

MUSEUMS AND GALLERIES ACT 1992

**Accounts**, for the National Museum of Science and Industry prepared pursuant to Act 1992, c.44, para 9(7) for the year ended 31 March 2001, together with the Report of the Comptroller and Auditor General thereon. (In continuation of House of Commons Paper No. 933 of 1999–2000.)

Presented pursuant to Act 1992, c.44, paragraph 9(8).

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# **National Museum of Science & Industry Account 2000–01**

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## Foreword and Annual Report

### History

- 1 The Science Museum has its origins in the South Kensington Museum set up soon after the Great Exhibition of 1851. The National Railway Museum (NRM), 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 Museum of Photography, Film and Television (NMPFT) was established in 1983 with the support of Bradford City Council as part of the Council's economic redevelopment. Wroughton Airfield, a former World War II airfield, was made available to the Science Museum by the Ministry of Defence in 1979.

### NMSI Now

- 2 NMSI is the world's pre-eminent museum devoted to the history and contemporary practice of science, medicine, technology and industry. Its collections 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 Museum of the History of Medicine at South Kensington; the National Railway Museum at York; the National Museum of Photography, Film and Television at Bradford; Wroughton Airfield; and Concorde 002 with its associated exhibition at Yeovilton. Collections stores are at Wroughton near Swindon; Blythe House, West Kensington; Foundry Lane in York; and Black Dyke Mills in Bradford.

### Legal Status

- 3 NMSI was run 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. NMSI is an exempt charity under the Second Schedule of the Charities Act 1960 later consolidated into the second schedule of the 1993 Charities Act, and is recognised as charitable by the Inland Revenue. NMSI has a wholly owned subsidiary trading company, NMSI Trading Limited (company registration no: 2196149) set up in 1988. This operates at all three Museums (within the Public Affairs Division) and covenants all taxable profits to NMSI. Bradford Film Limited is a company limited by guarantee whose sole member is NMSI Trading Limited.

### Framework for Operation

- 4 DCMS issues a *Financial Memorandum* to the Museum; continuing receipt of the Grant is dependent upon the Museum's compliance. The *Memorandum*, last revised in February 1995, sets out DCMS policy and financial requirements which include the relevant provisions of *Government Accounting* 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 is now in place. This defines the commitments by each party for the future years.

### Management

- 5 NMSI

The Board of Trustees of the Science Museum is responsible for the whole of NMSI; Advisory Committees, which comprise Trustees and specialists in the relevant subjects, have particular responsibility for NRM and NMPFT. The Trustees, who may number between 12 and 20, are appointed by the Prime Minister and are responsible to him or her through DCMS. The Director as Chief Executive Officer is responsible to the Board of Trustees and is accountable to DCMS for compliance

with the *Financial Memorandum*. The names of the Trustees and the members of the Executive Management Committee are set out in Appendix 1. Addresses are set out in Appendix 5.

The Science Museum has four internal divisions: Collections Division (CD); Science Communication Division (SCD); Public Affairs Division (PAD); and Resource Management Division (RMD), each headed by an Assistant Director. NRM and NMPFT are organised along similar lines with all staff responsible to the Head of Museum while having a functional responsibility to the appropriate Assistant Director at the Science Museum.

The main decision-making body is the Executive Management Committee (EMC) which consists of the Director, the Assistant Directors and the Heads of Museums and the Head of Corporate Relations. The EMC meets once a month.

NMSI is an equal opportunities employer and aims to provide equal opportunity for employment, career development and promotion to all who are eligible, on the basis of ability, qualifications and fitness for work. Applications are welcome from all qualified individuals irrespective of race, sex, marital status or disability. Continuing efforts are being made to improve the working environment to meet the needs of people with disabilities.

#### **New Director**

Dr Lindsay Sharp, former President and Chief Executive of the Royal Ontario Museum, Canada, took over as Director of NMSI on 1 July 2000. Sir Neil Cossons retired on 30 June after 14 years as Director, having guided NMSI through an era of major renewal and development.

#### **National Coal Mining Museum of England—NCMME**

NCMME at Caphouse Colliery near Wakefield aims to preserve a representative selection of the machinery and artefacts associated with all aspects of coal mining and to preserve an intact colliery site to show visitors what a colliery is and was like, both above and below ground. NCMME enjoys support from the local community, the coal industry and DCMS.

In accordance with the recommendations of the 1998 DCMS Working Party, NCMME receives Grant-in-Aid from DCMS via NMSI. NCMME remains a fully independent legal entity and charity with its own entirely independent Board of Trustees.

- Employee Involvement**    6 During 2000-01 a new style Executive Management Brief has been introduced, linked to the team briefing system that has been in place for several years. This ensures that decisions made by the Executive Management Committee are cascaded and communicated to staff quickly.

A new NMSI Staff Newsletter has now been launched, and is used as an important vehicle to communicate key management issues, and for staff themselves to celebrate what they are doing and to let others know.

A comprehensive Staff Survey was undertaken with an excellent response rate. This was used to survey staff at the beginning of the strategic review process, and also to

measure their concerns about communication, management style and their own personal development. Subsequently, 10 breakthrough teams were established to explore and report on a number of issues in support of the early stages of the strategic review. The reports from the breakthrough teams continue to inform the review as it progresses, and in many cases, actions are already being taken to address issues.

A series of focus group meetings and workshops also took place during the course of the year with a total of 140 staff who have helped and support the development of an outline competency framework and a review of our pay and reward systems.

**Mission Statement and Core Objectives**

**7 The Mission Statement**

- *The Museum exists to promote the public's understanding of the history and contemporary practice of science, medicine, technology and industry.*

**Core Objectives**

*Customers*

- *Exceed our various publics' expectations in all that we do.*

*Collections*

- *Build, research and care for the national collections in these fields.*

*Communication*

- *Interpret those collections and engage the public in the contemporary issues of science, medicine, technology and industry.*

*Resources*

- *Manage our resources and optimise our income to support these activities.*

**Review of Achievements in 2000-01**

**8 Customers**

- *To exceed our various publics' expectations in all that we do.*

*Visitors*

*NMPFT* reached the *magic million* in visitor numbers for the calendar year 2000 by the beginning of December and by the end of the month had comfortably exceeded this figure.

*At the Science Museum and NRM, free entry for over 60s was introduced in April 2000. This led to a large increase in the number of people over 60 visiting the Museums: at NRM the number of over 60s visiting the Museum was 98% up on the same quarter of the previous year.*

*25th Anniversary*

September 2000 marked the *25th anniversary* of the opening of NRM in York. NRM was the first national museum to be established outside London and has become Britain's largest single body of historic railway material, with a national collection including 103 locomotives and 177 other items of rolling stock which tell the railway story from Rocket to Eurostar.

The collection also includes a host of other artefacts associated with the railways, such as 3,300 models, 6,500 items of silver and crockery, over 300 nameplates, 350,000 tickets, 1,800 buttons and 1.4 million negatives, 350,000 engineering drawings, 7,500 posters and 200 original works of art. It also holds a vast archive of documents.

### *Awards*

#### **Science Museum**

In July 2000 the Science Museum was highly commended by the London Tourist Board in the category of *Visitor Attraction of the Year* (over 100,000 visitors). The Tower of London won the award while the Science Museum and the Museum of London were highly commended. The awards recognise many of the vital components of a successful tourism business—marketing strategy, innovation, access for all, customer service and facilities.

In February 2001, the Museum won two *Design Week* awards. In the category Permanent Exhibition Design, *Digitopolis*, *Who Am I?*, *Imagine* and *Making the Modern World* were all nominated; the judges gave the *Permanent Exhibition Design award* to Casson Mann acknowledging their work on the Wellcome Wing exhibitions and also on the 'Worm Wall' (a selection of visitors' comments moving around a maze of LED tracks on the blue wall of the Wellcome Wing). In the category of *Restaurants, Cafes, Clubs and Bar*, WilkinsonEyre Architects were announced winners for *Deep Blue Cafe* in the Wellcome Wing.

In the New Year's Honours List, John Ballance, Project Manager for the Science Museum's Wellcome Wing, was awarded an OBE for Services to the Wellcome Wing and The Science Museum.

#### **NMPFT**

*Wired Worlds*, NMPFT's gallery on new digital media won the prestigious *Design Week Year 2000 Award*, judged by an independent jury of 30 design-industry leaders in March 2000. The gallery won "Best Permanent Exhibition Design", and even more pleasingly it also won "Best of Show"—in effect 'best of the best'. In this, it beat the cream of British design across categories ranging from new digital media and information sites (both web and broadcast), through print and corporate identity, to product and interior design.

NMPFT won the *England for Excellence silver Award for Best Visitor Attraction* in November. The award attracted coverage from the key regional press as well as trade press.

NMPFT also won the Silver award (tying with the Tower of London) for the *English Tourist Board Visitor Attraction of the Year*.

#### **NRM**

NRM beat competition from rivals in 20 other countries to win the coveted *2001 European Museum of the Year Award* at a ceremony in Pisa, Italy. The Museum is only the fourth British institution to win this prestigious European title in the

24-year history of the competition, thus adding a new international dimension to a string of national accolades.

The Museum was a runner up in the *Yorkshire Tourist Board's Visitor Attraction of the Year* awards (over 100,000 visitors).

#### *Collections*

- *To build, research and care for the national collections in science, medicine, technology and industry.*

#### **Science Museum**

##### *Wellcome Wing*

The Wellcome Wing was officially opened on 27 June 2000 by Her Majesty The Queen, accompanied by His Royal Highness the Duke of Edinburgh. Also present were His Royal Highness the Duke of Kent, a Trustee of the Museum, Rt Hon Michael Portillo MP, the Mayor of Kensington and Chelsea and many Trustees. The Wing was opened to the public on 30 June 2000. It was made possible by the first major award to the sciences from the Heritage Lottery Fund and by one of the largest grants ever made to a museum in this country from the Wellcome Trust.

The Wellcome Wing, a breathtaking theatre of contemporary science, is devoted entirely to contemporary science and technology. It contains a 450-seat IMAX® cinema, a simulator and a suite of six specially-created exhibitions covering key scientific topics, including genetics, digital technology, bio-medicine and artificial intelligence.

Feedback stations invite visitors' opinions while art installations, from some of the world's leading artists, encourage visitors to view science from a new perspective. Leading academic centres have also taken the unprecedented step of using the Wellcome Wing as a base for 'live' research. Visitors are not only able to see scientific investigation as it happens but can be a part of it.

##### *Making the Modern World*

*Making the Modern World*, a striking collection of physical objects documenting the history of science and technology, offers four linear exhibitions of remarkable density. Showing some 2,000 artefacts, it presents a deliberate counterpoint to the Wellcome Wing, juxtaposing interactive 'message-rich' displays in the new wing, with an 'artefact-rich' time-line display in the old building and taking visitors from the Industrial Revolution of the late eighteenth century to the present day. The gallery allows a visitor to cover 250 years of technology and industrial development in 100 paces, before arriving in the year 2000, to enter the Wellcome Wing and the world of contemporary science.

##### *'Clock of the Long Now'*

The first prototype of a clock designed to run for 10,000 years, forms the stunning final exhibit in the *Making the Modern World* gallery. Over eight feet high, the all-mechanical working prototype clock was built by the Long Now Foundation based in USA and completed just in time for New Year's Eve, 1999. The final clock, some 10 to 20 times larger than the prototype and unlikely to be completed for many

years, will be built in a rock cavern in the Nevada desert to protect it from the hazards of an urban environment. The Long Now Foundation members hope their clocks will enter the global public's consciousness and prompt debates over the dangers of short-term thinking.

#### **Examples of notable objects acquired**

##### *Helen Sharman's Russian space suit*

Helen Sharman became the first Briton in space when she was launched to the Mir space station in a Soyuz TM-12 spacecraft on 18 May 1991. Her Zvezda Sokol K1V Suit has been acquired by the Science Museum with the assistance of the Heritage Lottery Fund and has been put on display in the Space Gallery. The acquisition also includes some unique video footage that Helen shot while on board Mir.

##### *The last ever Fleet Street printing press*

The Science Museum has acquired the last surviving Fleet Street newspaper printing press, a device occupying 160 cubic metres and weighing some 140 tonnes. The press was transported in pieces to Wroughton where, after re-assembly, it will make a remarkable display centrepiece for one of the hangars. The other printing presses in Northcliffe House had been removed after the building fell out of use, but as part of the consent for the site development, a planning condition was placed to ensure the retention on the surviving press. The immense machine was made by the Wood Newspaper Machinery Corporation of New York.

##### *Mathematical quilts*

A spiralling *Pythagorean mathematical quilt*, inspired by the June 1989 cover of 'Mathematics Magazine' published by the Mathematical Association of America, and an *Indiana Puzzle mathematical quilt* based on nested Baravalle logarithmic spirals, both designed and made by Elaine Krajenke Ellison in 2000, were purchased for the mathematics collection. These quilts are mathematically very rigorous, having been devised by a mathematics teacher for the benefit of students, both to look at and to make. They are accompanied by a book which describes exactly how each is put together.

##### *Teaching aids from the 1938 polio epidemic*

The Museum acquired a small number of child dolls illustrating various orthopaedic procedures, including use of an iron lung. These compelling objects, complete with miniature teddy bears, were used to communicate to child polio patients the nature of treatment they could expect to receive. They are powerful evidence of doctor-patient relations in the past. They come from the Lord Mayor Treloar Hospital, Alton, Hants, an orthopaedic hospital best known for the specialist treatment of children and young adults.

##### *Ten bicycles*

A distinctive collection of mass-produced bicycles manufactured in the 1950s and 1960s was acquired in virtually 'as manufactured' condition. The Science Museum's collection has tended to be illustrative of technical innovation, and the products of the volume manufacturers are less well represented.



*Cartoons by Patrick Blower, published in the Evening Standard 1998-2000*

These original signed artworks are part of the Museum's selection of pictorial material recording the Millennium Dome project. This group tells of some Summer-2000 developments and includes two relating to bio-engineering and environmental science.

