltd [appointed 14.12.2009]	30-35 [FYE 100-105]	-	-	-	-	-	-	-	-
Adele McAllister Director of Human Resources	85-90	-	80-85	-	5-10	0-2.5	151	105	29
Colin Philpott Director of National Media Museum	95-100	-	95-100	-	10-15	0-2.5	194	153	26
Cynthia Rallis Director of Development [resigned 31.07.2009]	40-45 [FYE 130-135]	400	130-135	800	-	-	-	-	-
Christopher Rapley Director of Science Museum, part time [FT, FYE 115-120]	95-100	-	105-110	-	-	-	-	-	-
Jon Tucker Director of Corporate Services (resigned 11.03.2009)	-	-	90-95	-	-	-	-	225	-
Judith Whittaker Director of Change Management Appointed 01.01.10	20-25 [FYE 85-90]	500	-	-	-	-	-	-	-
Acting MD, NMSI Enterprises Ltd [01.04.09 to 31.12.09]	70-75 [FYE 80-85]	-	-	-	-	-	-	-	-

* Ms Jackson was dismissed following questions that were raised about whether she had followed the NMSI's Code of Conduct on potential conflicts of interest in her business dealings. Although Ms Jackson made no financial gain, she was found to have made a serious error of judgement in handling a perceived conflict of interest and to have failed to discharge the specific responsibilities she had as Accounting Officer.

The table above has been subject to audit. The staff included in the remuneration report constitute those managers delivering policy and direction for NMSI.

Statements

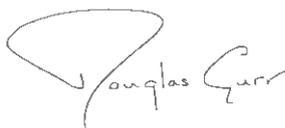
Statement of Board of Trustees' and Director's responsibilities

Under Sections 9 (4) and (5) of the Museums and Galleries Act 1992, the Board of Trustees is required to prepare a statement of accounts on an accruals basis in the form and on the basis determined by the Secretary of State for the Department for Culture, Media and Sport with the consent of the Treasury. The accounts are prepared to show a true and fair view of NMSI's financial activities during the year and of its financial position at the end of the year.

In preparing the Museum's accounts the trustees are required to:

- Observe the Accounts Direction issued by the Secretary of State*, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- Make judgments and estimates that are reasonably prudent
- State whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that NMSI will continue in operation

The Accounting Officer for the Department for Culture, Media and Sport has designated the Interim Director as the Accounting Officer for NMSI. His relevant responsibilities as Accounting Officer, including his responsibility for the propriety and regularity of the public finances for which he is answerable and for the keeping of proper records and for safeguarding NMSI's assets are set out in the Non-Departmental Public Bodies' Accounting Officer Memorandum, issued by the Treasury and published in Managing Public Money.



Dr Douglas Gurr
Chairman of the Board of Trustees
9 July 2010



Sir William Wells
Chairman of the Audit Committee and Trustee
9 July 2010



Mr Andrew Scott
Accounting Officer and Interim Director
9 July 2010

*A copy of which is available from the Accounting Officer, Science Museum, London SW7 2DD

Statement on the system of internal control

Scope of responsibility

As Chairman of the Trustee Audit Committee and representative of the Board of Trustees and as Accounting Officer we are responsible for maintaining a sound system of internal control that:

- Supports the achievement of the objectives of NMSI
- Safeguards the public funds and assets for which the Accounting Officer is personally responsible in accordance with the responsibilities assigned in Government Accounting
- Ensures compliance with the requirements of NMSI's Management Statement and Financial Memorandum
- Has incorporated risk management within the strategic business planning process

The present Director is placing reliance on assurances given by the previous Director (who left on 5 April 2009) together with his own extensive knowledge of the Museums. The system of internal control is designed to manage rather than eliminate the risk of failure to achieve the Museum's policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of the Museum's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in NMSI for the year ended 31 March 2010 and up to the date of approval of the Annual Report and Accounts and accords with Treasury guidance.

Capacity to handle risk

The Board of Trustees sees management of risk as one of its major responsibilities. Its Finance and General Purposes Committee examines major projects, our processes and financial performance closely in this regard and reports its findings to the Board. The Audit Committee looks at risk from an audit perspective and reports its findings to the Board, and separate Trustee subcommittees give strong, direct support to each Museum particularly focusing on their cultural work. A review of the effectiveness of the Board took place in September 2008 and actions agreed then have been implemented. The work of the Programme Committee in setting the forward cultural programme of the Museums and the Investment Committee in reviewing infrastructure programmes and all investment decisions, has maintained the consistency and rigorosity of investment decisions by NMSI. The Corporate Risk Group includes managers from across NMSI who have received an induction in risk management and can act as a resource for their functions/locations. The Corporate Risk Group moved to a more extended risk assessment process to allow better assessment of gross and mitigated risks. A Management Statement outlining key responsibilities and Financial Memorandum is in place between DCMS and NMSI.

The risk and control framework

During 2009–10 NMSI took actions to achieve the Corporate Plan objectives through the agreed business plans. The corporate risks, identified within the business plans, focused on managing continued and future pressure on the funding of core activities and maintenance and failure to renew galleries and exhibitions. Other major risks included the impact on visitors and the Museums of terrorism or other external disasters, together with the impact of the severe downturn in the economy and concerns about maintaining the standards of Museum exhibitions in more

strained circumstances. The wide range of information risks was managed through relevant policies and procedures with specific review of exposure through contractors. An in depth review of information-related risk took place during 2008–09 in line with the Cabinet Office guidance, and a programme of actions was defined and has been progressed satisfactorily.

Risk evaluation informs our actions in managing these risks efficiently, effectively and economically as we implement our plans to achieve the objectives over the coming years. Risk management is integrated into corporate planning and decision-making processes of NMSI supported by the regular review and update of risk registers.

The Board of Trustees of the Science Museum and the Board of Directors of NMSI Enterprises Ltd received reports from the Chairs of the Audit and Finance and General Purposes Committees and the Director concerning matters affecting internal control and the minutes of all subcommittees are distributed to trustees. During 2009–10, the Museum made a bid for funding without completing internal procedures for Trustee approval. Approval was subsequently received, existing procedures reinforced and clarified further and training given. Internal audit have since reviewed the processes. During 2009–10 the Museum has worked closely with the Health and Safety Executive to enhance further standards of health and safety in selected areas and is making steady progress to meet its requirements and move towards the goal of achieving OHSAS 18001 accreditation.

The system of internal control has been in place in NMSI for the year ended 31 March 2010 and up to the date of approval of the Annual Report and Accounts, in accordance with Treasury guidance. The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- An Executive management team comprising the Directors of Museums, Director of Learning, Director of Development, Managing Director, NMSI Enterprises Ltd, Director of Change Management, Director of Finance, Director of HR and Director of Corporate Services which meets monthly to consider the plans and strategic direction of NMSI
- Training, from time to time, for the Executive on issues relating to probity and the management of public finances
- Reviews by the Executive Committee of forward cultural activity development against the Corporate Plan
- An Investment Committee undertaking review of all investment proposals to ensure a rigorous standard is consistently applied
- Regular reports from managers to the Audit Committee, Finance and General Purposes Committee, Board of Directors of NMSI Enterprises Ltd or management team (as appropriate) on the steps they are taking to manage risks in their areas of responsibility including progress on key projects
- Annual completion of internal control schedules by senior managers to confirm their compliance with NMSI's internal control standards
- Continual development of a range of robust system controls designed to ensure the integrity of NMSI's IT networks and external communications links
- Comprehensive budgeting systems with an annual budget, which is reviewed and agreed by the Board of Trustees
- Regular reviews by the Board of Trustees of progress against the key performance indicators that measure attainment against objectives and Funding Agreements, and of periodic and annual financial reports that track financial performance against forecast

- A Funding Agreement between NMSI and the Department for Culture, Media and Sport which includes performance measures
- Clearly defined capital investment prioritisation and control processes
- Formal project management disciplines paying attention to risk and contingency levels
- The Corporate Risk Group, chaired by the Finance Director, reporting to the Audit Committee, which is responsible for
 - i. developing and monitoring the implementation of the Museum's risk strategy
 - ii. monitoring changes in the corporate risk profile and, via its Chairman
 - iii. reporting significant changes to the Director, Audit Committee, Board of Trustees and Executive Committee
- The Corporate Risk Group is responsible for the maintenance of an organisation-wide risk register, progressing work to develop a consistent evaluation framework and encouraging the use of ongoing control and risk self assessment procedures
- Maintenance of the Register of Interests for Trustees, Directors of NMSI Enterprises Ltd, subcommittee advisers and senior staff.

In 2009–10 NMSI continued to use the internal audit services of Moore Stephens (incorporating AHL) which operates to the Government Internal Audit Standards. Moore Stephens has provided internal audits and annual assurance for 2009–10 to the Accounting Officer. The work of the internal audit provider is informed by an analysis of the risk to which the body is exposed, and annual internal audit plans are based on this analysis. The analysis of risk and the internal audit plans are endorsed by the Trustees' Audit Committee and approved by NMSI. The Head of Internal Audit (HIA) provides NMSI with regular reports on internal audit activity in the body. The reports include the HIA's independent opinion on the adequacy and effectiveness of the body's system of internal control, together with recommendations for improvement. In the internal audit Annual Report for 2009–10 the HIA gave reasonable assurance on the effectiveness of the Museum's risk management, control and governance processes. Actions arising from all the audits are being addressed by NMSI and are monitored through the Audit Committee.

Review of effectiveness

As Chairman of the Audit Committee and Accounting Officer, we have responsibility for reviewing the effectiveness of the system of internal control. Our review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within NMSI who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management review letter and other reports. We have been advised on the implications of the result of our review of the effectiveness of the system of internal control by the Board and the Audit Committee and plan to address weaknesses and ensure continuous improvement of the system.



Sir William Wells
Chairman of the Audit Committee and Trustee
9 July 2010



Mr Andrew Scott
Accounting Officer and Interim Director
9 July 2010

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT



PAPERCRAFT

Videogames have inspired a thriving arts and crafts community. The creation and sharing of papercraft characters through the internet is a popular hobby amongst game fans.

These free paper models have been downloaded from www.cubecraft.com

The certificate and report of the Comptroller and Auditor General to the Houses of Parliament

I certify that I have audited the consolidated financial statements of the National Museum of Science & Industry for the year ended 31 March 2010 under the Museums and Galleries Act 1992. These comprise the Consolidated Statement of Financial Activities, the consolidated Balance Sheet and Museum Balance Sheet, the Consolidated Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Board of Trustees, the Director and Auditor

The Board of Trustees and the Director as Accounting Officer are responsible for preparing the Annual Report, which includes the Remuneration Report and the financial statements in accordance with the Museums and Galleries Act 1992 and the Secretary of State for Culture, Olympics, Media and Sport's directions made thereunder and for ensuring the regularity of financial transactions funded by grants and grant-in-aid. These responsibilities are set out in the Statement of the Board of Trustees' and Director's Responsibilities.

My responsibility is to audit the financial statements and the part of the remuneration report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland). I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Museums and Galleries Act 1992 and the Secretary of State for Culture, Olympics, Media and Sport's directions made thereunder. I report to you whether, in my opinion, the information which comprises, Review of 2009-10 and plans for the future, Structure, governance and management, the Review of the financial position, risk management and financial policies which form part of the Financial review, and the Reference and administrative details of the Charity, its trustees and advisers, included in the Trustees' Annual Report, is consistent with the financial statements. I also report whether in all material respects the incoming and outgoing resources funded by grants and grant-in-aid have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the National Museum of Science and Industry has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by relevant authorities regarding remuneration and other transactions is not disclosed. I review whether the Statement on Internal Control reflects the National Museum of Science and Industry's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the National Museum of Science and Industry's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This information comprises the remaining sections of the Annual Report and the unaudited part of the Remuneration Report contained in the Trustees' Annual Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the Board of Trustees and the Director in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the National Museum of Science and Industry and the group's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the incoming and outgoing resources funded by grants

and grant-in-aid have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Museums and Galleries Act 1992 and directions made thereunder by the Secretary of State for Culture, Olympics, Media and Sport, of the state of the National Museum of Science and Industry and the group's affairs as at 31 March 2010 and of its incoming resources and application of resources of the group for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Museums and Galleries Act 1992 and the Secretary of State for Culture, Olympics, Media and Sport's directions made thereunder; and
- information, which comprises, Review of 2009-10 and plans for the future, Structure, Governance and Management, the Review of the Financial Position, risk management and financial policies which form part of the Financial Review, and the Reference and administrative details of the Charity, its Trustees and Advisers, included in the Trustees' Annual Report, is consistent with the financial statements.

Opinion on Regularity

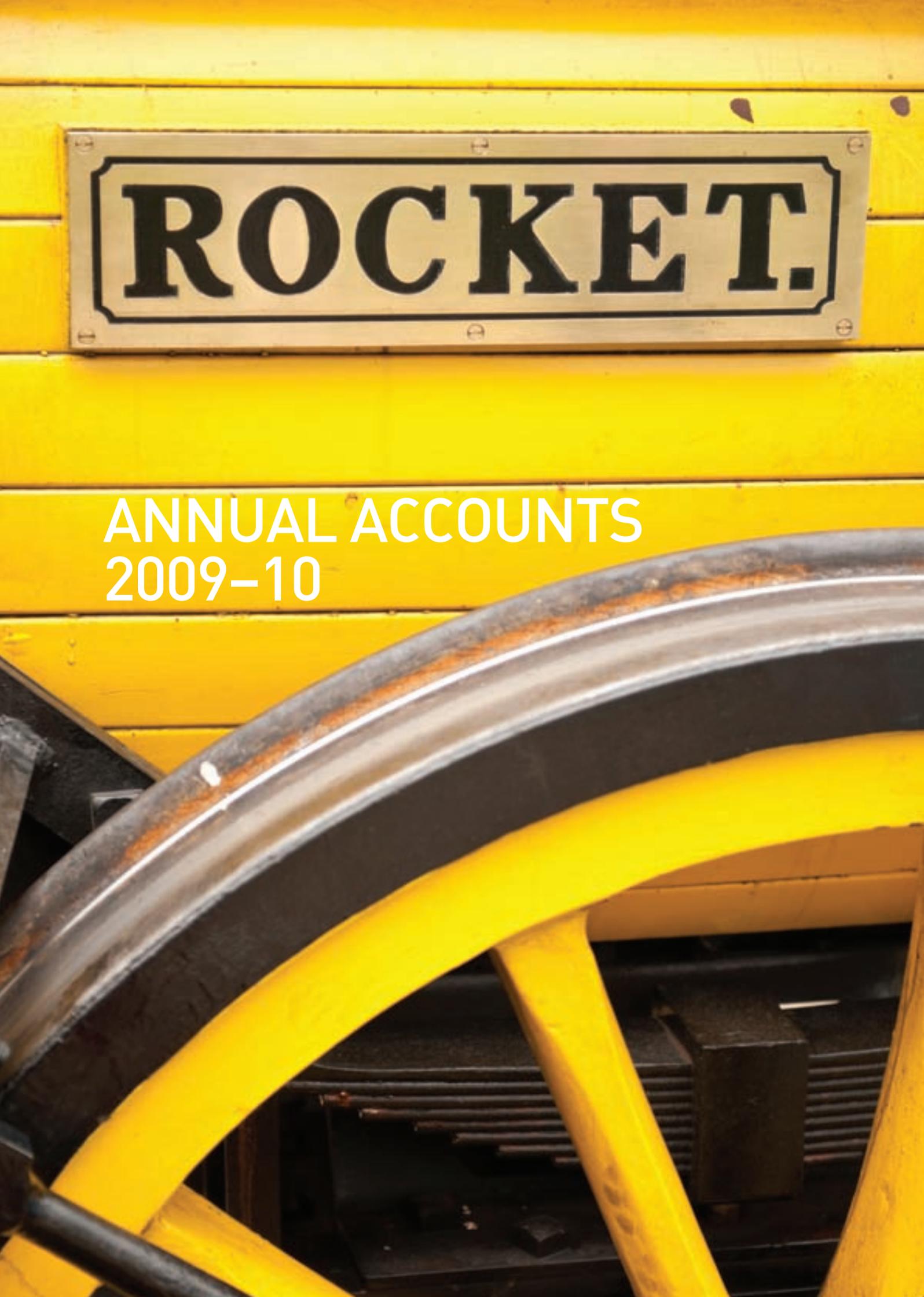
In my opinion, in all material respects, the incoming and outgoing resources funded by grants and grant-in-aid have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

Amyas C E Morse
Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
SW1W 9SP

14 July 2010



ROCKET.

**ANNUAL ACCOUNTS
2009-10**

National Museum of Science & Industry Consolidated Statement of Financial Activities for Year Ended 31 March 2010

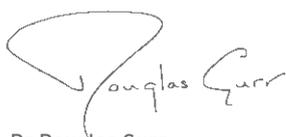
	Notes	2010 unrestricted funds £000	2010 restricted funds £000	2010 endowment fund £000	2010 total £000	2009 total £000
Incoming resources						
Incoming resources from generated funds						
Voluntary income						
Grant in Aid from DCMS	2	40,483	125	-	40,608	39,158
Grants, legacies and donations	3	361	4,482	-	4,843	2,334
Lottery income	2	-	59	-	59	110
Activities for generating funds						
Income from commercial activities		13,351	208	-	13,559	12,812
Sponsorship		1,950	1,867	-	3,817	684
Rental income from operating leases		574	50	-	624	581
Investment income	5	56	-	1	57	532
Incoming resources from charitable activities						
Other income	4	1,929	-	-	1,929	2,143
Total incoming resources		58,704	6,791	1	65,496	58,354
Resources expended						
Costs of generating funds						
Costs of generating voluntary income		3,245	187	-	3,432	3,448
Commercial costs (fundraising trading: costs of goods sold and other)		13,679	151	-	13,830	12,769
Charitable activities						
Care for and research into collections		11,633	4,616	-	16,249	15,819
Science education and communication		15,865	6,423	28	22,316	24,622
Visitor services		10,880	1,820	-	12,700	12,567
Governance costs		470	-	-	470	400
Total resources expended	6	55,772	13,197	28	68,997	69,625
Notional cost of capital	8	1,255	5,032	-	6,287	5,036
Total resources expended including notional costs		57,027	18,229	28	75,284	74,661
Net incoming/(outgoing) resources						
		1,677	(11,438)	(27)	(9,788)	(16,307)
Gain on revaluation of assets		-	-	-	-	21,899
Reversal of notional costs		1,255	5,032	-	6,287	5,036
Transfer between funds		(519)	519	-	-	-
Corporation tax		(15)	-	-	(15)	(35)
Net movement in funds		2,398	(5,887)	(27)	(3,516)	10,593
Fund balances brought forward at 01.04.09		35,579	251,956	100	287,635	277,042
Fund balances carried forward at 31.03.10		37,977	246,069	73	284,119	287,635

All operations of the Museum continued throughout both periods and no operations were acquired or discontinued in either period. The Museum has no recognised gains and losses other than those above and consequently no separate statement of total recognised gains and losses has been presented.