*Luggable personal computer by Thorn EMI, model Wren, 1984*

The early portable computers, known as 'luggables', were, by current standards, heavy and bulky. A British product built by Thorn EMI, the Wren, with its monochrome display, was slightly behind the competition. It uses a Zilog Z80 processor and runs the CP/M operating system. The 7-inch amber screen and 5¼-inch floppy disk drive are integral.

**Examples of Exhibitions***Bridging Art and Science*

This exhibition presented the work at the Science Museum of WilkinsonEyre, architects. The Museum has had a highly productive relationship with WilkinsonEyre, and the practice has brought rigour, elegance and discipline to several important displays. Most recently, WilkinsonEyre were the exhibition designers for the major new synoptic gallery, *Making the Modern World*. They also developed the master plan for the ground floor of the new Wellcome Wing and designed the award-winning Deep Blue café and the superb interactive glass bridge spanning the 'Challenge of Materials' gallery.

*Women in Science*

This exhibition showed women at work in science, technology and medicine. The Pictorial Collection at the Science Museum contains images of science, technology and medicine, mainly from the British point of view. Only about 1% of these works actually depict women. This exhibition showed some of the women who may have been overlooked through the years and included four items on loan from the Pictorial Collection at NRM. The exhibition was complemented by *Women in Science in Europe*, an exhibition in the Science Museum Library of material from the Library collections.

*Star Trek: Federation Science*

The UK leg of the *Star Trek: Federation Science* ™ European Tour was launched in September 2000 at the Science Museum. This exhibition looked at the science behind everyday concepts in the television series, *Star Trek*. The exhibition used fully-interactive exhibits to help explore scientific issues around popular *Star Trek* themes such as voice recognition, orbits and navigation, while the Engineering section looked at propulsion, reviewing the relevance of Newtonian physics to *Star Trek*.

*Mind Your Head? 100 Years of Psychology in Britain*

The Science Museum's first-ever exhibition dedicated to the history of psychology opened in January 2001. The exhibition celebrated the centenary of the British Psychological Society and explored the ways scientists have systematically studied the human mind over the past century. Using a combination of original artefacts and laboratory equipment, artwork and archive material, film footage and a full-scale

mock-up of a 1990s psychology laboratory, the exhibit offered a quirky and engaging overview of an abstract and often emotive subject. A book of essays by prominent historians and psychologists, co-edited by Geoff Bunn, curator of the exhibition, has been published alongside the exhibition.

## **NMPFT**

### *Research Centre*

NMPFT re-located a substantial percentage of its collections to the Research Centre beginning in May 2000 with essential collections management work such as cleaning, wrapping, palletisation and labelling of objects. The relocation began with the movement of the Print archive, a labour intensive exercise given the inherent fragility, diverse range and value of the material and was concluded on time and to budget with the relocation of the 3D equipment from the Black Dyke store.

Owing to the sheer volume of material to be relocated it was essential that as much cataloguing information as possible be recorded, and the project team saw this as an ideal opportunity to expand records on *The Investigator* (database). Records were established for almost 3,000 television, photographic technology and cinematography objects for display in the Centre.

### **Examples of exhibitions**

#### *The Art of Star Wars*

Centre stage of NMPFT's exhibition programme for 2000 was *The Art of Star Wars*, which opened in October. Comprising original models, costumes and concept designs from the archives of Lucasfilm Ltd., the exhibition revealed, in dramatic displays, the skill and artistry involved in bringing the Star Wars universe to the screen.

Over 500 people attended The Art of Star Wars launch party, more than any other single event since the launch of the new Museum. Officially opened by Anthony Daniels (actor, C3-PO), with music from Black Dyke Band and a star appearance by a team of Stormtroopers, the event attracted enormous praise from Lucasfilm and guests alike.

The film's special effects designer Rob Coleman and concept artist Dermot Power gave a special lecture to the students on the EIMC course at Bradford University and were able to give deeper insight into the work involved in creating the Star Wars vision.

#### *Specimens and Marvels: The work of William Henry Fox Talbot*

*Specimens and Marvels* marked the bicentenary of the birth of William Henry Fox Talbot, the English inventor and polymath who founded modern photography in the 1830s. NMPFT's Collection houses the most significant holdings of the work of Talbot and his contemporaries in the world. This exhibition, the most comprehensive of Talbot's work to date, drew on these holdings to explore the convergence of art and science that led to the invention of photography as we know it.

#### *A Collector's Choice*

*A Collector's Choice: Michael Wilson selects early portraits from the Collection of Photographs* opened in April. Michael Wilson, film producer and NMPFT Advisor,

holds one of the finest private photography art collections in the world. Fascinated by his ‘collector’s eye’, the Museum invited him to work with staff to select an exhibition from the Museum’s collection of photographs. Wilson quickly became intrigued by the rich holdings of 19th century portraiture and decided to restrict his focus to this area for the exhibition. An illustrated leaflet titled *The Foundations of British Portrait Photography* written by Colin Harding, Curator of Photographic Technology, elaborated the themes explored in the exhibition.

### *In a Lonely Place*

Drawing its title from the famous Nicholas Ray film of 1950, *In a Lonely Place* took loss, paranoia, loneliness, isolation and anxiety as its central themes. Twelve emerging and established artists from Europe and the USA showed work, most of which was making its debut in the UK. The exhibition included three video installations continuing NMPFT’s remit to support living artists and show work that challenges perspectives of photography, art and new media. The themes, which have a powerful currency in the 21st century were explored further in a catalogue which will be the third in the series launched in 1999 with *Revisions*.

### **Examples of notable objects acquired**

#### *HyCam high speed 16mm cameras*

This equipment dates from the 1980s. Both cameras are excellent examples of rotating-prism shutter high-speed cameras capable of shooting up to 10,000 frames a second, and were used by Rolls Royce at Derby to film tests of aero-engines.

#### *Paillard Bolex H8 and H8RVS 8mm cameras*

These are classic top-of-the-range Bolex 8mm cameras from the 1950s and 1960s based on the H16 16mm models. Until this acquisition, the Museum held no examples of such cameras. Bolex equipment was always highly prized for its precision Swiss engineering.

#### *42 colour prints and ephemera by Donovan Wylie from the “Losing Ground” series, 1990–95*

For over five years, Donovan Wylie, the Northern Irish photographer, became involved with the so-called group “New Age Travellers”. Reflecting the best documentary traditions, Wylie’s work captures the circumstances, lifestyle and customs of the “New Age Travellers” and complements the work of other existing distinguished practitioners held by the Museum.

#### *Original script and ephemera from the world’s first televised play, 1930*

Acquired from the prompter-cum-production assistant on the world’s first televised play—Pirandello’s *The Man with a Flower in his Mouth*—this annotated script represents an important milestone in television. The script contains extensive production annotations and comes with a range of ephemera including newspaper cuttings and letters.

**NRM***National Railway Vehicle Reserve Collections Centre, Shildon*

The Heritage Lottery Fund gave Stage 1 approval for a grant of £4.575m towards the £6.1m project to develop a *National Railway Vehicle Reserve Collections Centre* as an adjunct to the Timothy Hackworth Museum at Shildon, Co. Durham. The project will be taken forward as a partnership between NMSI and Sedgefield Borough Council, the owners of the Hackworth Museum. The development will deal with the problem of inadequate housing for part of NRM's railway vehicle collection. Of the 280 vehicles in the collection, 220 are well housed and displayed at York or elsewhere, while the remainder, some sixty vehicles from humble goods wagons to royal coaches, either stand outdoors in all weathers or are housed in inadequate accommodation.

*The Institute of Railway Studies*

The Institute of Railway Studies (IRS) joined a four-year research project called *Towards a European Intermodal Transport Network: Lessons from History*. The project, which involves 12 European countries, is partly funded through the COST (European Co-operation in the Field of Scientific and Technical Research) initiative and administered by the European Commission.

IRS ran a programme of *research workshops* covering work on maritime and transport museums, the future of waterways history and the historical and contemporary aspects of steam locomotive testing.

**Examples of notable objects acquired**

A British Rail Class 37 Type 3 mixed traffic diesel electric locomotive, *National Railway Museum*, made by English Electric in 1961 (donation).

*Eleven watercolour paintings*, of British built locomotives in Japan by the Japanese artist Kuroiwa.

*Relics from diesel electric locomotive No 46009*. This was the locomotive destroyed in the "Operation Smash Hit" demonstration of nuclear fuel flask safety in 1984. The relics are now displayed in The Warehouse alongside a video of this spectacular event.

*102 photographic prints* of the construction of the train for the royal visit to South Africa in 1947.

*Eleven rare Dufaycolor transparencies of locomotives*, taken by Norman Sheppard in 1937 and 1938.

*A Shinkansen Series O Carriage* sent from Hakata to York as a gift from the West Japan Railway Company.

*Charles Roberts & Co. Archive*

A major archive of technical material and photographs from the firm of Charles Roberts & Co., probably the most important British wagon building and repairing company in the late 19th and early 20th Century. The archive includes 33 photograph albums containing 2,165 photographic prints, official works photograph albums, engineering drawings, materials schedules and drawing office registers. This complements and completes a large archive acquired in the 1970s.

*Research Archive of Hugh C Hughes*

The research archive of Hugh C Hughes, historian of the railways of the Middle East and the Indian sub-continent was donated to NRM. The collection includes the assignment of intellectual property rights in the unpublished research papers.

**Communication**

- *To interpret the collections and engage the public in the contemporary issues of science, medicine, technology and industry.*

*Fathom*

The NMSI joined *Fathom*, a consortium which aims to become the world leader in web-based knowledge distribution. Headed by Columbia University, other members include the British Library, the Victoria & Albert Museum, the Natural History Museum, Cambridge University Press and the London School of Economics in the UK and the New York Public Library and the Universities of Chicago and Michigan in the USA. The Museum's participation will enable us to be at the forefront of an industry which can give our knowledge, collections and world-wide brand exposure and may prove to be commercially important.

**Science Museum***Wellcome Wing exhibitions and displays*

*Antenna*, a world first, is a constantly updated exhibition devoted to science and technology news. It has a regular programme of events involving the scientists behind the headlines. It is updated on a monthly, weekly and even daily basis. A few examples are listed below:

- *Drugs in Sport*, run while the Sydney 2000 Olympics were underway, explored the use of performance-enhancing drugs in sport. It explored the risks to health, the difficulties in detecting drugs, the pressure on athletes to push the limits of human ability, the testing at the Sydney Olympics and the race between scientists and athletes in the use and detection of drugs.
- *Award-winning electronic fabrics*. These fabrics, called Softswitch, were used to make garments including a jacket with an integral mobile phone keypad on the chest and a controller for a CD player on the sleeve. The display also included a torch which shines brighter the harder it is squeezed, and a touch-sensitive fabric piano keyboard.
- *The male pill: are you up for it?* This was the first-ever exhibition to focus solely on the contraceptive options available to men. It opened in February, marking the start of Contraception Awareness Week.

*Talking Points* is a series of thought provoking exhibits, including many contemporary works of art, scattered throughout the ground floor of the Wellcome Wing; the exhibits raise questions about the influence science is having on society.

*Pattern Pod* is a hands-on gallery designed especially for children under eight and their families. In Pattern Pod, children can enjoy practising skills like recognising, copying and creating patterns, a good foundation for scientific thinking.

- *Who am I?* looks at how modern science is transforming our understanding of what it means to be human. There are three parts to the gallery:
  - Identity Parade*, where visitors can discover what makes them similar to but different from other people;
  - Human Animals*, which considers why human beings are such special animals;
  - Family Tree*, which shows how new genetic techniques can help to uncover more about the genetic relationship we have with other people.
- In a world first, a British heart transplant patient donated his old heart to the Museum for display in *Who am I?*. His old heart, greatly enlarged owing to childhood rheumatic fever, had been fitted with a mechanical valve. The heart forms part of a display on transplantation, exploring the options open to patients in future, including xenotransplantation and mechanical hearts.
- *Digitopolis* explores the story of digital technology: what it is and why, where and how we use it. In *Digitopolis*, visitors can explore an amazing digital landscape showing how digital technology is changing lives and how it might affect the future. Five areas of the gallery look at different aspects:
  - Being Digital* examines digital basics and peers into the digital future;
  - Digital Visions* shows that in a digital age, what you see is not always what you get;
  - Sounds Digital* explores the effects of digital technology on music and sound;
  - Networking People* familiarises visitors with the World Wide Web;
  - Future Machines* asks whether digital machines can ever be as intelligent as humans.
- *In Future* is a gallery which invites visitors to glimpse the future and say what they think about technology which may be common in twenty years time. It does not predict the future, but raises issues that society is likely to face soon. Visitors can play a game exploring how developments in science and technology could affect life in future.

### *Creating Sparks*

- The Science Museum joined ICSTM and the other museums in South Kensington in a festival celebrating creativity in the arts and sciences. The Museum stayed open late on three evenings for the benefit of anyone unable to visit during usual opening hours. Events run by the Science Museum included the following:
  - *The Memory Machine* was a modern version of Francis Galton's 1851 public research laboratory which examined how short-term memory worked. The original experiment was so successful that it became a permanent feature of the Science Museum in the 1890s. The modern version used the latest technology and scientific techniques and aimed to ascertain whether short-term memories have changed in the last 100 years.
  - *Right and Left* examined left and right-handed capabilities. Visitors were able to take part in experiments to test how quickly they could perform various tasks with their left or right hand.

- *Time, the universe and everything* was an action packed performance recounting the history from the “Big Bang” to the “Big Crunch” in 30 minutes.
- *Industrious fleas: the history and science of the flea circus* was a unique opportunity for visitors to see the smallest show on earth.
- *Musicode* invited visitors to join artists from Sinfonia 21 and the Drake Project in using conventional and electronic instruments to make music, inspired by digital technology, in the new *Digitopolis* Gallery of the Wellcome Wing.