The notes on pages 48 to 65 form part of these accounts.

National Museum of Science & Industry Balance Sheets as at 31 March 2010

	Notes	Consolidated balance sheet		Museum balance sheet	
		2010 £000	2009 £000	2010 £000	2009 £000
Fixed assets					
Tangible assets	9	253,705	262,642	248,052	256,595
Heritage assets	10	15,159	14,533	15,159	14,533
Investment		-	-	411	411
		268,864	277,175	263,622	271,539
Current assets					
Stock		668	613	-	-
Debtors	13	3,779	3,675	7,954	5,539
Short-term deposits	19.3	13,000	2,000	13,000	2,000
Cash in hand and at bank	19.3	6,663	13,161	2,987	11,493
		24,110	19,449	23,941	19,032
Creditors: amounts falling due within one year	14.1	(7,601)	(7,410)	(5,274)	(4,712)
Net current assets		16,509	12,039	18,667	14,320
Total assets less current liabilities		285,373	289,214	282,289	285,859
Creditors: amounts falling due after one year	14.2	(809)	(927)	(383)	(433)
Provisions for liability and charges	16	(445)	(652)	(396)	(555)
Net assets		284,119	287,635	281,510	284,871
Represented by:					
Restricted funds					
Sponsorship, Grants and Donations Reserve		3,215	1,845	3,215	1,845
Capital Reserves		164,842	187,334	163,377	185,719
Revaluation Reserve		78,012	62,777	78,012	62,777
		246,069	251,956	244,604	250,341
Unrestricted funds					
Designated funds					
Museum Improvement Fund		11,237	8,865	11,237	8,865
Collections Purchases Fund		374	381	374	381
Capital Reserves		19,010	17,653	19,010	17,653
Revaluation Reserve		3,770	5,771	2,215	4,216
Major Projects Contingency Fund		2,200	1,800	2,200	1,800
PO Block Reserve		700	500	700	500
General funds	18.2	686	609	1,097	1,015
		37,977	35,579	36,833	34,430
Total income funds		284,046	287,535	281,437	284,771
Endowment funds		73	100	73	100
Total funds		284,119	287,635	281,510	284,871



Dr Douglas Gurr
Chairman of the Board of Trustees
9 July 2010



Sir William Wells
Chairman of the Audit Committee and Trustee
9 July 2010



Andrew Scott
Accounting Officer and Acting Director
9 July 2010

The notes on pages 48 to 65 form part of these accounts

National Museum of Science & Industry Consolidated Cash Flow for the year to 31 March 2010

	Notes	2010 £000	2009 £000
Net cash inflow from operating activities	19.1	7,574	4,913
Returns on investments and servicing of finance	19.2	10	468
Capital expenditure	19.2	(3,021)	(1,444)
Management of liquid resources	19.2	(11,000)	6,500
Financing	19.2	(61)	(55)
(Decrease) / Increase in cash		(6,498)	10,382

Reconciliation of net cash flow to movement in net funds

(Decrease) / Increase in cash in the period		(6,498)	10,382
Increase / (Decrease) in liquid resources		11,000	(6,500)
Decrease in debt and lease financing		61	55
Change in net fund resulting from cash flow	19.3	4,563	3,937
Net funds as at 1 April	19.3	14,606	10,669
Net funds at 31 March	19.3	19,169	14,606

The notes on pages 48 to 65 form part of these accounts

Notes to the consolidated account for the year ended 31 March 2010

1 Statement of accounting policies

1.1 Accounting convention

The accounts have been prepared under a historical cost convention as modified by the revaluation of certain fixed assets, and comply with the requirements of Accounting and Reporting by Charities: Statement of Recommended Practice 2005 (SORP), applicable accounting standards and Financial Reporting Manual (FReM). The accounting policies contained in the FReM follow UK generally accepted accounting practice for companies (UK GAAP) to the extent that it is meaningful and appropriate to the public sector. The accounts follow the Accounts Direction issued by the Department for Culture, Media and Sport in a form directed by the Secretary of State.

Consolidated accounts have been prepared which include the Museum and its subsidiary company, NMSI Enterprises Ltd. The consolidation is on a line by line basis with the recharges between the Museum and the trading subsidiary eliminated from the Statement of Financial Activities. Amounts owed and owing between the entities have been eliminated from the consolidated balance sheet.

1.2 Incoming resources

Grant in Aid from the Department for Culture, Media and Sport is taken to Statement of Financial Activities in the year in which it is received. Except where it is has been allocated for a specific purpose, it is disclosed as unrestricted income. Grant income, sponsorship and donation income, including Lottery income, is recognised as income when the conditions for its receipt have been met. (Notes 2, 3, 4, 5). All other income is accounted for on a receivable basis.

1.3 Expenditure

Expenditure is classified under the principal categories of charitable and other expenditure rather than the type of expense, in order to provide more useful information to users of financial statements. An analysis of resources expended is set out in note 6.1.1.

Costs of generating voluntary income include fundraising and publicity costs incurred in seeking voluntary contributions to the Museum, and in publicising the Museum.

Charitable expenditure comprises direct expenditure including direct staff costs attributable to the activity. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with use of the resources as set out in note 6.1.2.

Governance costs are the costs associated with the governance arrangements and the costs associated with the strategic management of the charity's activities. These costs include internal and external audit, legal advice for Trustees and costs associated with constitutional and statutory requirements.

1.4 Fixed assets valuation and depreciation

Fixed assets are defined as assets costing £5,000 or more with a useful life of greater than 1 year.

All property assets are subject to quinquennial valuations in accordance with the RICS Appraisal and Valuation Manual, supplemented by interim professional valuations. Galleries and exhibitions are not revalued but the lives of these assets are reviewed annually to reflect their true value. For other asset categories, where the assets have short useful lives or low values, NMSI adopts a depreciated historical cost basis as a proxy for fair value. A fixed asset impairment review is undertaken annually.

Land, investment property and assets under construction are not depreciated. For other categories depreciation is provided on rates calculated to write off the cost or valuation of each asset evenly over its expected useful life. A full year of depreciation is charged in the year of capitalisation and none in the year of disposal.

Asset category	Expected useful life
Freehold, leasehold and residential buildings *	10–50 years
Plant and machinery	5–25 years
Galleries and exhibitions	5–15 years
Information technology and audiovisual equipment	3–10 years
Fixtures and fittings**	3–10 years

*Freehold and leasehold buildings includes both the building structure with a life of between 10 and 50 years and building fit-out (including such items as lift shafts, raised floors, ventilator ducts) with a life of 10–25 years.

**A small number of racking installations with an expected useful life of 20 years are included within this category.

The difference between current cost and historic cost depreciation is taken to the Revaluation Reserve.

1.5 Investment property

Investment property is accounted for under the fair value model prescribed by SSAP 19.

1.6 Collection objects

As the collection is considered to be inalienable, no past valuation is attempted whether for purchased or donated objects and no amount is included for collections acquired on or before 31 March 2001 in the balance sheet. Additions to the collections acquired since 1 April 2001 with a purchase price greater than £5,000 or objects donated with an estimated value greater than £10,000 are capitalised and recognised in the balance sheet, where such a cost or valuation is reasonably obtainable and reliable. For the valuation of donated objects, reliance is placed on the professional knowledge and expertise of the Museum's in-house curatorial staff. Collections objects are not depreciated or revalued.

Purchases of items at a price less than £5,000 for the collection are charged to the Statement of Financial Activities in the year of acquisition.

1.7 Stock

Stock is stated at the lower of cost and net realisable value and comprises goods for resale.

1.8 Leases

Costs relating to operating leases are charged to the Statement of Financial Activities over the life of the lease.

1.9 Pensions

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS), which is a non-contributory and unfunded scheme. Although the scheme is a defined-benefit scheme, liability for payment of future benefits is a charge to the PCSPS. The NMSI and other bodies covered by the PCSPS meet the cost of pension cover provided for the staff they employ by payment of charges calculated on an accruing basis.

There is a separate scheme statement for the PCSPS as a whole. Pension contributions are paid at rates determined from time to time by the Government Actuary and advised by the Treasury.

NMSI Enterprises Ltd operates a defined contribution pension scheme, the assets of which are held separately in an independently administered fund. Contributions are charged to the Statement of Financial Activities as they become payable, in accordance with the rules of the scheme.

1.10 Early Retirement Scheme

The Museum operates an Early Retirement and Severance Scheme, which gives retirement benefits on redundancy terms to certain qualifying employees. These benefits conform to the rules

of the Principal Civil Service Pension Scheme. The Museum pays annual compensation payments to those employees retired under the Early Retirement and Severance Scheme.

The total forecast annual compensations payments liability up to normal retiring age in respect of each employee is charged to the Statement of Financial Activities in the year in which the employee takes early retirement. The early retirement provision is recalculated annually, informed by updated information. Funds are released from the provision annually to fund annual compensation payments made in the year. (Note 16.1)

1.11 Taxation

NMSI is exempt under s.505 of the Income and Corporation Taxes Act 1988 from taxes on income arising from the pursuit of its charitable objectives.

For NMSI Enterprises Ltd and Bradford Film Ltd, provision is made at current rates of taxation deferred in respect of all material timing differences except to the extent that, in the opinion of the Directors, there is reasonable probability that the liability will not arise in the foreseeable future.

NMSI Enterprises Limited undertakes to gift aid profits, to the extent that the Directors of the subsidiary judge that they do not need to be retained in the business.

1.12 Investments

Funds identified as surplus to working capital in the short or longer-term are invested to maintain their value over time. The value of the Museum's investment in its trading subsidiary is disclosed at cost.

1.13 Financial instruments

All material business arrangements are reviewed to determine the nature of the financial instruments they contain. Financial assets and liabilities are categorised in accordance with FRS 26 and included in the financial statements in accordance with FRS 25. The nature and extent of the risks associated with the financial instruments are disclosed in accordance with FRS 29.

1.14 Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the time of the transaction and, at year end, balances are restated at the year-end rate. All exchange differences are taken to the Statement of Financial Activities. For significant purchases, an option to purchase currency at an agreed exchange rate at a forward date is secured at the time of contract.

1.15 Notional costs

In accordance with Treasury guidance, notional cost of capital, at 3.5% (2008-09 3.5%) is charged in the Statement of Financial Activities in arriving at a net incoming/(outgoing) resources figure. This notional cost is reversed so no provision is included on the balance sheet.

1.16 Provisions

Provisions are made when an obligation exists for a future liability in respect of a past event and where the amount of the obligation can be reliably estimated. Discount rates provided by the Treasury are used in current value calculations for long term commitments.

1.17 Accounts Direction

A copy of the Accounts Direction issued to the National Museum of Science & Industry by the Department for Culture, Media and Sport may be obtained from the Finance Director at the Science Museum, Exhibition Road, London SW7 2DD.

2 Museum Statement of Financial Activities

	2010 £000	2009 £000
Incoming resources		
Incoming resources from generated funds		
Grant in Aid from DCMS	40,608	39,158
Voluntary income (grants, legacies and donations)	4,732	2,241
Lottery income	59	110
Activities for generating funds		
Rental income from operating leases	469	231
Investment income, including Gift Aid from subsidiary	4,009	1,707
Income resources from charitable activities		
Other income	1,929	2,143
Total incoming resources	<u>51,806</u>	<u>45,590</u>
Resources expended		
Cost of generating funds		
Costs of generating voluntary income	3,432	3,448
Charitable activities		
Care for and research into collections	16,249	15,818
Science education and communication	22,316	24,623
Visitor services	12,700	12,567
Governance costs	470	400
Total resource expended	<u>55,167</u>	<u>56,856</u>
Net outgoing resources	(3,361)	(11,266)
Revaluation of assets	-	21,899
Net movement in funds	<u>(3,361)</u>	<u>10,633</u>
Reserves brought forward	<u>284,871</u>	<u>274,238</u>
Reserves carried forward	<u>281,510</u>	<u>284,871</u>

Grant in Aid of £40,608k was received from the Department for Culture, Media and Sport during the year (2008–09, £39,158k). This represents £36,108k towards running the organisation. The balance of funding needs, including most capital improvements, is delivered from resources that are self-generated. The capital element of the Grant in Aid, £4,500k, was used for exhibitions, refurbishment and energy saving measures, ICT infrastructure and telephony.

3 Voluntary income (consolidated)

	2010 £000	2009 £000
Grants (excluding Lottery grants and European Union grants)	2,964	1,523
Strategic Commissioning DCMS / DCFS	142	153
European Union grants	1	-
Value of donated capital assets and heritage assets	554	260
Value of donated goods and services	321	49
Individual donations	811	268
Patrons' scheme	50	50
Legacies	-	31
	<u>4,843</u>	<u>2,334</u>

4 Other income

Other income arises from project self-generated income, conference and educational events, locomotive hire and cloakroom payments.

5 Investment Income

Consolidated investment income of £56k (2008–09, £532k) arose through interest earned from investing surplus funds.

6 Total resources expended

6.1.1 Analysis by functional purpose

	Direct costs £000	Support costs £000	Depreciation £000	2010 Total £000	2009 Total £000
Cost of generating funds					
Costs of generating voluntary income	2,943	391	98	3,432	3,448
Fundraising trading: cost of goods sold and other costs	13,456	-	374	13,830	12,769
Charitable activities					
Care for and research into the collections	9,345	3,293	3,611	16,249	15,819
Science education and communication	12,769	3,933	5,614	22,316	24,622
Visitor services	7,562	2,797	2,341	12,700	12,567
Governance costs	175	295	-	470	400
	46,250	10,709	12,038	68,997	69,625

6.1.2 Support cost allocation

	Management (1) £000	Finance (2) £000	Human Resources (3) £000	Information Technology (4) £000	Estates (5) £000	Total £000
Costs of generating voluntary income	84	44	86	177	-	391
Care for and research into the collections	263	233	222	410	2,165	3,293
Science education and communication	360	318	449	642	2,164	3,933
Visitor services	213	55	219	146	2,164	2,797
Governance	109	181	5	-	-	295
Total	1,029	831	981	1,375	6,493	10,709

Costs were allocated to each activity on the basis defined below:

- (1) Management – in proportion to the expenditure
- (2) Finance – in proportion to expenditure with adjustment for internal recharges
- (3) Human Resources – in proportion to the number of full-time equivalent staff
- (4) Information Technology – in proportion to the number PCs/terminals
- (5) Estates – divided equally over the three charitable activities.

6.2 Staff

6.2.1 Staff costs

	2010 £000	2009 £000
Salaries and wages	22,160	20,907
Social Security costs	1,776	1,692
Other pension costs (Museum only)	2,371	2,601
Pension contributions (NMSI Enterprises Ltd and Bradford Film Ltd)	189	156
Movements on Early Retirement provision		
• Fund future costs of staff retiring in the year	-	23
• Revaluation of Early Retirement provision	21	37
Agency staff	1,133	1,115
Compensation and redundancy payments	19	76
	27,669	26,607

6.2.2 Pension contributions

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme but NMSI is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2007. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2009–10, employers' contributions of £2,350,773 were payable to PCSPS (2008–09 £2,628,131) at one of four rates in the range 16.7% to 24.3% of pensionable pay, based on salary bands. The scheme's actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2009–10 to be paid when the member retires, and not the benefits paid during this period to existing pensioners. (The rates will be changing with effect from April 2010).

Employees can opt to open a partnership pension account, a stakeholder pension account with an employer contribution. Employers' contributions of £20,448 were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age related and range from 3% to 12.5% of pensionable pay. In addition, employer contributions of £1,701, 0.8% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump-sum benefits on death in service and ill health retirement of these employees.

None of the contributions due to the partnership pension providers were unpaid at the balance sheet date and none had been prepaid at that date.

The NMSI Enterprises Ltd Pension Scheme is a contracted-in group money-purchase scheme with optional contracted-out pensions to which NMSI Enterprises Ltd contributes 7% and the employee 5%. NMSI Enterprises Ltd pension contributions of £189,148 were paid (2008–09, £155,864).

6.2.3 Trustees

The Chairman and Trustees (listed in the Annual Report) received no remuneration for their services, but travel and subsistence expenses totalling £5,129 were paid to 9 Trustees.

6.2.4 Employees receiving remuneration over £60,000

£	2010	2009
60,001–65,000	4	6
65,001–70,000	1	-
70,001–75,000	2	3
75,001–80,000	1	1
80,001–85,000	2	3
85,001–90,000	2	-
90,001–95,000	1	2
95,001–100,000	2	1
105,001–110,000	-	1
110,001–115,000	1	1
130,001–135,000	-	1
145,000–150,000	-	1
	16	20

For 3 of these employees, total remuneration includes BUPA contributions.

In the year, contributions totalling £15k were paid to a defined contribution scheme on behalf of 3 employees who received remuneration over £60,000. For 12 of the staff included above, retirement benefits accrued under a defined-benefit scheme.