## STEM

The STEM Project was cited as an exemplary case study in the vision document for Culture Online (<http://www.cultureonline.gov.uk>) launched by the Secretary of State in March 2001. STEM, sponsored by Toshiba, aims to encourage the development and sharing of educational resources on the Internet. Students and teachers have been invited to submit web pages based on a visit to any NMSI Museum or its website. The number of resources reached approximately 700 in its fourth year.

### *Electronic Dance Theatre*

As part of the Christmas events programme, Electronic Dance Theatre presented a new performance commissioned especially for the Museum. Based on themes within the Wellcome Wing, sensors on the dancers’ bodies created and manipulated images and sound to create an expressive new performance.

### *Blue Peter*

Among the many radio and T.V. programmes recorded in the Museum was an edition of Blue Peter filmed in Making the Modern World. This programme will form the basis of Blue Peter’s Science Week programme to be broadcast on BBC1 during Science Week.

### *Conferences*

The Science Museum hosted and sponsored a number of important conferences including:

#### *History and impact of modern chemical instrumentation, 11–13 August 2000*

This conference was run under the auspices of the Commission for the History of Modern Chemistry, a commission of the International Union for the History and Philosophy of Science.

#### *11th International Congress of The International Committee for the Conservation of the Industrial Heritage (TICCIH 2000), 30 August–7 September 2000*

This conference was co-hosted with English Heritage.

#### *How did we get here?, 8 September 2000*

This one day meeting of the historical section of the British Association was sponsored by the South Kensington Institute for the History of Technology.

## NMPFT

### *Granular Synthesis: Noisegate*

In July the Special Exhibition Gallery was transformed into a vast site-specific

artwork by German artists, Granular Synthesis. Working with performance artists, Granular Synthesis create environments that combine massive digital projections with sophisticated, heavily manipulated soundtracks that are fascinating but disorientating.

The work, *Noisegate*, created specifically for the Museum, continued the Museum's remit to present new and challenging work and investigate the possibilities of digital art. It received spectacular reviews in the press, and research into visitors' responses indicated that they were both intrigued and impressed.

#### *Bradford Animation Festival, June 2000*

The 7th Bradford Animation Festival coincided with the release of *Chicken Run* and preview screening proved a sell-out. The essence of the Festival, the BAF! Awards, continued to prove popular within the industry, with over 250 entries submitted. The winner in the professional category was *Codename: Corgi* by Tracy Spottiswoode. *Fantasia 2000* was an excellent addition to the programme in IMAX. The opening day consisted of workshops and drop-in sessions on computer and traditional animation and lectures on animation and dinosaurs.

#### *Bite the Mango Film Festival, September 2000*

Once again the Festival was a great success. It was supported this year by sponsors including BBC North, ASDA, the Odeon and the Yorkshire Media Production Agency. It was opened by Om Puri, taking a short break from filming in Manchester and introducing one of his most recent films, *Bollywood Calling* (its British Premiere). The festival also featured a retrospective of his work. A tribute booklet was produced with contributions from the many people who have worked with him.

One of the most exciting elements of this year's festival was the first Bollywood drive-in movie in Britain. The show was a sell-out with cars and cinema-goers on the bleachers. The event was introduced by Irfan Ajeeb, cinema programmer and proved an outstanding success. The festival closed with a special screening of *Jinnah* with the director Jamil Delhavi. This event could have been sold twice over.

#### *Touring Exhibitions*

The exhibition *Birth of the Cool*, showing David Bailey's work, toured to the Moderna Museet in Stockholm in June 2000, followed straight afterwards by showings in Helsinki Art Gallery, Finland and the Scottish Museum of Modern Art, Edinburgh.

#### *3D Night Sleepover*

The first sleepover in the new Museum was very well attended. The theme for the night was 3D, with the first full screening of the new 3D IMAX film *3D Mania-Encounter in the Third Dimension*. Both children and adults were enthralled. Workshops followed with T.V. programmes, newspapers, 3D dinosaurs, animated videos and drama performances being created by the children. The following morning there was a video presentation of the night's activities in Pictureville Cinema, and all participants were sent a copy of the video as a memento.

#### *Web-sites: 100 Years and The Magic Factory*

*100 Years* is an original and rich educational resource relevant to Key Stage 2 & Key Stage 3 teachers and pupils. It features the life stories and personal photographs of



five senior citizens who have, in some way, been involved with Lister's Mill, one of the largest and best-known mills in Bradford. The site went live in spring 2000. The *Magic Factory* web-site, produced with sponsorship from Bradford & Bingley, is a fun and educational site aimed at 7-12 year olds.

#### *Using Film in the Literacy Hour*

This very innovative INSET day was run for Literacy co-ordinators and primary teachers interested in finding out how to use film successfully in the Literacy Hour. Areas covered included characterisation, book to film adaptations, narrative, scriptwriting and storyboarding, myths, legends and fairytales. The session provided inspiration and ideas for teachers wishing to extend their confidence and experience of using film as a teaching resource. Film clips were shown to illustrate each area.

#### *Senior Citizens*

In September 2000 NMPFT launched a Thursday morning slot of senior citizens shows, with titles such as *Erin Brockovitch* and *U-571*. These have proved popular, with over 100 attending each screening and audiences building up further.

#### *Conferences*

##### *Retracing the Image: The Emergence of Photography in the Nineteenth Century*

A major international conference, "*Retracing the Image; The Emergence of Photography in the Nineteenth Century*" supported the exhibition *Specimens and Marvels: the Work of William Henry Fox Talbot*. The conference examined Talbot's legacy and the ways in which photography both influenced and responded to culture and change in the nineteenth century.

A further event, on 1 July 2000, included talks on the exhibition, an overview of early camera technology by the Curator of Photographic Technology and special tours of the exhibition by Museum curators. The European Society for the History of Photography's annual symposium was also held the day before the Talbot conference, and the combination of events made NMPFT a vibrant centre for critical debate on the interpretation and writing of photographic histories.

The exhibition and conference have received significant sponsorship from Jessops Photographic Group, the national high street photography and video retailers.

##### *European Education Large Format Film Forum*

A new initiative led by NMPFT saw education officers and commercial managers from large format cinemas across Europe attend this inaugural conference in March 2000. Participants listened to presentations and began to identify what the network could do for the large format film industry and what benefits were to be had by being part of the network itself. They also worked to develop strategies for formally establishing a European Education Large Format Film Network.

Full papers of the conference proceedings were disseminated to participants in preparation for a further meeting in London as part of the next Euromax meeting.

NMPFT also staged, in June 2000, the *European Society for Photographic History Conference*.

*Digital Media Content Creation Conference*

In April 2000 NMPFT hosted an international digital media conference run by the University of Bradford and the British Computer Society: *Digital Media Content Creation*. Over 100 international delegates attended, with papers covering topics from the use and management of large volumes of digital archival content, to the latest in immersive virtual-reality Web-based techniques for education and entertainment.

*The 2000-01 Bradford Fellow*

Perry Hoberman was appointed the tenth Bradford Fellow. Established in 1985 as a partnership between Bradford University, Bradford College and NMPFT, the Fellowship encourages artists of international repute to work with all three institutions to produce a new body of work and stage a mid-career retrospective in the Museum's Special Exhibition Gallery.

**NRM**

*Exhibitions in-year included*

*Scenic paintings—Murals from a Great Canadian Train* was opened by the Canadian High Commissioner in May. Feedback on the exhibition and the accompanying Platform 4 Theatre production, "Rails to the Rockies" was very positive.

*Handle with Care*—this exhibition which showed a range of silver from the collection, celebrated twenty-five years of NRM, taking the collection and work of the NRM as its themes. The world-famous race horse Desert Orchid visited the Museum in September as part of a campaign to promote the opening of the Silver Jubilee exhibition.

*Connections*, an exhibition of centemporary oil paintings by Lee Lewis and photographs by Mike Slater, opened in the Balcony Gallery in October. The exhibition formed part of the "Year of the Artist" national celebrations.

*Journey to the Highlands*—This exhibition opened in December and showed the photographic work of Chris Hogg and Lynn Patrick in Scotland over the last four years.

*The Steam Locomotive Crossed the Oceans*—This was a collaborative exhibition, developed by NRM and its "sister" museum, the Modern Transportation Museum in Osaka, Japan. It ran from October to December 2000.

*Get a Load of This—a Year in Freight*—opened in the Balcony Gallery in February. The exhibition showed images taken by Chris Hogg and Lynn Patrick for the English, Welsh & Scottish Railway 2001 calendar. Additional pictures, taken at the same time, were also displayed.

*National Archive of Railway Oral History (NAROH) project*

By the end of March 2000, the Archive had a total of 144 interviews; digital recordings and transcripts have been produced for 54 of the interviews so far. Over 300 potential interviewees had contacted the project, many of them in response to an invitation placed in the specialist press.

### *Image Access Project*

NRM undertook a project, supported by the Friends of the NRM in memory of Dr John Coiley the first Head of the Museum, to upgrade its digital imaging system. The project, when complete will make over 20,000 photographs from the collection digitally accessible.

### *Blue Peter*

Blue Peter was broadcast live from NRM on 22 November. The set was built in the Museum's Great Hall, and the City of York Scout Marching Group band performed live during the broadcast. The programme included a short piece on the *Palaces on Wheels* exhibition, and NRM's working replica of *Rocket* was in steam at the Magicians Road platform, with two of the presenters riding on the tender. A piece on the Advanced Passenger Train (APT-E), recorded earlier with Professor Colin Divall of the IRS, was featured in the programme.

### *New Exhibit*

*Eric Treacy, Master Railway Photographer*, went live as an "exhibit" on the Museum's website following closure of the exhibition in the Balcony Gallery in May.

### *Japanese Twinning*

The Museum entered into a twinning arrangement with the Modern Transportation Museum, Osaka, and the Umekoji Steam Locomotive Museum, Kyoto, at a ceremony in Kyoto in April.

### *Overseas Loans*

Amongst many overseas loans, nine model locomotives went to Japan for display at TEPCO Inc. in Tokyo.

### *Conference—Transporting Gender*

In October 2000, the Institute of Railway Studies (IRS) ran jointly with the *Journal of Transport History* a pioneering two-day conference looking at the ways in which gender has shaped transport and travel in the past. The meeting attracted international participation, and a selection of papers will be published in a special issue of the *Journal*.

### *Harry Potter*

In July 2000, NRM hosted an extremely successful Harry Potter book signing by J K Rowling, which attracted a large number of younger visitors. The event had wide coverage on national and local radio and television.

### **Resources**

- *Manage our resources and optimise our income to support these activities.*

### *NMSI*

#### *Strategic Review*

In autumn 2000 Dr Sharp initiated a thorough and wide-ranging Strategic Review.

An initial review of NMSI was carried out by Michael Stock, a BBC employee undertaking a Masters Degree in Business Administration. His report covered a wide range of issues including Vision and Values, Relationships with DCMS and Government, Organisation and Structure and Commercial Considerations, amongst others.

The next stage, which involved many staff from across NMSI, was taken forward and supported by an experienced team of consultants from McKinsey & Co., a company with an international reputation for working with organisations facing similar issues. McKinsys, who have experience of working with other public sector organisations, such as the Tate, offered their services for a very low fee.

The Strategic Review Programme Office then set up “Breakthrough Teams” of up to eight members of staff, to look in more detail at a range of NMSI-wide issues which had been identified as important: maximising the impact of objects and intellectual assets; improving access; promoting learning; generating revenue; exploiting NMSI property assets; developing partnerships; building skills within the organisation; creating new communication channels; and providing the ultimate visitor experience and sustainability.

As well as the Breakthrough Teams, Dr Sharp put together a team to look at the overall strategy for NMSI—the high level vision and longer-term strategic direction. The findings of this team, as well as the Breakthrough Teams, were brought together in April 2001.

#### *New communications network*

The IT Team completed a successful project to replace the computer network infrastructure at all three museums together with Wroughton and Blythe House and to upgrade the communications links between the Science Museum, NRM and NMPFT. The new network (supplied by Intel after competitive tendering) uses the latest technology to give greatly improved speed of response and resilience. The new links provide around thirty times more capacity and there has been a noticeable improvement in service. These improvements provide a stable platform which will enable us to progress technical initiatives without worrying about capacity restrictions.

#### *Fraud Policy*

A Fraud Policy Statement for NMSI was issued on the NMSI intranet. DCMS provides guidance on arrangements to be followed by Non Departmental Public Bodies in relation to fraud. It also requires each NDPB to have a Fraud Policy Statement covering the definition of fraud; the allocation of responsibility for fraud prevention and detection within the Museum; procedures for reporting suspected cases of fraud; responsibilities for their investigation; and policy on prosecution and disciplinary action.

#### **Science Museum**

##### *Audio Conferencing Unit*

With the constant search for economies in mind, an audio conferencing unit was purchased with a view to realising savings in travelling costs, especially between

London, York and Bradford. The audio conferencing unit will operate on any ordinary telephone line (not Superset) and can easily be set up for most offices or meeting rooms.

#### *Health and Safety*

An Action Plan for completing the Internal Audit Report Recommendations on Health and Safety was drawn up; the plan of action for 2000-01 included policy change, advisory publications for managers, management changes, local policies, targets and auditing and reporting. A report to the Trustees was made in April 2001.

#### **NMPFT**

##### *Track*

A new computer-based system called Track, developed by the Gallery Computing and Electronics Team, streamlines fault reporting by front-of house staff, allocation of problems to the appropriate Technology Group staff and reporting of status to Senior Management.

The system also provides a more informed “ground-up” approach to identifying longer-term or strategic problems which might require a developmental approach to exhibits rather than just repair.

##### *Electricity savings*

At NMPFT the electricity supply contract was re-negotiated and is realising an estimated saving of approx. £36,000 per annum. A “Support and Energy Partnership” has been negotiated with Satchwell Controls whereby they investigate and calculate areas where energy costs could be reduced further.