6.2.5 Employees (full-time equivalents) analysed by activity

	2010 employment contract	2010 other staff engaged	2010 Total	2009 Total
Care for and research into collections	156	5	161	166
Science education and communication	310	10	320	299
Visitor services	170	17	187	180
Costs of generating voluntary income	59	2	61	56
Fundraising and trading	155	7	162	138
Governance costs	5	-	5	3
Total	855	41	896	842

Of the 896 full time equivalent employed staff, 155 were on fixed term contracts. Of staff included in the above analysis, 11 have declared disabilities. A total of 113 employees, of whom 111 were NMSI Enterprises Ltd employees, received benefits in kind in the form of BUPA contributions.

6.3.1 Other direct costs

	2010 NMSI	2010 Enterprises/ Bradford Film	2010 Total	2009 Total
	£000	£000	£000	£000
Auditors' remuneration – audit fees	58	34	92	92
Auditors' remuneration – other services	-	10	10	-
Lease rental payments on land and buildings	104	25	129	88
Lease rental payments on equipment	125	18	143	141
Lease rental payments on vehicles	39	-	39	39

7 NMSI Enterprises LTD

The Board of Trustees of the Science Museum owns the single share which is the entire issued share capital of NMSI Enterprises Ltd, a company registered in England and Wales. The company's principal activities are retailing, catering, corporate hire, corporate partnership, temporary exhibitions and interactive production and providing services to the Museum for admissions, public relations, sponsorship and fundraising. Bradford Film Ltd is a company limited by guarantee for which NMSI Enterprises Ltd is the sole member.

NMSI Enterprises Ltd transfers profits, the amount determined by the Directors, by gift aid to NMSI.

NMSI Enterprises Ltd was gifted shares in Science Exhibitions Ltd as part of the outsourcing of exhibition development to Science & Media Ltd.

On 1st June 2010 NMSI Trading Ltd changed its name to NMSI Enterprises Ltd.

7.1 NMSI Enterprises Ltd Consolidated profit and loss account for the year ended 31 March 2010

	2010 £000	2009 £000
Turnover	15,503	13,132
Cost of Sales	(5,352)	(3,931)
Gross profit	10,151	9,201
Administrative expenses	(17,420)	(16,081)
Other operating income	11,284	8,258
Operating profit	4,015	1,378
Interest receivable	2	35
Interest payable	(76)	(132)
Profit on ordinary activities before taxation	3,941	1,281
Tax on profit on ordinary activities	(14)	(35)
Profit for the financial year	3,927	1,246
Gift Aid	(3,932)	(1,136)
Retained (loss)/profit for the financial year	(5)	110

7.2 NMSI Enterprises Ltd consolidated balance sheet

	2010 £000	2009 £000
Tangible fixed assets	5,653	6,047
Stock	668	613
Debtors	1,838	1,812
Bank and cash	3,676	1,668
Creditors due within one year	(6,194)	(3,977)
Creditors due after one year	(4,037)	(4,506)
Provisions	(49)	(97)
Net assets	1,555	1,560
Capital and reserves		
Called-up share capital	-	-
Revaluation Reserve	1,555	1,555
Profit and loss account	-	5
Shareholder's funds	1,555	1,560

7.3 Subsidiary companies

The National Museum of Science & Industry has NMSI Enterprises Ltd as a subsidiary. NMSI Enterprises Ltd has National Science Centre Ltd, Wide Eye Management Company Ltd, Lift Off Interactives Ltd, Science Shops Ltd, Launch Pad Ltd, Curricula Ltd and Curriculum Ltd as dormant subsidiaries. Bradford Film Ltd, a company limited by guarantee, is a subsidiary of NMSI Enterprises Ltd.

8 Notional cost of capital

Notional cost of capital is calculated as 3.5% of the average capital employed by the Museum (excluding externally funded assets) in the year. The notional charge for 2009–10 is £6,287k (2008–09 £5,036k).

9 Tangible fixed assets

9.1 Consolidated assets

	Land and buildings £000	Plant and machinery £000	Galleries and exhibitions £000	Fixtures and fittings £000	Information technology and audio- visual equipment £000	Assets under construction £000	Total £000
Cost or revalued amount as at 01.04.09 (restated, see note 9.5)	231,883	63,766	23,287	3,768	829	728	324,261
Transfer to Heritage assets	-	-	-	-	-	(20)	(20)
Transfers from assets under construction	-	426	-	-	150	(576)	-
Additions during year	611	364	-	166	72	1,994	3,207
Disposals	(300)	(585)	(1,140)	(111)	(61)	-	(2,197)
Write off asset under construction	-	-	-	-	-	(56)	(56)
Cost or revalued amount as at 31.03.10	232,194	63,971	22,147	3,823	990	2,070	325,195
Depreciation as at 01.04.09 (restated)	30,148	13,518	15,141	2,475	337	-	61,619
Disposals	(300)	(555)	(1,140)	(111)	(61)	-	(2,167)
Charge for the year	4,628	5,042	2,009	144	215	-	12,038
Depreciation as at 31.03.10	34,476	18,005	16,010	2,508	491	-	71,490
Net book value at 31.03.10	197,718	45,966	6,137	1,315	499	2,070	253,705
Net book value at 31.03.09 (restated)	201,735	50,248	8,146	1,293	492	728	262,642

The net book value at 31 March 2010 represents fixed assets for:

	Land and buildings £000	Plant and machinery £000	Galleries and exhibitions £000	Fixtures and fittings £000	Information technology and audio- visual equipment £000	Assets under construction £000	Total £000
Charitable activities	194,100	44,851	6,069	764	499	2,070	248,353
Other activities	3,618	1,115	68	551	-	-	5,352
Total	197,718	45,966	6,137	1,315	499	2,070	253,705

The Science Museum was transferred from the Secretary of State for the Environment on 10 August 2001. Wroughton Airfield was transferred from the Secretary of State for Defence to the Science Museum on 27 July 1997. The buildings and land relating to the National Railway Museum were transferred from the Secretary of State for the Environment on 1 August 1997. The Royal Naval Air Yard was purchased from the Ministry of Defence on 31 March 2000.

Blythe House is currently occupied by the British Museum, the Science Museum and the Victoria and Albert Museum. The freehold title is held by the Office of the Deputy Prime Minister, although ministerial responsibility for all museum estate issues has subsequently transferred to the Secretary of State for Culture, Media and Sport. As a longstanding tenant and beneficial user NMSI shows a one-third share of the value, as established by Knight Frank at March 2009, on its balance sheet.

9.2 Museum assets

	Land and buildings	Plant and machinery	Galleries and exhibitions	Fixtures and fittings	Information technology and audio-visual equipment	Assets under construction	Total
	£000	£000	£000	£000	£000	£000	£000
Cost or revalued amount as at 01.04.09 (restated, note 9.5)	228,032	60,467	22,988	1,236	829	728	314,280
Transfer to Heritage Assets	-	-	-	-	-	(20)	(20)
Transfers from assets under construction	-	426	-	-	150	(576)	-
Additions during year	611	354	-	166	72	1,994	3,197
Disposals	(300)	(306)	(1,140)	(111)	(61)	-	(1,918)
Write off Asset under Construction	-	-	-	-	-	(56)	(56)
Cost or revalued amount as at 31.03.10	228,343	60,941	21,848	1,291	990	2,070	315,483
Depreciation as at 01.04.09 (restated)	30,148	11,916	14,888	396	337	-	57,685
Disposals	(300)	(306)	(1,140)	(111)	(61)	-	(1,918)
Charge for the year	4,628	4,668	2,009	144	215	-	11,664
Depreciation as at 31.03.10	34,476	16,278	15,757	429	491	-	67,431
Net book value at 31.03.10	193,867	44,663	6,091	862	499	2,070	248,052
Net book value at 31.03.09 (restated)	197,884	48,551	8,100	840	492	728	256,595

9.3 Land and buildings

	Net book value at 31.03.10			Net book value at 31.03.09
	Museum assets	Enterprises assets	Total	Total
	£000	£000	£000	£000
Freehold land and buildings	175,299	-	175,299	178,596
Investment property	-	2,846	2,846	2,846
Freehold residential properties	549	-	549	560
Long leasehold (i)	14,982	-	14,982	17,702
Short leasehold	3,037	1,005	4,042	2,031
	193,867	3,851	197,718	201,735

(i) Defined as leases with more than 50 years to run at Balance Sheet date.

9.4 Revaluation of assets

The valuation by Chartered Surveyors Knight Frank as at 31 March 2009 was in accordance with the RICS Appraisal and Valuation Manual. The South Kensington site, National Media Museum and Locomotion at Shildon were valued on the basis of depreciated replacement cost. The National Railway Museum site, Science Museum site in Wroughton, and Blythe House are included at existing use valuations.

The Concrete Works, an undeveloped site adjacent to the National Railway Museum is owned by NMSI Enterprises Limited and is held as an investment property at a value of £2.8m. It was valued by Drivers Jonas, Chartered Surveyors, as at 31 March 2009.

9.5.1 Presentation of carrying values and cumulative depreciation balances

Following the 2009 revaluation, 100% of the values, as determined by the surveyors, was reflected in the *Cost or revalued amount* section of the 2008-09 fixed asset notes; the cumulative depreciation to date on the revalued assets was therefore excluded from the *Depreciation* section of the notes.

In the 2009-2010 fixed asset notes the opening balances for both *Cost or revalued amount* and *Depreciation* have been restated so as to reverse the impact of the above treatment. The revised format reflects NMSI's tangible fixed asset records which, in compliance with FRS15, evidences the depreciated historical cost of assets.

9.5.2 Presentational restatement - Consolidated assets

	Land and buildings £000	Plant and machinery £000	Galleries and exhibitions £000	Fixtures fittings £000	Information technology and audio- visual equipment £000	Assets under construction £000	Total £000
<u>Cost or revalued amount</u>							
31.03.09 figure before presentational amendment	201,557	53,161	23,287	3,768	829	728	283,330
Reverse impact of netting off of cost and cumulative depreciation	30,326	10,605	-	-	-	-	40,931
Restated 31.03.09 balance	231,883	63,766	23,287	3,768	829	728	324,261
<u>Cumulative depreciation</u>							
31.03.09 figure before presentational amendment	-	2,730	15,141	2,475	342	-	20,688
Reverse impact of netting off of cost and cumulative depreciation	30,148	10,788	-	-	(5)	-	40,931
Restated 31.03.09 balance	30,148	13,518	15,141	2,475	337	-	61,619
<u>Net book values at 31.03.2009</u>							
2008-09 Report & Accounts	201,557	50,431	8,146	1,293	487	728	262,642
Restated	201,735	50,248	8,146	1,293	492	728	262,642

9.5.3 Presentational restatement - Museum assets

	Land and buildings £000	Plant and machinery £000	Galleries and exhibitions £000	Fixtures and fittings £000	Information technology and audio- visual equipment £000	Assets under construction £000	Total £000
<u>Cost or revalued amount</u>							
31.03.09 figure before presentational amendment	197,706	49,862	22,988	1,236	829	728	273,349
Reverse impact of netting off of cost and cumulative depreciation	30,326	10,605	-	-	-	-	40,931
Restated 31.03.09 balance	228,032	60,467	22,988	1,236	829	728	314,280
<u>Cumulative depreciation</u>							
31.03.09 figure before presentational amendment	-	1,128	14,888	396	342	-	16,754
Reverse impact of netting off of cost and cumulative depreciation	30,148	10,788	-	-	(5)	-	40,931
Restated 31.03.09 balance	30,148	11,916	14,888	396	337	-	57,685
<u>Net book values at 31.03.2009</u>							
2008-09 Report & Accounts	197,706	48,734	8,100	840	487	728	256,595
Restated	197,884	48,551	8,100	840	492	728	256,595

10 Heritage assets

At 31 March 2010, the combined cost, (for purchases), and value, (for donated heritage assets) of capitalised heritage assets acquired from 2002 onwards was £15,159k (2008–09 £14,533k). In the year heritage assets valued at £554k were donated to the collections. No capitalised collection objects were disposed of during the year. Heritage assets are not subject to depreciation or indexation.

11 Commitments under operating leases

As at 31 March 2010, NMSI had annual commitments under non-cancellable operating leases as set out below:

	2010 Land and buildings	2010 Vehicles	2010 Equipment	2010 Total	2009 Land and buildings	2009 Vehicles	2009 Equipment	2009 Total
	£000	£000	£000	£000	£000	£000	£000	£000
Operating leases which expire:								
within one year	-	-	-	-	5	-	1	6
in the second to fifth year	93	39	143	275	21	39	140	200
after more than five years	36	-	-	36	62	-	-	62
	129	39	143	311	88	39	141	268

12 Capital commitments

12.1 Outstanding capital commitments

At the balance-sheet date two future Science Museum galleries gave rise to outstanding contracted commitments; £672k for *Who am I?* and £347k for *atmosphere: exploring climate science*.

13 Debtors

	Consolidated 2010 £000	Consolidated 2009 £000	Museum 2010 £000	Museum 2009 £000
Trade debtors	2,019	2,059	621	538
Provision for bad debts	(357)	(248)	(24)	(13)
Other debtors	89	77	58	57
Prepayments and accrued income	1,323	1,289	581	783
Taxation recoverable (VAT)	705	498	705	498
Museum loans to NMSI Enterprises Ltd	-	-	2,298	2,547
Intercompany current account	-	-	3,715	1,129
	3,779	3,675	7,954	5,539

13.1 Loans to trading subsidiary

Purpose of loan	£000	Interest payable
Future purchase of leasehold interest in the Old Meteorological Building, Exhibition Road	1,005	0%, subject to continuing provision to the Museum of office accommodation
Purchase of land at Leeman Road York	1,293	1% above Bank of England Base rate

Both loans held by the trading subsidiary are repayable on demand and are secured by a floating charge on all of the subsidiary's assets. The Museum has confirmed that it will not call the loans for repayment until at the earliest 30 June 2011, then subject to the ability of the subsidiary to make repayments.

14 Creditors

14.1 Amounts falling due within one year

	Consolidated 2010 £000	Consolidated 2009 £000	Museum 2010 £000	Museum 2009 £000
Trade creditors	3,139	2,777	2,567	1,878
Other creditors	125	290	125	290
Accruals and deferred income	3,590	3,701	2,259	2,197
Taxation and social-security costs	680	581	323	347
Bank loan	67	61	-	-
	7,601	7,410	5,274	4,712

14.2 Amounts falling due after one year

	Consolidated 2010 £000	Consolidated 2009 £000	Museum 2010 £000	Museum 2009 £000
Bank loan	426	494	-	-
Deferred income: advance rent*	383	433	383	433
	809	927	383	433

*The advance rent will be recognised as income in instalments of £50,000 per annum over the next 9 years.

15 Intra-government balances

	Debtor balance £000	Creditor balance £000
Balances with central Government bodies	949	681
Balances with local authorities	1	88
Balances with public corporations and trading funds	9	-

16 Provisions

	2010 £000	2009 £000
Early retirement provision	396	555
IMAX maintenance provision	49	97
	<u>445</u>	<u>652</u>

16.1 Provision for early retirement

	2010 £000	2009 £000
Opening balance at 01.04.08	555	731
Increase in provision: future liability for new early retirees	-	23
Revaluation of provision	21	37
Utilisation of provision	(180)	(236)
Closing balance at 31.03.09	<u>396</u>	<u>555</u>
Liability due within one year	140	177
Liability due after one year	256	378

The final charge against the provision will be in the year to March 2014. The amount of the provision anticipates increases of 3.25% per annum in the cost of the compensation payments payable to those ex-employees who have reached the age of 55. In accordance with FRS12 guidance the sum provided is equivalent to the present value of expenditures expected to be required to settle the obligation. In accordance with Treasury guidance on the discounting of pension liabilities the discount factor applied is 1.8%.

17 Financial instruments

17.1 Liquidity risk

Approximately 62% of NMSI's income is provided by Grant in Aid from the Department for Culture, Media and Sport, and 21% of NMSI's income is from a wide range of commercial activities. As the cash requirements of the Charity are met largely through Grant in Aid, financial instruments play a more limited role in creating risk that would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts to buy non financial items in line with the Charity's purchase and usage requirements and the Charity is therefore exposed to little credit, liquidity or market risk.

The foreign currency risk is negligible as substantially all income and expenditure and material assets and liabilities are denominated in sterling.

17.2 Financial assets by category

	Note	2010 £000
Trade debtors	13	2,018
Other debtors	13	89
Short term deposits	per balance sheet	13,000
Cash	per balance sheet	6,663

The above figures exclude statutory debtors which relates to VAT due from HM Revenue & Customs.

None of the financial assets have been subject to impairment.

17.2.1 An analysis of the ageing of the non impaired trade debtors is shown below:

	Trade Debtors £000	Less than 30 days £000	30 - 60 days old £000	More than 60 days old £000
As at March 2010	2,019	1,309	106	604

The Museum's principle exposure to credit risk is primarily attributable to trade debtors. However this risk is not considered significant as major customers are familiar to the Museum. The amounts presented in the Balance Sheet are net of provisions for doubtful receivables estimated by the Museum's management based on prior experience and their assessment of the current economic value.

17.2.2 Movement in the provision for bad and doubtful debts relating to the trade debtors.

	£000
Provision at 1 April 2009	248
Charges to the SOFA	125
Provision used	(16)
Balance at 31 March 2010	357

17.3 Financial liabilities by category

	Note	£000
Trade creditors	14	3,139
Other creditors	14	125
Accruals		3,590
Bank loan	17.4	493

The above figures exclude statutory creditors, which related to Tax and Social Security due to HM Revenue & Customs. With the exception of the bank loan, other liabilities are non-interest bearing.