#### **NRM**

##### *Health and Safety Measures—A New Disaster Recovery Plan*

A new Disaster Recovery Plan was introduced at NRM at a staff briefing session. Four “Disaster Stations” have been set up and equipped in or near collections stores in the Museum. Further staff training is in hand and the Disaster Plan has been put on the Intranet.

##### *Project of the Year*

The Association for Project Management gave NRM the “Project of the Year” award for The Works. This national award was won in competition with hundreds of projects, most with much larger budgets.

#### **Sponsorship, Grants and Donations**

- 9 The support of corporate and non-corporate external organisations is sought for the benefit of the three Museums enabling them to undertake priority projects including gallery renewals and capital developments. We seek to foster relationships with outside organisations and, in so doing, we bring them into contact with the aims and ethos of NMSI. In the case of corporate sponsorship, the Museums extend sponsorship benefits at a level commensurate with the level of financial support received.

The fundraising commitments secured across the three Museum sites in the year April 2000 to March 2001 total £5,180,545. Some of the year's notable achievements are listed below.

- Commitments of support totalling over £1,000,000 have been secured from a variety of different organisations for a new Science Museum project, *The Whittle Flight Studio*. Rolls Royce are lead sponsor of this initiative having committed £500,000 of sponsorship monies and significant support has also been gained from BP Amoco and British Airways amongst others.
- The Dana Foundation, a US-based charitable foundation, has committed £1,250,000 towards the *Wellcome Wolfson Building* (previously known as the Queen's Gate Centre for Science and the Public). The building will house the *Dana Centre* for public—science dialogue activities.
- The NRM has received HLF, stage 1 approval of a £4.5 million project to develop a major new site at *Sildon* in County Durham. The stage 1 approval was supported by £150,000 development funding to prepare for stage 2.
- The NRM's new "*Steaming On—50 Years of Heritage Railways*" exhibition benefited from a £15,000 donation from the Heritage Railways Association. Railtrack PLC sponsored the Museum's 2000 Annual Dinner.
- In partnership with the Friends of the National Railway Museum the "*National Archive of Railway Oral History*", a project that captures the memories of workers from every level of the railway industry, has benefited from a £95,000 HLF grant.
- At NMPFT the *Star Wars* temporary exhibition was supported by Walker Morris, 2020 Vision, the Yorkshire Post and Futurist. Bradford & Bingley have generously sponsored a photography award at the Museum whilst both the *Bradford Film Festival* and the *Bite the Mango Film Festival* continue to attract significant levels of funding from both corporate and non-corporate organisations.

For details of funders from whom income was received in 2000–01, please refer to Appendix 3.

## Voluntary Help

- 10 Volunteers at NRM now outnumber the permanent members of Museum staff. The need for a re-organisation of management structures for volunteers has been identified, and Volunteer Co-ordinators are now assuming some responsibilities for rostering and allocation of duties.

NMPFT does not currently use volunteers but intends to review this policy in the near future. The Museum has in the past used volunteers in areas such as Public Affairs for the distribution of marketing literature, and Education helping to run public workshops.

## Policy and Measures for People with Disabilities

- 11 NMSI's approach to people with disabilities has been recognised in both Charter Mark and Investors in People awards and is reinforced through our staff policies on Equal Opportunities and Recruitment and Selection. NMSI has made strenuous efforts to ensure that new areas of the museums—the *Wellcome Wing*, *Imaging*

*Frontiers and The Works*—are accessible physically and intellectually to as many of our visitors as possible.

At the Science Museum, a new *Access and Audience Development Policy* was drafted and put out for consultation. It sets out the Science Museum's commitment to maximising access in the broadest sense and outlines how the Museum intends to become more accessible to the widest possible audience. It aims to provide equal opportunities for all to engage with and enjoy the full range of the Museum's activities.

The policy seeks to tackle barriers to access including:

- physical—are the Museum building and its galleries and facilities as accessible as they should be for people with limited mobility (eg older people) or physical disabilities, wheelchair users, or parents/carers with young children?
- Sensory—are the Museum building and its galleries and facilities as accessible as they should be for people with hearing or visual impairments?
- Intellectual—are the Museum's galleries, exhibitions, programmes, website and publications accessible on a wide range of intellectual levels? Are they as accessible as they should be to non-specialist audiences and people with learning disabilities?

The *Personal Guide Scheme*, which guarantees that visitors with disabilities can book a trained guide in advance of their visit, continues to have very positive feedback from visitors and staff.

*Special Educational Needs* (SEN) open days in the interactive galleries have continued to be run on a monthly basis. This has allowed many more SEN groups to access these galleries.

The newly formed *Audience Development and Outreach* team are forging links with Special Educational Needs (SEN) schools and community groups, taking shows and demonstrations to them as well as encouraging them to visit the Museum.

At NRM the annual "*Please Touch*" evening in September for people with disabilities was again a great success.

At NRM we employed two disabled workers during 2000–01 who needed specific aids to be able to carry out their duties. We worked closely with the Department of Employment who paid for the special equipment needed. This included a specially adapted powered and special computer equipment with a large screen and large print size together with touch sensitive keyboards. We also procured a Smartview machine which magnifies paperwork.

### **Training**

The Science Museum continued to train front-of-house staff (explainers, warders, admissions and retail staff) in disability awareness. This ensures that staff will be aware of the issues experienced by disabled visitors coming to the Museum. Training for managers is provided on such matters as disability legislation, discrimination, recruitment and retention issues. This ensures not only that managers are aware of

the Museum's legal position, but that they will also get a deeper understanding of what disability means in the workplace.

At NRM training in disability-related issues included "Welcome All" training for Explainers, "Visual Awareness" training also for Explainers and evacuation chair training for all staff. Appointments included staff with disabilities, and museum managers worked with the Department of the Environment, Transport and the Regions to provide specific working aids.

**Admissions Policy**

- 12 At the Science Museum, admission charges are £7.95 for adults and £4.95 for students. All children aged 16 and under have been admitted free since April 1999 and from April 2000 all persons aged 60 and over have also been admitted free. A temporary exhibition *Art of Invention* ran until August 2000. Charges were: adults £9.95, students £5.50 (both including Museum admission), children, the over 60s and other concessions £2. From 3 July this exhibition was free to all.

Season tickets provide unlimited access for a year and are priced as follows:

Science Museum only	Adult	£24
	Joint Adult (admits 2)	£44
	Student	£14
Joint Museums	Adult	£29
	Joint Adult (admits 2)	£49.50
	Student	£16

Joint season tickets give admission to the Science Museum, the Natural History Museum and the Victoria and Albert Museum.

Free admission now covers children aged 16 and under, adults aged 60 and over, the disabled, the unemployed and all visitors 16.30-18.00 daily.

At the NRM, admission charges are adults £7.50 and concessions £5 (concessions are made for students, the disabled and the unemployed). As at the Science Museum all children aged 16 and under and all adults aged 60 and over are admitted free.

At the NMPFT admission is free but charges are levied for the IMAX, Pictureville and Cubby Broccoli cinemas.

**NMSI and the Wider Museum Community**

- 13 The Science Museum has two External Affairs staff dedicated to liaison with the wider museum community. As well as strengthening links with regional bodies such as the Area Museum Councils and networking groups, the Museum is an active promoter and supporter of regional and national collaborative initiatives such as collections-listing projects. The Museum has also developed training initiatives, forging links at all levels with non-national museums.

Science Museum staff continued to administer the *Preservation of Industrial and Scientific Material Fund (PRISM)* successfully, spending its full allocation while managing heavy over-subscription.

Science Museum managers on the Cultural Heritage National Training Office validation panel for Cultural Heritage Training Courses have inspected and validated courses on, for example, Museum Studies, Collections Management and Cultural Heritage Management. This proved a useful insight into the courses and was valuable also in making contacts for work experience placements.



Science Museum staff worked together with the V&A, British Museum and Institute of Education to run an *MA course on Museum and Gallery Education*. The students are drawn from a wide variety of backgrounds and include those who are from museums, galleries and schools. From 2001 the Science Museum is taking a more significant role.

Staff also contributed to the work being developed by re:source on a standard for learning and access in museums, libraries and archives, and worked with DCMS on the development of plans for Culture Online.

NMPFT is committed to supporting the activities and programmes of local museums and galleries while making objects of national importance more accessible through outreach. NMPFT has supported numerous non-national and local authority organisations throughout the UK.

Equally, NMPFT's contribution to such regionally-based shows affirms its commitment to establishing partnerships with local galleries attempting to establish more innovative visual media exhibitions.

The continued exposure of NMPFT through contributions to external exhibitions to museums of all status has ensured a high profile for the Museum and its Collections, attracting many plaudits from the borrowing institutions.

Regular requests for specialist advice have been received at NMPFT from the wider Museum community. Specialist staff are often approached to provide advice and guidance on matters relating to strength of collections content, subject specialism, collections management and acquisition policies, loans procedures, funding bids (including the provision of specialist advice to the National Heritage Lottery Fund) and registration.

NRM staff continued to work successfully with the *Heritage Lottery Fund (HLF)*, accepting ten commissions to provide advice in the last year. The Head of NRM sits on the Heritage Lottery Fund Expert Advisory Panel for Museum, Library and Archive Projects.

NRM played a full part in the work of *York Museums Council* and worked in partnership with it on training projects and on advisory services to transport museums in the region.

NRM staff continued to create and work in strategic partnership with colleagues at *non-national museums and science centres*. Strong partnerships have been developed in several key areas, for example:

- NRM provides the bulk of collections at two Museums—North Road Station Museum in Darlington and Steam, the museum of the Great Western Railway in Swindon; in addition, the Museum has material on loan to more than 80 regional museums across Britain;
- NRM has developed a strategic partnership with Sedgefield Borough Council to create a new facility for the storage and display of its reserve railway vehicle collections at Shildon in County Durham. This partnership has been awarded Stage 1 approval for a grant of £4.575m from the Heritage Lottery Fund towards the £6.1m scheme. It is hoped to complete the project in 2003.

NRM played a major role as a partner in the *National Railway Carriage Register* listing project. This project, which sees the NRM working in partnership with five independent museums, the Heritage Railway Association and the Transport Trust,

has, with the aid of grant aid from re:source and the Carnegie UK Trust, produced for the first time a detailed register of some 8,000 railway vehicles held in public and private collections. This is now available on the internet and is playing a strategic role in prioritising conservation for this type of material nationwide.

NRM staff played a leading part in the co-ordination of railway heritage policy nation-wide in partnership with the Heritage Railway Association, the Railway Heritage Committee and others. NRM and mda are working together with the wider museum network and heritage railway sector to produce a comprehensive thesaurus for use in Museums.

NRM staff participated in the *Millennium Skills* secondment initiative by hosting staff from other UK museums at York. In addition, a member of NRM staff has been seconded to mda to play a leading part in their SPECTRUM initiative.

- Access and Outreach**     14 At the Science Museum, a new *Access and Audience Development Policy* was drafted and put out for consultation. It sets out the Science Museum's commitment to maximising access in the broadest sense and outlines how it intends to become more accessible to the widest possible audience. It aims to provide equal opportunities for all to engage with and enjoy the full range of the Museum's activities.

At the Science Museum, outreach activities continued to be targeted at those regarded as socially excluded. The following projects have directly reached more than 6,000 people off-site during the year 2000-01 and produced many visits to the Museum as a consequence. These projects include:

- The Department for Education and Employment funded collaboration with *Hackney Museum and the City Literacy Project*. This is due to be concluded in July 2001 and includes outreach and visits.
- The *Lucent Technologies-sponsored pilot project* that enabled us to try imaginative and inspiring methods for engaging teenagers in science. The young people were recruited from two local secondary schools where there are many ethnic minority children and children entitled to free school meals.
- Working with *learning mentors in schools*: this included developing imaginative ideas to keep talented and gifted children motivated and inspired in science. Another project involved working with parents and carers on a 'family learning in museums' project.
- The Carlton TV Trust-funded *outreach project to primary schools* has worked with schools which have low attainment in SATs tests. The purpose is to inspire and enthuse the children and enrich the curriculum. The project will conclude in 2001, and some 1,200 children will have benefited.
- Outreach events have worked very well at the *Ragged School Museum*: This has been a very worthwhile and well-received collaboration.
- Our relationship with Lewisham '*contact a family*', where outreach events are run in the school holidays with children with special educational needs and their parents and carers.

Other aspects of outreach included the following:

- Chemistry week on tour. The Royal Society of Chemistry funded the tour of a science show around the country for a week in November 2000.

- Shows at large meetings of teachers included a fully funded visit to Amsterdam to promote the Museum to 300 physics teachers; Association for Science Education events and a conference for head teachers in Kent.
- Delivering shows and workshops to 600 local school children in Swindon, organised by the local SETPOINT.

Other work in the Museum:

- Links with Adoption UK and British Association for Adoption and Fostering (BAAF) continued to develop. The launch of *National Adoption Week* was held at the Museum; it attracted several hundred visitors and will be repeated in 2001–02.
- For *Black History Month* in 2000–01 the Museum ran drama events and will build on their success for next year.
- The *Visitor Research Unit* is currently undertaking a major piece of work looking in detail at our audience profile to help us better understand both those who visit and those who currently do not.
- A revised *Access and Audience Development Policy* has been drafted and put out for consultation.

NMPFT is committed to supporting the activities and programmes of local museums and galleries while making objects of national importance more accessible through outreach. NMPFT has supported numerous non-national and local authority organisations throughout the UK. Equally, the NMPFT's contribution to such regionally-based shows affirms its commitment to establishing partnerships with local galleries attempting to establish more innovative visual media exhibitions.

The continued exposure of the NMPFT through contributions to external exhibitions to museums of all status has ensured a high profile for the Museum and its collections, attracting many plaudits from the borrowing institutions in the process.

## Capital Projects

### 15 Wellcome Wing—Science Museum

A new wing comprising exhibitions focused on contemporary science and industry, together with a 3D IMAX cinema opened on 27 June 2000 at a cost of £48m. The Heritage Lottery Fund contributed £23m, the Wellcome Trust £16.5m and other sponsors and the Science Museum £8.5m.

### Shildon—National Railway Museum

A new National Museums Collection Centre is being built next to the Timothy Hackworth Museum in Shildon, County Durham on land provided by Railtrack. The Museum will house over 60 vehicles currently held in unsatisfactory standards of storage. The Centre and the Timothy Hackworth Museum will be managed on behalf of NRM by Sedgefield Borough Council. Total project costs are £6.1m and are the subject of HLF, European Regional Development Fund and Regional Development Authority applications.

### Wellcome Wolfson Building—Science Museum

A new building which will face Queen's Gate to the west end of the site will house the

Dana Centre for Science and the Public and provide offices on the upper three floors. The Centre will further science communication and dialogue between scientists and the public in which the public can shape the agenda. The Wellcome Trust has donated £3.25m, the Wolfson Foundation £2m, the Dana Foundation £1.25m and the Garfield Weston Foundation £1m.

**Performance Indicators** 16 Underpinning our mission statement is a series of performance indicators agreed with the DCMS as being representative measures of our organisational health. These are set out in Appendix 4.

**Creditor Policy** 17 The Museum creditor policy is to meet agreed payment terms (or by 30 days where no payment terms have been agreed). In 2000-01, 71% of payments were made within this policy, compared to 77% in 1999-2000. The deterioration arose from a specific issue in one area which is being addressed.

**Review of Financial Position and Salient Features of the Accounts** 18 The format of these Accounts reflects the revised Statement of Recommended Practice, 'Accounting by Charities,' issued by the Charity Commissioners in 1996, and complies with the form directed by the Secretary of State with the consent of the Treasury in accordance with Sections 9(4) and 9(5) of the Museums and Galleries Act 1992.

The Statement of Financial Activities (page 46) shows incoming resources of £52,757,000 in 2000-01, of which £40,707,000 represented unrestricted funds and £12,050,000 restricted funds, £4,727,000 being Lottery funds received.

The analysis of the expenditure in the Statement of Financial Activities reflects the four core objectives of the Museum and the resources used in support of each.

The restricted funds, held within the Sponsorship, Grant and Donation Reserve, fell to £2,037,000 (1999-2000, £3,361,000) mainly as a result of final expenditure linked to the recent major projects and the initial work on the Wellcome Wolfson building. The Museum Improvement Fund balance fell slightly to £1,918,000 (1999-2000, £1,975,000).

These consolidated statutory accounts represent the combined accounts of the National Museum of Science & Industry, NMSI Trading Limited and Bradford Film Limited in which the results of NMSI Trading Limited and Bradford Film Limited have been consolidated in detail. Bradford Film Limited is a company limited by guarantee whose sole member is NMSI Trading Limited.

**Fixed Assets** 19 The additions to Fixed Assets of £7,573,000 arise from the exhibition developments in the Wellcome Wing as it opened. The Fixed Assets were revalued to current cost and the gain of £1,143,000 has been reflected in the Accounts.

*Sir Peter Williams*

*Sir Christopher Wates*

*Dr Lindsay Sharp*

8 August 2001

# Appendix 1

## The Board of Trustees to the Science Museum

		Date of Current Appointment	Expiry Date
<b>Chairman</b>	Sir Peter Williams CBE FRS FREng (2) (3) (7)	01.01.01	31.12.02
<b>Members</b>	Dr Mary Archer MA PhD	01.10.95	30.09.00
	Professor Ann Dowling FREng FIMechE FRAeS (4)	25.08.99	24.08.04
	Mr Greg Dyke	03.10.00	02.10.06
	Baroness Susan Greenfield CBE	22.07.98	21.07.03
	Dr Anne Grocock MA (1) (3)	08.03.01	07.03.06
	Mrs Anita Higham OBE BA LésL Med	21.02.96	20.02.01
	Mrs Joanna Kennedy OBE MA HonDSc FREng (1)	21.11.97	20.11.01
	HRH The Duke of Kent KG GCMG GCVO ADC	20.05.96	19.05.01
	Dr Bridget Ogilvie DBE ScD FI Biol	06.03.97	05.03.02
	Dr Nathan Myhrvold	22.07.98	21.07.03
	Lord Puttnam of Queensgate CBE LLD DLitt (6) (8) (4)	11.09.96	10.09.01
	Sir Michael Quinlan GCB (1) (3)	21.10.97	20.10.01
	Mr David Rayner CBE (5)	28.01.97	27.01.02
	Professor Michael A Richards MA MD FRCP (2)—to 04.11.00	03.09.98	02.09.03
	Mr Martin G Smith MA MBA MA(Econ) (2)	25.08.99	24.08.04
	Sir Christopher Wates FCA (2) (3) (4)—to 15.01.01	03.02.97	02.02.02

## The Executive Management Committee

<b>The Director</b>	Sir Neil Cossons OBE (7) (until 30.06.00) Dr Lindsay Sharp (7) (from 01.07.00)	
<b>Assistant Directors</b>	Mr Jon Tucker	Resource Management
	Professor John Durant (until 30.09.00)	Science Communication
	Dr Graham Farmelo Acting (from 01.10.00)	Science Communication
	Mr Mark Pemberton (7) (8) (until 20.12.00)	Public Affairs
	Mr Robin Cole-Hamilton (7) (8) (from 01.03.01)	Public Affairs
	Mr Doron Swade	Collections
<b>Head of National Railway Museum</b>	Mr Andrew Scott	
<b>Head of National Museum of Photography, Film &amp; Television</b>	Mrs Amanda Nevill (8)  Ms Fiona Kirk	Head of Corporate Relations

**NMSI Trading  
Limited**

**Non-Executive Director** Mrs Jill Strieder (7) (until 08.02.01)

Membership of sub-committees and subsidiary Company Boards is indicated by the numbers below:

- (1) Audit (Chair—Dr Anne Grocock)
- (2) Finance and General Purposes (Chair—Sir Peter Williams)
- (3) Remuneration (Chair—Sir Christopher Wates)
- (4) Wellcome Wing (Chair—Sir Christopher Wates until 15.01.01, thereafter Lord Puttnam)
- (5) NRM Advisory Board (Chair—Mr David Rayner)
- (6) NMPFT Advisory Board (Chair—Lord Puttnam of Queensgate)
- (7) Board of NMSI Trading Limited (Chair—Sir Peter Williams)
- (8) Board of Bradford Film (Chair—Lord Puttnam of Queensgate)

## Appendix 2

### Corporate Partners

#### Science Museum

**Patrons** British Telecommunications plc  
Glaxo Wellcome plc  
SmithKline Beecham plc  
The UK Steel Industry

**Benefactors** BG plc  
ExxonMobil Gas Marketing  
John Lewis Partnership  
Kyocera  
McLaren International Ltd  
Mission 21

**Members** Akzo Nobel  
American Express  
Barclays Bank plc  
Cable & Wireless  
Drivers Jonas  
N M Rothschild & Sons Ltd  
Smiths Industries plc

**Associates** Agenda Design Associates  
CMS Cameron McKenna  
Digby Trout Restaurants  
DS Print & Redesign  
Farrer & Co  
LASMO plc  
Ove Arup Partnership  
TBWA/Simons Palmer  
Tranter Lowe  
Walfords

#### National Railway Museum

**Patrons** English, Welsh & Scottish Railway  
Railtrack plc  
British Telecommunications plc

**Members** GNER  
Thrall Europa  
Corus Rail Consultancy Ltd  
Mott MacDonald Ltd  
Flour Ltd

**Associates** Milburns Restaurants Ltd  
Cheetham Bell Ltd

## Appendix 3

### Sponsorship, Grants and Donations

2020 Vision  
Arts & Business  
ASW Holdings plc  
ASW Sheerness Steel Ltd  
Aventis Cropscience UK Ltd  
Bowtell Estate Bequest  
Bradford & Bingley  
Bradford & Northern Housing Association  
Bradford Film Ltd  
Bradford College  
British Nuclear Fuels plc  
BskyB  
Comitato “Scienza Futura E Innovazione”  
Canadian High Commission  
Canon UK  
Central Japan Railway Company Ltd  
Commission of the European Communities  
Corus  
Dentsu Inc  
Department for Education and Employment  
Digital Theatre System  
Dolland & Aitchison  
Dr K Valente  
Engineering and Physical Sciences Research Council  
English Heritage  
English, Welsh & Scottish Railways  
European Coordination of Film Festivals  
European Space Agency  
ExxonMobil Gas Marketing  
FNRM (Friends of National Railway Museum)  
GlaxoSmithKline  
Government Office for the South West—The Department of the Environment,  
Transport and the Regions  
Heritage Railway Society  
Institute of Physics Publishing Ltd  
Intel Corporation (UK) Ltd  
Jessops  
John Scott Estate Bequest  
Kawasaki Heavy Industries UK Ltd  
Kodak Foundation  
Lancashire and Yorkshire Railway Society  
Lex Service plc  
London Institute of Higher Education  
Lucent Technologies Foundation  
Mary Foster-Knight Legacy  
MDA (Museum Documentation Association)



Museo De La Cienia  
Nippon Sharyo Ltd  
Particle Physics and Astronomy Research Council  
Pfizer Limited  
Railtrack plc  
Reinhardt Carsten  
Royal Society of Chemistry  
Scotrail Railways  
Sharing Museum Skills Millennium Award  
The Ellerman Foundation  
The Henry Moore Foundation  
The Heritage Lottery Fund  
The Idlewild Trust  
The Souldern Trust  
The Wellcome Trust  
The Worshipful Company of Weavers  
Tinsley Wire Ltd  
Transport History Research Trust  
Ultralab  
Unisys Corporation  
University of Bradford  
Walker Morris Solicitors  
York Georgian Society

## Appendix 4

### Performance Indicators

#### Achievement of performance targets for April 2000 to end of March 2001

##### Abbreviations

NMSI	National Museum of Science & Industry
NRM	National Railway Museum (York)
NMPFT	National Museum of Photography, Film & Television (Bradford)

##### Visitor numbers

	1999-00	2000-01	2000-01
Thousands	Actual	Target	Actual to end March 01
Science Museum (inc Blythe House)	1,400 <sup>1</sup>	1,600	1,368 <sup>2</sup>
NMPFT	963	750	970
NRM	467	460	486
Wroughton	58 <sup>3</sup>	60	50
DCMS uplift	—	45	—
<b>Total</b>	<b>2,888</b>	<b>2,915</b>	<b>2,874</b>

1. Visitor numbers were affected by the Dome and the building works for the Wellcome Wing.
2. With only a small % upturn in the overall visitor market, competition from major players in the market—London Eye, Tate Modern and the Dome (until December 2000) had an impact on the SM as a destination and this is reflected in the visitor figures.
3. The programme of open days and events was affected by the loss of the Site Manager at Wroughton.

##### First time visits (a subset of visitor numbers above):

	1999-00	2000-01	2000-01
Thousands	Actual	Target	Actual to end March 01
SM	588	672	520
NMPFT	347	307	420
NRM	205	202	209
Wroughton	—	24	21
DCMS uplift	—	45	—
<b>Total</b>	<b>1,140<sup>1</sup></b>	<b>1,250</b>	<b>1,170</b>

1. Excludes Wroughton—no breakdown of total visitor numbers.

**Repeat visits (a subset of visitor numbers above):**

	1999-00	2000-01	2000-01
Thousands	Actual	Target	Actual to end March 01
SM	812	928	848
NMPFT	616	443	550
NRM	262	258	277
Wroughton	—	36	29

**Events programmes (for general visitors):**

	1999-00	2000-01	2000-01
Numbers	Actual	Target	Actual to end March 01
SM	7	8	8
NMPFT	32	16	77 <sup>1</sup>
NRM	58	20	22
Wroughton	24	30	11
<b>Total</b>	<b>121</b>	<b>74</b>	<b>118</b>

1. Additional sponsorship enabled events beyond those planned, to be run in response to public demand.

**Formal Education**

	1999-00	2000-01	2000-01
Thousands	Actual	Target	Actual to end March 01
SM	294	300	293 <sup>1</sup>
NMPFT	80	83	78 <sup>2</sup>
NRM	29	40	122 <sup>3</sup>
<b>Total</b>	<b>403</b>	<b>423</b>	<b>493</b>

1. We attribute this variation to competition from the Dome and closure of Launch Pad for a month.
2. The variation results from a change of definition in year. Previously, informal educational groups were included in our total education visitor figures; this year we segregated formal and informal and ended up with a total of 78,385 formal educational visitors and 5,317 informal educational visitors—hence it appears we did not reach the target when in fact we have achieved more than ever before.
3. This figure exceeds the target quoted for education, as much has been done over the last year to ensure all sites are collecting figures consistently. We have now brought NRM figures in line with those of the other two sites.

**Visitor satisfaction—Percentage satisfied or very satisfied**

%	1999-00	2000-01	2000-01
	Actual	Target	Actual to end March 01
SM	93	92	93 <sup>1</sup>
NMPFT	96	95	98 <sup>2</sup>
NRM	95	95	99 <sup>3</sup>

1. Last survey—MORI poll in October 2000.
2. Survey by Questions Answered in August 2000.
3. Surveys are carried out by Alva five times a year plus Robertson Bell in August 2000.

**Staff publications—number of books and published refereed articles**

For the purpose of this performance indicator, one book is taken to equal 5 refereed articles.

For details please see **List of Books and Published Refereed Articles** on page 37.