17.4 Bank loan

The amount due in relation to financial liabilities, NMSI Enterprises Ltd borrowing, was:

	2010 £000	2009 £000
Loan not wholly repayable within five years:	493	555
Analysis of maturity of debt:		
Within one year of demand	67	61
Between one and two years	74	67
Between two and five years	271	246
After five years	81	181
	493	555
Amount repayable by instalments any of which fall for payment after five years	81	181

The leasehold interest in the Old Meteorological Building at Exhibition Road, London (net book value at 31.03.10 £1,004,697) is subject to a mortgage equal to the total amount of the bank loan shown above.

The bank loan is at a fixed interest rate.

18 Statement of funds

18.1 Statement of restricted funds

	Sponsorship Grants Grants Donations Reserve	Capital Reserves	Revaluation Reserves	Collection Purchases Fund	Total Restricted Funds
	£000	£000	£000	£000	£000
Opening balances at 01.04.09	1,845	187,334	62,777	-	251,956
Income	6,170	50	-	571	6,791
Expenditure	(3,040)	(5,104)	(5,053)	-	(13,197)
Transfers:					
Capitalised project expenditure	(1,760)	1,767	-	(7)	-
Capitalisation of donated heritage assets	-	554	-	(554)	-
Capitalised heritage assets	-	10	-	(10)	-
Transfers between Capital and Revaluation Reserves*	-	(19,769)	20,288	-	519
Closing balances at 31.03.10	3,215	164,842	78,012	-	246,069

*see note on page 62

18.2 Statement of unrestricted funds

	Museum Improvement Reserve	Capital Reserve	Revaluation Reserve	Collections Purchase Fund	Contingency Fund	Post Office Building Purchase Reserve	Total Designated Funds	General Funds	Total unrestricted Funds
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Opening balances at 01.04.09	8,865	17,653	5,771	381	1,800	500	34,970	609	35,579
Income	10,092	-	-	-	-	-	10,092	48,612	58,704
Expenditure	(6,340)	(1,371)	(171)	(60)	-	-	(7,942)	(47,830)	(55,772)
Capitalised project expenditure	(1,380)	1,370	-	-	-	-	(10)	10	-
Capitalisation of heritage assets purchased using operating budgets	-	47	-	(47)	-	-	-	-	-
Transfer to increase Collections Purchase Fund	-	-	-	100	-	-	100	(100)	-
Transfer to replenish Contingency Fund	-	-	-	-	2,400	-	2,400	(2,400)	-
Transfer to General Funds	-	-	-	-	(2,000)	-	(2,000)	2,000	-
Annual transfer to Post Office Building Reserve	-	-	-	-	-	200	200	(200)	-
Transfers between Capital and Revaluation Reserves*	-	1,311	(1,830)	-	-	-	(519)	-	(519)
Corporation tax	-	-	-	-	-	-	-	(15)	(15)
Closing balances at 31.03.10	11,237	19,010	3,770	374	2,200	700	37,291	686	37,977

*see note on page 62

*NMSI accounting policy is for the entire cost of new capital additions to cause a corresponding increase on one or other of the Capital Reserves (either restricted or unrestricted, depending on the sources of funding for the asset; notes 18.4.1 and 18.4.3 refer). Throughout the asset's life, as historic cost depreciation is charged to the Capital Reserves, those reserve balances continue to equate to the depreciated historic cost (once allowance is made for the net book value of an exceptional minority of assets where there was no increase in the Capital Reserve in the year of acquisition and for which annual depreciation charges are borne by the undesignated General fund.

In 2009-10 an exercise was undertaken to improve the records held for the original historic cost of any asset, its cumulative historic cost depreciation, its associated revaluation movements and cumulative current cost depreciation. Note 9.5 outlines the resulting presentational restatement of fixed assets. The transfers between Capital and Revaluation Reserves shown in the above Statements of funds, and summarised below, has the effect of correctly aligning the Capital and Revaluation reserves to the fixed asset records.

	£000
Transfer out of restricted Capital Reserve	(19,769)
Transfer into restricted Revaluation Reserve	20,288
Transfer into unrestricted Capital Reserve	1,311
Transfer out of unrestricted Revaluation Reserve	<u>(1,830)</u>
Net movement across Capital and Revaluation Reserves	<u><u>-</u></u>

18.3 Analysis of group net assets between funds

Fund balances at 31 March 2010 are represented by:	Unrestricted funds £000	Restricted funds £000	Endowment fund £000	Total £000
Tangible fixed assets	25,261	228,444	-	253,705
Heritage assets	316	14,843	-	15,159
Current assets	20,822	3,215	73	24,110
Current liabilities	(7,168)	(433)	-	(7,601)
Long term liabilities	(809)	-	-	(809)
Provisions	(445)	-	-	(445)
Total net assets	<u>37,977</u>	<u>246,069</u>	<u>73</u>	<u>284,119</u>

18.4 Funds

18.4.1 Restricted Funds

Where a donor or sponsor has specified a particular purpose for a donation, grant or sponsorship income, that income is shown as restricted income in the year in which receipt is due.

Sponsorship, Grants and Donations Reserve

Sponsorship income, grants and donations received for specific projects or events are shown as restricted income and credited to a Sponsorship, Grants and Donations Reserve.

Capital Reserve

The restricted Capital Reserve represents the net book value of fixed assets financed by restricted income. £1,464k (2009: £1,615k) of the Capital Reserve represents the net book value of two IMAX cinema projectors purchased with a capital grant from the Heritage Lottery Fund.

Revaluation Reserve

Where assets have been financed by restricted income then any revaluation movements arising from the quinquennial professional revaluations are recognised within this reserve; the associated current cost depreciation is charged to this reserve.

Collections Purchase Fund

Income received for the purchase of specific items or from the sale of objects is shown as restricted income and credited to the Collections Purchase Fund.

18.4.2 Endowment Fund

The Brink endowment fund is a permanent endowment established to advance the education in science of disadvantaged children. The income generated by the endowment is treated as restricted to the purpose of the fund.

18.4.3 Unrestricted Designated Funds

Where the Museum decides to commit to a specific project, an allocation is made to a designated fund. Income is recognised in the Statement of Financial Activities as it arises and is allocated as explained in the reconciliation and analysis of movements of the funds.

Museum Improvement Reserve

Museum funds committed to specific future project activity are credited to the Museum Improvement Reserve and released in the year in which the related expenditure takes place.

Capital Reserve

The restricted Capital Reserve represents the net book value of fixed assets financed by unrestricted income; the reserve funds future historic cost depreciation.

Revaluation Reserve

Where assets have been financed by unrestricted income then any revaluation movements arising from the quinquennial professional revaluations are recognised within this reserve; the associated current cost depreciation is charged to this reserve.

Collections Purchase Fund

Museum funds committed specifically to the purchase of objects for the collections are credited to the Collections Purchases Fund and released in the year in which expenditure takes place.

Contingency Reserve

Funds have been allocated to a Contingency Reserve to provide a reserve for use when significant unforeseen costs arise. The level of the reserve is determined by the Finance & General Purposes Committee with reference to recent calls on the funds and the size of the current capital programme. The necessary level is reassessed annually as part of the budget activity and also when any major change in the level of activity is planned and the target level for 2010–11 is £2.3m. Transfers within the year to support gallery development were replenished by the end of the year.

Post Office Building Purchase Reserve

The Museum is contracted to purchase the leasehold (99 years from 1995) of the 'The Post Office Building' (formerly known as the Old Meteorological Building) Exhibition Road, for £1,004,697 in 2016, once the mortgage on the property is repaid by NMSI Enterprises Ltd. This fund represents monies set aside to meet this obligation.

18.4.4 General Funds

General funds are available for use in furtherance of the general objectives of the Museum and are usually allocated for expenditure in the year after they arise. Specific general reserves are detailed under designated funds.

19 Cash-flow information

19.1 Reconciliation of net incoming resources to net cash inflow from operating activities

	Note	2010 £000	2009 £000
Net outgoing resources before taxation		(9,788)	(16,307)
Movement on Corporation tax liability		20	(35)
Cost of capital		6,287	5,036
Investment income	5	(56)	(532)
Interest payable		53	57
Donated fixed assets and heritage assets	18.1	(554)	(260)
Release from deferred income provision		(50)	(50)
Depreciation	9	12,038	14,916
(Increase) / decrease in stocks		(56)	46
(Increase) / decrease in debtors		(239)	785
Movements on bad debt and specific grant provisions	17.2.2	109	211
Increase in creditors, excluding loans		17	1,204
Increase in pension provision	16.1	21	60
In-year payments to early retirees	16.1	(180)	(236)
Movement on IMAX provision in NMSI Enterprises	16	(48)	18
Net cash inflow from operating activities		7,574	4,913

19.2 Gross cash flows

	2010 £000	2009 £000
Returns on investments and servicing of finance		
Interest received	63	525
Interest paid	(53)	(57)
	10	468
Capital expenditure		
Receipt from sale of tangible fixed assets	29	-
Payments to acquire tangible fixed assets	(3,050)	(1,444)
	(3,021)	(1,444)
Management of liquid resources		
Cash (invested in) / withdrawn from short-term investments	(11,000)	6,500
Financing		
Loan repayments	(61)	(55)

19.3 Analysis of changes in net funds

	At 01.04.09 £000	Cash flows £000	At 31.03.10 £000
Cash at bank and in hand	13,161	(6,498)	6,663
Current asset investments	2,000	11,000	13,000
Debt due within one year	(61)	(7)	(68)
Debt due after one year	(494)	68	(426)
	14,606	4,563	19,169

20 Contingent liabilities

There were no contingent liabilities.