Numbers	1999-00	2000-01	2000-01
	Actual	Target	Actual to end March 01
SM	35	20	26
NMPFT	19	20	18
NRM	31	12	19
<b>Total</b>	<b>85</b>	<b>52</b>	<b>63</b>

**Temporary exhibitions and updates**

Numbers	1999-00	2000-01	2000-01
	Actual	Target	Actual to end March 01
SM	7	12	46 <sup>1</sup>
NMPFT	10	9	9
NRM	5	6	6

1. The Antenna programme in the Wellcome Wing has greatly boosted this figure.

**Cost of Sponsorship—NMSI wide figures**

Costs £k	1998-99	1999-00	2000-01
	Actual	Actual	Actual
Costs £k	281	376	426
Income £k	9,594 <sup>1</sup>	3,354	5,180
3 year average	4.2%	6.0%	6.0%

1. Includes £2.2m from the Wolfson Foundation for the Wellcome Wolfson Building and £1.93m from the Arts Lottery Fund for Bradford.

**Numeric targets added to the Funding Agreement for 01.04.00–31.03.01 by DCMS****1b Participants in off-site programmes—no targets agreed.****1c Website visits**

	1999-00	2000-01	2000-01
Thousands	Actual visits	Target website	Actual website
	to web pages	visits	visits to end
			March 01
Science Museum	616	705	1,185
NMPFT	220	250	248
NRM	40	45	155
<b>NMSI Total</b>	<b>876</b>	<b>1,000</b>	<b>1,588</b>

**2a UK loan venues**

	1999-00	2000-01	2000-01
Numbers	Actual	Target	Actual to end
			March 01
SM + Wr	106	102	118
NMPFT	7	5	14
NRM	115	113	93
<b>Total</b>	<b>228</b>	<b>220</b>	<b>225</b>

**2b Overseas loan venues**

	1999-00	2000-01	2000-01
Numbers	Actual	Target	Actual to end
			March 01
SM + Wr	13	12	19
NMPFT	9	9	7
NRM	4	4	8
<b>Total</b>	<b>26</b>	<b>25</b>	<b>34</b>

**3a Percentage of objects stored to Re:source's standards****Stored to standard—NMSI**

	1999-00	2000-01	2000-01
Category	Actual to	Target	Actual to end
	standard		March 01
Large objects <sup>1</sup>	87	86	87
General collections	94	97	95 <sup>2</sup>
Archive & library	84	83	83
Photographic collections	93	93	93

1. Transport, engineering and large-scale scientific equipment.
2. There has been a slight drop against target figures for this period due to resources being focused on completion of major exhibition and research centre initiatives on two sites.

**Inventoried to standard—NMSI**

Category	1999-00	2000-01	2000-01
	Actual to standard	2000-01 Target	Actual to end March 01
Large objects	93	93	93
General collections	90	90	90
Archive & library	66	66	66 <sup>1</sup>
Photographic collections	80	80	80

1. Significant improvements have been made at NRM relating to photographs and engineering drawings; due to the very large size of these holdings however, the improvements—which amount to 0.3%—do not show up in the statistics.

**6. Number of objects which are internet accessible**

Objects	1999-00	2000-01	2000-01
	Actual (%)	Target (numbers)	Actual to end March 01
SM	} 1	2,000	2,000
NMPFT		580	73
NRM		390	400
<b>NMSI Total</b>		<u>2,970</u>	<u>2,473</u>

8. Percentage of time the NMSI is open  
 2000-01 target: 68%  
 2000-01 actual to end March 2001: 68%

**12a Learners in on-site programmes**

Thousands	1999-00	2000-01	2000-01
	Actual	Target	Actual to end March 01
SM	486	514	489 <sup>1</sup>
NMPFT	90	75	84
NRM	29	35	120 <sup>2</sup>
<b>Total</b>	<u>605</u>	<u>624</u>	<u>693</u>

1. The shortfall is in 'informal' general public programmes. We believe this reflects lower than expected visitor numbers in general, plus over-capacity in programming terms since the opening of the WW with new galleries, IMAX and simulators.
2. This figure varies from the target quoted for education, as much has been done over the last year to ensure all sites are collecting figures consistently. NRM figures are now in line with those of the other two sites.

**12b Learners in outreach programmes—No targets agreed**

**14a (1) Visitors from ethnic minorities**

	1999-00	2000-01	2000-01
%	Actual	Target	Actual to end
			March 01
SM	} 11	10	9 <sup>1</sup>
NMPFT		13	15 <sup>2</sup>
NRM		1	1 <sup>3</sup>

1. MORI poll October 2000.
2. Questions Answered, August 2000.
3. Based on August 2000 exit survey by Robinson Bell.

**14a (2) Visitors from C2, D & E socio-economic groupings**

	1999-00	2000-01	2000-01
%	Actual	Target	Actual to end
			March 01
SM	} 15	15	12 <sup>1</sup>
NMPFT		20	33 <sup>2</sup>
NRM		40	41 <sup>3</sup>

1. MORI poll October 2000.
2. Questions Answered, August 2000.
3. Based on August 2000 exit survey by Robinson Bell.

**19. Annual savings achieved—no targets agreed**

**20. G-i-A as a % of total operating spend:**

2000-01 target: 62%  
 Actual to end March 2001: 58%

**Average Days Lost to NMSI due to Sick Leave per Employee**    21    2000-01 target: 5%  
 Actual to end March 2001: 3.53%

**List of Books and Published Refereed Articles**

*Science Museum*

**Books**

Bud R, Niziol S, Boon T and Nahum A (2000). *Inventing the Modern World: Technology Since 1750*. London, Dorling Kindersley.

Turney C, Wyatt N, Barnes E and Boon T Eds (2000). *Guide to the History of Technology in Europe 2000*. London, Science Museum.

Bunn G C A, Lovie D, et al, Eds (2001). *Psychology in Britain: Historical Essays and Personal Reflections*, BPS Books in association with the Science Museum.

Swade D (2000). *The Cogwheel Brain: Charles Babbage and the Quest to Build the First Computer*. London, Little, Brown.

### Refereed Articles

Swade D (2000). Virtual Objects: Threat or Salvation? *Museums of Modern Science*. S Lindqvist. Canton MA, Science History Publications: 139–147.

Swade D (2000), The Phillips Machine and the History of Computing. *A WH Phillips: Collected Works in Contemporary Perspective*. R Leeson. Cambridge, Cambridge University Press: 120–126.

Wright M (2000), 'Greek and Roman Portable Sundials: An Ancient Essay in Approximation'. *Archive of History of Exact Sciences* 55: 177–187.

Wright M (2000). 'Moxon's Mechanick Exercises: or Every Man his own Clock-Smith'. *Antiquarian Horology* 25(5): 524–531.

Boon T (2000). 'The Shell of a Prosperous Age': History, Landscape and the Modern in Raul Rotha's *The Face of Britain* (1935). *Regenerating England: Science, Medicine and Culture in the Interwar Years*. C Lawrence and A Mayer. Amsterdam, Rodopi.

Liffen J (2000). 'The Development of Cash Handling Systems for Shops and Department Stores'. *Transactions, Newcomen Society* 71: 79–101.

### NMPFT

#### Books

Russell Roberts—*Specimens & Marvels: William Henry Fox Talbot and The Invention of Photography*. Published by Aperture/NMPFT, 2000.

*Specimens & Marvels: The World of William Henry Fox Talbot*, ed R Roberts and M Sand. Published by Aperture, Autumn/Winter 2000–01.

*Weegee: The Good, The Bad and The Ugly*, published by MOMA, Oxford, 2000.

#### Articles

*On Being a Tourist: Some thoughts on 'Up in the Air', Liverpool FC and Mass Observation*, Year of the Artist 2001.

Colin Harding—An essay entitled 'The Smudger's Art: popular perceptions of itinerant photographers in the nineteenth century' in the book *Visual Delights: Essays on the popular and projected image in the nineteenth century*, published by Flicks Books, 2001.

Tony Sweeney—Article—'Wired Worlds Exploring the Digital Frontier for Future Museums' for *Computer Graphics and Animation* January 2001.



***NRM*****Books**

'The Engineering and History of Rocket: a Survey Report', Michael Bailey and John Glithero.

Science Museum for the National Railway Museum.

ISBN 1 900747 18 9.

'Speed to the West' by Beverly Cole & Aldo Delicta, GWR publicity & posters.

Capital Transport Publishing.

ISBN 185414 228 3.

Hall, Stanley, 'The Historic and Development of Railway Signalling in the British Isles', Volume I Broad Survey, Published by Friends of the NRM, York 2000 230pp.

ISBN 1 872826 12 1.

**Refereed Articles**

'Learning from America?', Colin Divall, 'Railroad History', Millennium Special—'The Diesel Revolutions', 2000, pp 124-142.

'Reflections on the iconography of early railways' in 'Early Railways', Richard Gibbon.

Ed. A Guy and J Rees, (papers from the first International Conference on—Early Railways, Durham 1998) Newcomen Society pp 342-354.

'Volunteer Workers at the National Railway Museum and The Working Time Regulations', Joan Murphy, submitted dissertation for Masters Degree in Business Administration.

## **Appendix 5**

### **Addresses**

**The Science Museum  
Exhibition Road  
London  
SW7 2DD**

**The National Railway Museum  
Leeman Road  
York  
Yorkshire  
Y02 4XJ**

**The National Museum of Photography, Film & Television  
Pictureville  
Bradford  
West Yorkshire  
BD1 1NQ**

**Science Museum Wroughton  
Block 4D, Red Barn Gate  
Wroughton  
Swindon  
Wiltshire  
SN4 9NS**

## Appendix 6

### NMSI Advisers and Company Information

<b>Auditors</b>	<p><i>NMSI</i></p> <p>Comptroller &amp; Auditor General National Audit Office Buckingham Palace Road London SW1W 9SP</p>	<p><i>NMSI Trading Limited and Bradford Film Limited</i></p> <p>Tranter Lowe 6 Market Street Oakengates Telford Shropshire TF2 6EF</p>
<b>Bankers</b>	<p><i>NMSI, NMSI Trading Limited and Bradford Film Limited</i></p> <p>Barclays Bank plc 50 Pall Mall PO Box No 15162 London SW1A 1QB</p>	<p><i>NMSI Trading Limited</i></p> <p>N M Rothschild &amp; Sons New Court St Swithin's Lane London EC4P 4DU</p>
<b>Solicitors</b>	<p><i>NMSI, NMSI Trading Limited and Bradford Film Limited</i></p> <p>Farrer &amp; Co 66 Lincoln's Inn Fields London WC2A 3LH</p>	<p>Cameron McKenna Mitre House 160 Aldersgate Street London EC1A 4DD</p>
<b>Company Information</b>	<p><i>NMSI Trading Limited</i></p> <p><b>Directors</b> Sir Peter Williams Sir Neil Cossons (until 30 June 2000) Mrs Jill Strieder (from 4 November 2000 to 8 February 2001) Mr Mark Pemberton (from 16 May 2000 to 20 December 2000) Dr Lindsay Sharp (from 20 July 2000) Mr Robin Cole-Hamilton (from 1 March 2001)</p> <p><b>Secretary</b> Ms Anne Caine</p> <p><b>Registered office</b> Exhibition Road South Kensington London SW7 2DD</p> <p><b>Registered number</b> 2196149</p>	<p><i>Bradford Film Limited (a company limited by guarantee)</i></p> <p><b>Directors</b> Lord Puttnam of Queensgate Mrs Amanda Nevill Mr Mark Pemberton (until 20 December 2000)</p> <p><b>Secretary</b> Ms Anne Caine</p> <p><b>Registered office</b> Exhibition Road South Kensington London SW7 2DD</p> <p><b>Registered number</b> 3309258</p>

## Statement 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 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 the Museum'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 the Museum will continue in operation.

The Accounting Officer for the Department for Culture, Media and Sport has designated the Director as the Accounting Officer for the Museum. 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, are set out in the Non-Departmental Public Bodies' Accounting Officer Memorandum, issued by the Treasury and published in Government Accounting.

*Sir Peter Williams*  
Chairman of the Board of Trustees

*Sir Christopher Wates*  
Trustee

*Dr Lindsay Sharp*  
Director and Accounting Officer

\* a copy of which is available from the Accounting Officer, The Science Museum, London SW7 2DD.

## Statement on the System of Internal Financial Control

As Accounting Officer, I acknowledge my responsibility for ensuring that an effective system of internal financial control is maintained and operated by the National Museum of Science & Industry.

The system can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

The system of internal financial 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:

- comprehensive budgeting systems with an annual budget which is reviewed and agreed by the Board of Trustees of the Science Museum;
- regular reviews by the Board of Trustees of periodic and annual financial reports which indicate financial performance against the forecasts;
- a Funding Agreement between the Science Museum and Department for Culture, Media and Sport which includes performance measures of future years;
- clearly defined capital investment control guidelines;
- as appropriate, formal project management disciplines paying particular attention to risk and contingency levels.

The National Museum of Science & Industry uses the internal audit services of the South Kensington Museum Audit Consortium, based at the Natural History Museum, which operates to standards defined in the Government Internal Audit Manual. The work of the internal audit unit 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 Trustee's Audit Committee and approved by me. The Head of Internal Audit (HIA) provides me with an annual report on internal audit activity in the body. The report includes the HIA's independent opinion on the adequacy and effectiveness of the body's system of internal financial control.

For 2000-01, the Accounting Officer reviewed the effectiveness of the system of internal financial control based on the work of the Internal Auditors; the Audit Committee which oversees the work of the internal and external auditors; the Internal Financial Control Statements of compliance completed by managers; and comments made by the external auditors in their management letter and other reports. In the Internal Audit annual report for 2000-01 the HIA gave the opinion that the Museum had a sound framework of internal control to manage the major risks to the achievement of the Museum's objectives and to help ensure the proper conduct of business.

As Accounting Officer, I am aware of the recommendations of the Turnbull Committee and I am taking reasonable steps to comply with Treasury's requirement for a statement of internal control for the year ended 31 March 2002 in accordance with guidance to be issued by the Treasury.

*Dr Lindsay Sharp*  
Director and Accounting Officer

8 August 2001

# The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

I certify that I have audited the financial statements on pages 45 to 69 under the Museums and Galleries Act 1992. These financial statements have been prepared under the historic cost convention as modified by the revaluation of certain fixed assets and the accounting policies set out on pages 50 to 53.

## Respective Responsibilities of the Trustees, the Director and Auditor

As described on page 42 the Trustees and the Director of the National Museum of Science and Industry as the Accounting Officer are responsible for the preparation of financial statements in accordance with the Museums and Galleries Act 1992 and directions made by the Secretary of State for Culture, Media and Sport thereunder and for ensuring the regularity of financial transactions. The Trustees and Director are also responsible for the preparation of the Foreword and Annual Report. My responsibilities, as independent auditor, are established by statute and guided by the Auditing Practices Board and the auditing profession's ethical guidance.

I report my opinion as to whether the financial statements give a true and fair view, and are properly prepared in accordance with the Museums and Galleries Act 1992 and directions made by the Secretary of State for Culture, Media and Sport thereunder, and whether in all material respects of the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. I also report, if in my opinion, the Foreword and Annual Report on pages 1 to 41 is not consistent with the financial statements, if the National Museum of Science and Industry has not kept proper accounting records, or if I have not received all the information and explanations I require for my audit.

I review whether the statement on page 43 reflects the National Museum of Science and Industry's compliance with the Treasury's guidance 'Corporate Governance: statement on the system of internal financial control'. I report if it does not meet the requirements specified by Treasury, or if the statement is misleading or inconsistent with other information I am aware of from my audit of the financial statements.

## Basis of audit opinion

I conducted my audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures and regularity of the financial transactions included in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees and the Director in the preparation of the financial statements, and of whether the accounting policies are appropriate to the National Museum of Science and Industry'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 are free from material misstatement, whether caused by error, or by fraud or other irregularity and that, in all material respects, the expenditure and income 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.

## Opinion

In my opinion:

- the financial statements give a true and fair view of the state of affairs of the National Museum of Science and Industry at 31 March 2001 and of its incoming resources and application of resources, including its income and expenditure, and cash flows, for the year then ended and have been properly prepared in accordance with the Museums and Galleries Act 1992 and with the directions made thereunder by the Secretary of State for Culture, Media and Sport; and
- in all material respects the expenditure, income and resources have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I have no observations to make on these financial statements.

*John Bourn*  
Comptroller and Auditor General

31 October 2001

National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London SW1W 9SP

## Consolidated Summary Income and Expenditure Account for the year ended 31 March 2001

	2001 £000	2000 £000
Total Income	52,757	61,008
Total Expenditure	48,263	38,093
Total surplus for the year	4,494	22,915
Less capital projects and movements on other funds	(4,283)	(20,625)
Operating surplus for the year	<u>211</u>	<u>2,290</u>

Capital projects represent net income after depreciation for the Museum charged in the year which the Trustees have identified as being designated for capital projects. Other funds movements represent in year allocation by Trustees net of release of non capital expenditure to the current year. Gross income includes £12,050,114 restricted income.

*The notes on pages 50 to 69 form part of these accounts.*

## Consolidated Statement of Financial Activities for year ended 31 March 2001

	Notes	2001 Unrestricted Funds £000	2001 Restricted Funds £000	2001 Total £000	2000 Total £000
<b>Incoming Resources</b>					
Grant in Aid	2	23,929	400	24,329	23,756
Income from commercial activities	7	12,866	—	12,866	8,606
Sponsorship, grants and donations					
Lottery income			4,727	4,727	12,383
Other		9	6,922	6,931	12,468
Admissions	3	3,042	—	3,042	3,191
Other operating income	4	682	1	683	439
Investment income	5	179	—	179	165
<b>Total incoming resources</b>		<b>40,707</b>	<b>12,050</b>	<b>52,757</b>	<b>61,008</b>
<b>Resources expended</b>					
<b>Direct charitable expenditure</b>					
Collections purchases		113	48	161	173
Care for and research into collections		5,454	297	5,751	6,027
Science education and communication		5,985	5,558	11,543	6,787
Visitor services		6,002	70	6,072	5,977
Support services		8,596	619	9,215	8,552
<b>Other expenditure</b>					
Publicity and fundraising		427	—	427	376
Admission costs		1,840	—	1,840	1,543
Commercial costs	7	12,196	147	12,343	7,808
Management and administration of the charity		911	—	911	850
<b>Total resources expended</b>	6	<b>41,524</b>	<b>6,739</b>	<b>48,263</b>	<b>38,093</b>
Notional cost of capital		5,789	—	5,789	4,920
<b>Net incoming/(outgoing) resources</b>					
after notional costs	6	(6,606)	5,311	(1,295)	17,995
Reversal of notional costs		5,789	—	5,789	4,920
Net incoming/(outgoing) resources surplus/(deficit)		(817)	5,311	4,494	22,915
Revaluation of assets		292	851	1,143	385
<b>Net movement in funds</b>		<b>(525)</b>	<b>6,162</b>	<b>5,637</b>	<b>23,300</b>
<b>Fund balances brought forward at 1.4.00</b>		<b>18,913</b>	<b>74,751</b>	<b>93,664</b>	<b>70,364</b>
<b>Transfer between funds</b>		<b>(29)</b>	<b>29</b>	<b>—</b>	<b>—</b>
<b>Fund balances carried forward at 31.3.01</b>		<b>18,359</b>	<b>80,942</b>	<b>99,301</b>	<b>93,664</b>

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 50 to 69 form part of these accounts.*



## Consolidated Balance Sheet as at 31 March 2001

	Notes	2001 £000	2000 £000
<b>Fixed Assets</b>			
Tangible Assets	9	<u>101,513</u>	<u>93,940</u>
<b>Current Assets</b>			
Stock		617	565
Debtors	12	5,740	10,254
Cash in hand and at bank	22	5,399	2,843
		<u>11,756</u>	<u>13,662</u>
<b>Creditors: amounts falling due within one year</b>	13	<u>(9,144)</u>	<u>(9,827)</u>
<b>Net current assets</b>		<u>2,612</u>	<u>3,835</u>
<b>Creditors: amounts falling due after one year</b>		(1,630)	(879)
<b>Provision for liability and charges</b>			
Early Retirement Provision	14	(372)	(467)
Deferred income	15	(2,822)	(2,765)
<b>Net Assets</b>		<u>99,301</u>	<u>93,664</u>
Represented by:			
<b>Restricted funds:</b>			
Sponsorship, Grants and Donations Reserve	19	2,037	3,361
Revaluation Reserve	16.1	1,863	1,012
Capital Projects Fund	18	77,042	70,378
<b>Unrestricted funds:</b>			
<b>Designated funds</b>			
Museum Improvement Reserve	20	1,918	1,975
Collections Purchase Fund	17	—	—
Revaluation Reserve	16.1	567	275
Capital Projects Fund	18	14,051	14,436
Major Projects Contingency Reserve	16.1	1,158	1,318
<b>General Funds</b>		<u>665</u>	<u>909</u>
<b>Total Funds</b>		<u>99,301</u>	<u>93,664</u>

*Sir Peter Williams*

8 August 2001

*Sir Christopher Wates*

8 August 2001

*Dr Lindsay Sharp*

8 August 2001

*The notes on pages 50 to 69 form part of these accounts.*

## Museum Balance Sheet as at 31 March 2001

	Notes	2001 £000	2000 £000
<b>Fixed Assets</b>			
Tangible Assets	9	94,682	86,101
Investments	7	411	411
		95,093	86,512
<b>Current Assets</b>			
Stock		—	—
Debtors	12	4,972	10,118
Cash in hand and at bank	22	5,368	2,627
		10,340	12,745
<b>Creditors: amounts falling due within one year</b>	13	(5,894)	(5,407)
<b>Net current assets</b>		4,446	7,338
<b>Provision for liability and charges</b>			
Early Retirement Provision	14	(372)	(467)
<b>Net Assets</b>		99,167	93,383
Represented by:			
<b>Restricted funds:</b>			
Sponsorship, Grants and Donations Reserve	19	2,037	3,361
Revaluation Reserve	16.1	1,863	1,012
Capital Projects Fund	18	77,042	70,378
<b>Unrestricted funds:</b>			
<b>Designated funds</b>			
Museum Improvement Reserve	20	1,918	1,975
Collections Purchase Fund	17	—	—
Revaluation Reserve	16.1	567	275
Capital Projects Fund	18	14,051	14,436
Major Projects Contingency Reserve	16.1	1,158	1,318
<b>General funds:</b>		531	628
<b>Total funds</b>		99,167	93,383

*Sir Peter Williams* 8 August 2001

*Sir Christopher Wates* 8 August 2001

*Dr Lindsay Sharp* 8 August 2001

*The notes on pages 50 to 69 form part of these accounts.*

## Cash Flow for the year to 31 March 2001

	Note	2001	2000
Net Cash flow from operating activities	22.1	16,038	24,620
Returns on investments and servicing of finance	22.2	50	16
Capital Expenditure	22.2	(13,089)	(24,455)
Management of liquid resources	22.2	—	—
Financing	22.2	(445)	889
Increase/(decrease) in cash		<u>2,554</u>	<u>1,070</u>
Increase/(decrease) in cash in the period	22.3	2,554	1,070
Cash (inflow)/outflow from (decrease)/increase in liquid resources	22.2	—	—
Decrease/(increase) in debt and lease financing	22.2	165	(1,169)
Change in net fund resulting from cash flow		<u>2,719</u>	<u>(99)</u>
New finance leases		—	—
Movement in net fund during the period		<u>2,719</u>	<u>(99)</u>
Net funds as at 1.4.00		<u>195</u>	<u>294</u>
<b>Net funds at 31.3.01</b>		<u><b>2,914</b></u>	<u><b>195</b></u>

*The notes on pages 50 to 69 form part of these accounts.*

# Notes to the Consolidated Account for the year ended 31 March 2001

## Statement of Accounting Policy

1

### 1.1 Accounting Convention

The accounts have been prepared under an historical cost convention as modified by the revaluation of certain fixed assets. Without limiting the information given, the accounts meet the accountancy and disclosure requirements of the Companies Act 1985 and of the Accounting Standards issued or adopted by the Accounting Standards Board so far as those requirements are appropriate. It also meets the Statement of Recommended Practice, "Accounting by Charities", issued by the Charity Commissioners in 1996.

Consolidated accounts have been prepared which include the Museum and its subsidiary companies, NMSI Trading Limited and Bradford Film Limited.

### 1.2 Incoming Resources

All income is accounted for on a receivable basis. Grant in Aid from the Department for Culture, Media and Sport allocated to general purposes is taken to Statement of Financial Activities in the year to which it relates. 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.)

### 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.

Charitable expenditure and administration costs comprise 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. Fund-raising and publicity costs are those incurred in seeking voluntary contributions to the Museum, and in publicising the Museum. Management and administration costs are those incurred in connection with the management of the Charity's assets, organisational administration and compliance with constitutional and statutory requirements. Support services comprise Estates, Personnel, Finance and Information Services. (Note 6.)

### 1.4 Fixed Assets Valuation and Depreciation

Depreciation is provided on all tangible assets, other than freehold land, at rates calculated to write off the cost or valuation of each asset evenly over its expected life, as follows:

Land	not depreciated
Freehold buildings	50 years
Plant & machinery	5 to 10 years
Galleries & exhibitions	5 to 15 years
Fixtures and fittings	3 to 10 years

Assets are now revalued to current cost using a range of appropriate price indices.

Galleries and exhibitions have not been revalued as the current cost is equal to their actual cost but the life of these assets are reviewed annually to reflect their true value. The difference between current cost and historic cost depreciation is taken to the Revaluation Reserve.

No donated asset of material value has been identified.

### *1.5 Collection Objects*

As the collection is considered to be inalienable, no valuation is attempted and no amount is included for this in the Balance Sheet. Objects have been donated but are not considered to have a material market value.

Purchase of items for the collection are charged to the Statement of Financial Activities in the year of acquisition. (Note 17)

### *1.6 Stock*

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

### *1.7 Leases*

Assets held under finance leases and hire purchase contracts, which are those where substantially all the risks and rewards of ownership of the asset have passed to NMSI Trading Limited, are capitalised in the Balance Sheet and depreciated over their useful lives. The interest element of the rental obligations is charged to the Statement of Financial Activities over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

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

### *1.8 Restricted Funds*

Where a donor or sponsor has specified a particular purpose for a donation, grant or sponsorship income, the donation, grant or sponsorship 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. (Note 19)

#### **Capital Projects Fund**

Funds representing the net book value of fixed assets funded from the restricted funds and used to fund depreciation on these assets. (Note 18)

#### **Collections Purchase Fund**

Income received for the purchase of specific items or from the sale of objects is shown as restricted income and then credited to the Collections Purchase Fund. (Note 17)

### *1.9 Designated Funds*

Where the Museum is committed 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. (Note 20)

#### **Capital Projects Fund**

Funds representing the net book value of fixed assets funded from the unrestricted funds and used to fund depreciation on these assets. (Note 18)

#### **Collections Purchase Fund**

Museum funds committed specifically to the purchase of objects for the collections are credited to the Collections Purchase Fund and released in the year in which expenditure takes place (Note 17).

#### **Major Projects Contingency Reserve**

Funds have been allocated to a Major Projects Contingency Reserve in advance of the major capital programme as a prudent measure in case of unforeseen circumstances outside the control of NMSI.

### *1.10 General Funds*

General Funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Museum.

### *1.11 NMSI Trading Limited*

NMSI Trading Limited is a wholly owned subsidiary of NMSI. All shareholders of the NMSI Trading Limited must be Trustees of the Board of NMSI. 500,000 shares in NMSI Trading Limited have been authorised of which 411,000 shares have been issued. These are held by the Board of Trustees of the Science Museum. Under a Deed of Covenant, all taxable profits from NMSI Trading Limited are paid to NMSI. Bradford Film Limited is a company limited by guarantee for which NMSI Trading Limited is the sole member. A summary of the consolidated accounts is given in Note 7.