21 Related party transactions

The National Museum of Science & Industry is an executive non-departmental public body whose parent body is the Department for Culture, Media and Sport. The Department for Culture, Media and Sport is regarded as a related party. During 2009–10 the National Museum of Science & Industry had a number of transactions in the normal course of business and at full arms length with the Department and with other entities for which the Department is regarded as the parent Department. The Director acts as Accounting Officer for the National Coal Mining Museum for England Trust Ltd. Loans of objects were also made to other museums for which DCMS is the parent body. In addition, NMSI provides advisory services to the Heritage Lottery Fund for which it receives payment. NMSI also had a small number of transactions with other government departments and other central government bodies.

2 Trustees had relationships with bodies with which NMSI had transactions;

Organisation	Nature of transaction	Name	Payments £000	Receipts £000	Creditor £000	Debtor £000
Royal Society	Event hire	Lord Rees of Ludlow	-	-	4	-
Science & Media LLP	Science Museum as agent for exhibition management, service recharge	Dr Douglas Gurr Ms Molly Jackson Ms Anne Caine	30	30	356	-

NMSI Enterprises Ltd was gifted 16.5% of shares in Science & Media LLP, the holding company for 'Science of' which creates the 'Science of' exhibitions shown in the Science Museum and elsewhere. Dr Gurr, Molly Jackson and Anne Caine hold unremunerated directorships within that group of companies to ensure the interests of NMSI Enterprises Ltd are represented.

A provision of £259,752 has been made against the net of the creditor and debtor balances attributable to Science & Media LLP.

22 Post balance sheet events

The Annual Report and Accounts 2009–10 were authorised for issue by the Trustees and Accounting Officer on 14 July 2010.

Non-adjusting post balance sheet event

It was announced in the Budget on 22 June 2010 that the Government intends to adopt the Consumer Price Index (CPI) for the indexation of public service pensions from April 2011. This will have an impact upon the future operation of the pension schemes that the National Museum of Science & Industry provides to employees.

Awards and nominations, exhibitions and publications

Awards and nominations

Science Museum

- Silver Award for Large Visitor Attraction of the Year at the Enjoy England Awards for Excellence 2009
- Best Family Attraction in the *Rough Guide to Accessible Britain Awards* 2010
- The Sandford Award for Heritage Education 2009
- World Class Service Accreditation
- Learning Outside the Classroom (LOtC) Quality Badge

National Railway Museum

- Visitor Attraction of the Year (50,000 visitors and over) in the White Rose Awards 2009
- *The Railway Children*, York Tourism Awards for Excellence 2009 – Visitor Experience of the Year (joint with York Theatre Royal)
- Best Tourism Experience for *The Railway Children* in the White Rose Awards 2009 (joint with York Theatre Royal)
- John Coiley Award 2009 for the restoration of 6229 *Duchess of Hamilton* (in association with Tyseley Locomotive Works).
- Marsh Volunteers Award for Museum Learning, Yorkshire Region 2009 for the Lancashire & Yorkshire Signalling School volunteers' work at the National Railway Museum.
- World Class Service Accreditation
- Model of the Year (*City of Truro* locomotive) and Model of the Decade (*Deltic Prototype* locomotive) in the *Model Rail* 2010 readers' poll
- Learning Outside the Classroom (LOtC) Quality Badge

Locomotion

- Best Free Venue in the *Rough Guide to Accessible Britain Awards* 2010
- Learning Outside the Classroom (LOtC) Quality Badge

National Media Museum

- Nominated in the Business Tourism category for the Welcome to Yorkshire White Rose Awards
- World Class Service Accreditation
- Learning Outside the Classroom (LOtC) Quality Badge
- Education Bradford's Education Business Partnership Award for Work Experience Quality Standard

Awards for films made as part of the DCMS/DCFS funded Strategic Commissioning project *Anim8ed*:

- The Lion at Home (Bricknell Primary School, Hull/Ferens Art Gallery) won the 'Best Child-Made Animation' award at the first Silver Salt Animation Festival 2010 in India and third prize at the National Young Filmmaker's Award, Leeds Young People's Film Festival
- Immersion Emergence (Titus Salt School/National Media Museum/Cartwright Hall) won Best Film By Young Animators Award at BAF 2009

Exhibitions

Started between 1 April 2009 and 31 March 2010

	Opened	Closed
Science Museum		
Centenary Journey	June 2009	June 2010
<i>Museum of the Future</i> display	June 2009	TBC
<i>Cosmos & Culture</i>	July 2009	TBC
<i>Measuring Time</i> upgrade (permanent display)	July 2009	
RJ Mitchell statue display (<i>Flight</i> gallery, permanent display)	September 2009	
<i>Prove it! All the evidence you need to believe in climate change</i>	October 2009	February 2010
<i>1001 Inventions</i>	January 2010	June 2010
National Railway Museum		
<i>India on the Move</i>	April 2009	September 2009
<i>Streamlined: Styling and Era (Duchess of Hamilton)</i>	May 2009	2011
Integrated Electronic Control Centre redisplay (permanent)	October 2009	
<i>Once Upon a Tide: North Sea Ferry Tales</i>	February 2010	September 2010
<i>Brief Encounters</i> (temporary art installation)	November 2009	January 2010
Locomotion		
<i>Durham Lives</i>	June 2009	June 2009
<i>African Adventure</i>	July 2009	August 2009
<i>Durham Amateur Football Trust</i>	August 2009	August 2009
<i>Guild of Railway Artists – Railart 2009</i>	August 2009	October 2009
Durham Amateur Football Trust – youth tournament display	September 2009	October 2009
<i>Railway Stephensons</i>	October 2009	November 2009
<i>Their Past Your Future 2: Railways at War</i>	January 2010	February 2010
<i>Art of Robert Stephenson</i>	January 2010	February 2010
<i>Celebrating Shildon Memories</i>	February 2010	February 2010
National Media Museum		
<i>Animalism</i>	May 2009	September 2009
<i>Don McCullin – In England</i>	May 2009	September 2009
<i>Drawings that Move – The Art of Joanna Quinn</i>	October 2009	February 2010
<i>Neeta Madhar: 2008–2009 Bradford Fellow</i>	October 2009	February 2010
<i>Evolve</i>	November 2009	November 2010
<i>Simon Roberts – We English</i>	March 2010	September 2010
<i>Robbie Copper – Immersion</i>	March 2010	September 2010
<i>Games Lounge</i>	February 2010	TBC

Publications

Science Museum

Books

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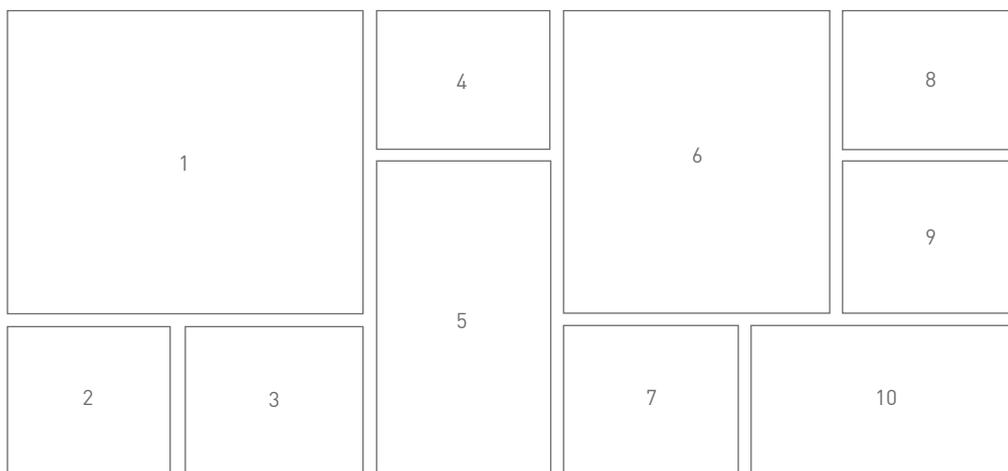
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Cover photography

1. Half-term *Make Your Own Video* workshop at the National Media Museum
2. Festival of Innovation at the Science Museum at Wroughton collections stores
3. *Brief Encounters Art* Installation at the National Railway Museum
4. Operation of reproduction of Stephenson's locomotive *Rocket* in Hyde Park
5. Science Museum Outreach performing in Richmond Theatre
6. *Cosmos & Culture* exhibition at the Science Museum
7. Actor John Hurt with his Lifetime Achievement Award presented at the 16th Bradford International Film Festival
8. Dancer at the National Railway Museum's *Indian Festival*
9. Children using the National Media Museum's Art Cart
10. *Duchess of Hamilton* leaving the National Railway Museum workshop



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ISBN 978-0-10-296467-7



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