### *1.12 Pensions*

Staff of the Museum are employed under the same conditions of service as Civil Servants to whom the conditions of Superannuation Acts 1965 and 1972 and subsequent amendments apply. Pension contributions are paid to the Paymaster General at rates determined from time to time by the Government Actuary and advised by the Treasury.

NMSI Trading Limited has a separate pension scheme, the assets of which are held separately in an independently administered fund.

*1.13 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. Under the Early Retirement Scheme the Museum bears the costs of these benefits until the normal retiring age. The Museum pays a one-off compensation payment to those employees retired under the early severance scheme.

The total pensions 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 and an increase in the provision for future pension payments is made. Funds are released from the provision annually to fund pensions and related benefits payments to the retired employee until normal retiring age.

(Notes 6.2, 14)

*1.14 Taxation*

There are no sources of income received by NMSI liable to Corporation Tax and no provision has therefore been made.

For NMSI Trading Limited, 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. Under a deed of covenant with NMSI, all taxable profits are paid to the Museum and there is no liability to taxation.

*1.15 Foreign Currencies*

Transactions in foreign currencies are recorded at the rate ruling at the time of the transaction. 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.

*1.16 Notional Costs*

In accordance with Treasury guidance, notional cost of capital is charged in the Statement of Financial Activities in arriving at a net incoming/(outgoing) resources figure. This notional cost is reversed so that no provision is included on the Balance Sheet.

<b>Museum Account</b>	<b>2</b>	<b>2001</b>	<b>2000</b>
		<b>£</b>	<b>£</b>
Department for Culture, Media and Sport			
Class XI Vote 1		<b>24,329,000</b>	<b>23,756,000</b>
<b>Income</b>			
Grant in Aid		<b>24,329,000</b>	23,756,000
Sponsorship, grants and donations		<b>11,510,818</b>	24,654,778
Admissions		<b>3,042,172</b>	3,191,593
Other operating income		<b>682,411</b>	438,720
Covenanted profit from NMSI Trading Limited		<b>761,800</b>	1,408,323
		<b>40,326,201</b>	<b>53,449,414</b>

<b>Expenditure</b>		
Staff costs	16,440,837	15,834,032
Other operating costs	13,408,880	11,671,244
Depreciation	5,909,294	2,574,131
Collections Purchases	160,821	172,726
	<u>35,919,832</u>	<u>30,252,133</u>
Operating surplus on museum activities	4,406,369	23,197,281
Interest received	234,516	156,479
	<u>4,640,885</u>	<u>23,353,760</u>
Revaluation of assets	1,143,323	384,658
Surplus for the year on museum activities	<u>5,784,208</u>	<u>23,738,418</u>

Income for the year includes £11,902,624 of restricted income received partly for expenditure on deferred activity, mainly of a capital nature. NMSI Trading Limited and Bradford Film surplus/(deficit) of £2,524,744 (1999-00 £2,577,684) is taken to the Statement of Financial Activities of which £2,097,280 (1999-00 £1,843,817) is consolidated into Sponsorship, Grants and Donations income and £427,464 (as opposed to NMSI Trading Limited covenanted profit, £2,671,590) is consolidated fully into the Statement of Financial Activities. The difference of £146,846 (total surplus of £2,524,744 less covenanted profit of £2,671,590) is eliminated as part of the consolidation. Interest charged by NMSI to NMSI Trading Limited of £59,435 had been netted from recharged costs and was eliminated in consolidation.

The costs of NMSI Trading Limited staff recharged to the Museum are included in 'Staff costs,' instead of 'Other operating costs.'

The Museum subsidised the activities of Bradford Film Limited to the sum of £40,000 in 2000-01 matching the property and services costs charged from the Museum to Bradford Film Limited.

**Admissions**

- 3 Admissions income of £3,042,172 (1999-2000, £3,191,593) comprising £2,033,153 at the Science Museum and £1,009,019 at NRM was received during the year.

**Other income**

4

	Unrest- ricted 2001 £	Rest- ricted 2001 £	2001 £	2000 £
Other income	681,805	606	682,411	438,720

Other income arises from conference and educational events, locomotive hire and property rental. Restricted income relates to the proceeds of the sale of objects which must fund future acquisitions.

**Investment income**

- 5 Investment income of £178,693 (1999-00, £164,878) arises through interest earned from investing surplus funds.



**Total resources  
expended****6.1 Analysis by functional purpose**

	Staff costs £000	Other direct costs £000	Depre- ciation £000	2001 Total £000	2000 Total £000
Collection Purchases	—	161	—	161	173
Collections	4,056	1,463	232	5,751	6,027
Science Communication	3,888	3,442	4,213	11,543	6,787
Visitor Services	4,346	1,254	472	6,072	5,977
Support Services	2,711	5,511	993	9,215	8,552
	15,001	11,831	5,910	32,742	27,516
Publicity and fund-raising	323	104	—	427	376
Admission costs	546	1,294	—	1,840	1,543
Commercial costs	3,254	8,162	927	12,343	7,808
Management and administration	570	341	—	911	850
	19,694	21,732	6,837	48,263	38,093

Within the salary costs above, the Museum includes staff costs recharged to the Museum as part of the Trading Company services. Agency costs similarly recharged are included in other Direct Costs. Museum staff and other direct costs recharged to the Trading Company are shown by the Trading Company within staff and other direct costs respectively. For 2000-01 security and warding are managed within Visitor Services. The comparatives have been adjusted to reflect this.

**6.2 Staff Costs**

	2001 £	2000 £
Net Salaries and Wages	16,743,897	15,327,140
National Insurance	1,126,755	1,042,197
Superannuation (Museum only)	1,607,060	1,442,731
Pension contributions (NMSI Trading Limited and Bradford Film Limited)	70,106	51,382
Early Retirement—Note 14	74,027	144,938
Exceptional cost—Compensation payments	72,088	—
	19,693,933	18,008,388

Superannuation benefits are provided through the Principal Civil Service Fund, a statutory scheme that provides benefits accumulated at a rate of 1/80th per year of pensionable salary on a “final salary” basis with a normal retirement age of 60. Pension contributions of £1,607,060 were paid for 2000-01 for which the rate varied from 12%-18.5% (1999-00, 12%-18.5%) for the Museum.

The NMSI Trading Limited Pension Scheme is a Contracted In Group Money Purchase Scheme with optional Contracted Out Personal Pensions to which NMSI Trading Limited contributes 7% and the employee 5%. NMSI Trading Limited pension contributions of £70,106 were paid for 2000-01.

In relation to the Early Retirement provision, £74,027 (1999-00, £144,938) was charged to the Statement of Financial Activities and credited to the Early Retirement provision. £168,844 (1999-00 £233,194) was charged against the provision to fund pensions and related benefits payments. (Note 14)

The Chairman and Trustees (listed in Appendix 1 to the Foreword) received no remuneration for their services. The retiring Director, Sir Neil Cossons, received remuneration of £38,311 including a bonus of £10,000, (1999-00, £110,741) and an employer's pension contribution of £3,061, (1999-00 £19,132), and benefited from the use of a car (value of benefit in kind £1,035). His real decrease in pension was (£285) during 2000-01 and his total accrued pension at 31.3.01 was £23,600. He was reappointed for a final term of 5 years from April 1996 and vacated the position on 30 June 2001.

The newly appointed Director, Dr Lindsay Sharp, was appointed for a period of 5 years from 1 July 2000. He received remuneration of £72,407 in the year and an employer's pension contribution of £7,885 and benefited from an accommodation allowance of £14,400. His accrued pension at 31.3.01 was £861. He also received £18,500 for consultancy work undertaken on behalf of NMSI prior to taking up his appointment on the 1st July 2000. His wife has use of a space made available by the Museum to operate a small kiln, (value of benefit in kind £1,500 pa) from March 2001.

Employees analysed by objective are as follows:

	Total 2001	Total 2000
Care for and research into Collection	159	164
Science education and communication	181	205
Visitor Services	163	147
Support Services	121	121
Publicity and fundraising	31	29
Admissions	42	49
Commercial Activity	275	192
Management and administration	9	9
<b>Total</b>	<b>981</b>	<b>916</b>

Where staff costs have been recharged between NMSI and NMSI Trading Limited, the numbers employed have been retained by the employing body.

Employees receiving remuneration over £40,000:

	2001	2000
£ 40,001-50,000	18	14
£ 50,001-60,000	11	5
£ 60,001-70,000	6	4
£ 70,001-80,000	2	3
£ 80,001-90,000	—	—
£ 90,001-100,000	—	—
£100,001-110,000	—	—
£110,001-120,000	—	1

**6.3 Other direct costs**

	2001	2001	2001	2000
	Science	NMSI Tr/ Bradford	Total	Total
	Museum	Film	£	£
<b>Other direct costs included:</b>				
Auditors remuneration	36,100	18,375	54,475	50,500
<b>Other financial services provided by the auditors comprised:</b>				
Accountancy	—	59,246	59,246	55,060
Consultancy	—	55,594	55,954	77,037
Lease rental payments on land and buildings	68,875	—	68,875	68,875
Lease rental payments on vehicles	39,575	—	39,575	43,606
Finance charges on hire purchase contracts	—	4,493	4,493	4,417
Travel, subsistence and entertainment	478,252	123,307	601,559	617,396

**NMSI Trading Limited**

- 7 The Board of Trustees of the Science Museum owns the whole of the issued share capital of 411,000 shares of NMSI Trading Limited, 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 Limited is a company limited by guarantee for which NMSI Trading Limited is the sole member.

**7.1 Income and Expenditure Account**

	2001	2000
	£	£
Turnover	12,866,356	8,602,927
Cost of sales*	(5,606,314)	(3,132,021)
Gross profit	7,260,042	5,470,906
Administrative Expenses*	(6,648,149)	(4,585,379)
Sponsorship Income (NMSI Trading Limited)	1,909,790	1,608,043
Grants and donations (Bradford Film Limited)	187,490	235,774
Trading Profit	2,709,173	2,729,344
Profit/(loss) on disposal of fixed assets	—	3,424
Other interest received	3,612	8,399
Other interest paid*	(188,041)	(163,483)
Net contribution	2,524,744	2,577,684
Amount covenanted to Museum	(2,671,590)	(3,016,366)
Retained in subsidiary	(146,846)	(438,682)

Turnover includes £113,207 (1999-00, £113,207) of rental income through letting part of the Post Office building to Royal Mail and £209,320 arising from Bradford Film Limited turnover, admission income.

There are no sales to the Museum included in the turnover. Donations of £187,490 includes £40,000 of donations from the Museum to Bradford Film Limited which are eliminated on consolidation giving £147,490 as external donation income. The interest includes £59,435 of interest charged by NMSI to NMSI Trading Limited which is eliminated on consolidation and excluded from expenditure on "Commercial costs" of £12,442,504 ("Commercial costs" comprise items marked\*).

Income of £1,909,790 (1999-00, £1,608,043) for NMSI Trading Limited and £187,490 (1999-00, £235,774) for Bradford Film Limited have been included in "Sponsorship, Grants and Donations Income". Other income and costs have been shown as "Income from commercial activities", "Investment income" and "Commercial costs" respectively.

### 7.2 Balance Sheet

	2001	2000
	£	£
Net assets at 31 March comprise:		
Intangible assets	—	161,333
Tangible fixed assets	6,831,254	6,410,772
Current assets	3,143,768	3,131,892
Creditors due within one year	(4,949,295)	(5,061,089)
Creditors due after one year	(1,658,328)	(1,186,368)
Provision for liabilities and charges (Deferred income)	(2,822,229)	(2,764,524)
Net assets	<u>545,170</u>	<u>692,016</u>

### 7.3 Subsidiary Companies

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

**Notional cost of capital** 8 Notional cost of capital is calculated as 6 per cent of the average capital employed by the Museum in the year and amounts to £5,788,950, (1999-00 £4,920,859).

## Tangible fixed assets

## 9.1 Consolidated Assets

	Land and Buildings £000	Plant and Machinery £000	Galleries and Exhibitions £000	Fixtures and Fittings £000	Relating to Hire Purchases £000	Assets under con- struction £000	Total £000
Value as at 1.4.00	41,268	10,362	19,995	2,238	58	38,555	112,476
Additions during year	658	713	—	669	—	11,958	13,998
Revaluation	1,137	58	—	1	—	—	1,196
Transfers during year	20,384	9,266	15,718	1,147	—	(46,515)	—
Disposals during year	—	(4)	(380)	—	(58)	(528)	(970)
<b>Value as at 31.3.01</b>	<b>63,447</b>	<b>20,395</b>	<b>35,333</b>	<b>4,055</b>	<b>—</b>	<b>3,470</b>	<b>126,700</b>
Depreciation as at 1.4.00	2,615	5,467	8,680	1,750	24	—	18,536
Depreciation during year	1,360	1,520	3,476	472	9	—	6,837
Transfers	67	48	—	(115)	—	—	—
Depreciation due to revaluation	57	(4)	—	1	—	—	54
Depreciation written off	(203)	(4)	—	—	(33)	—	(240)
Depreciation as at 31.3.01	3,896	7,027	12,156	2,108	—	—	25,187
<b>Net Book Value at 31.3.01</b>	<b>59,551</b>	<b>13,368</b>	<b>23,177</b>	<b>1,947</b>	<b>—</b>	<b>3,470</b>	<b>101,513</b>
Net Book Value at 31.3.00	38,653	4,895	11,315	488	34	38,555	93,940

The net book value at 31 March 2001 represents fixed assets for:

	Land and Buildings £000	Plant and Machinery £000	Galleries and Exhibitions £000	Fixtures and Fittings £000	Relating to Hire Purchases £000	Assets under con- struction £000	Total £000
Charitable activities	56,076	10,456	22,562	960	—	3,470	93,524
Other activities	3,475	2,912	615	987	—	—	7,989
<b>Total</b>	<b>59,551</b>	<b>13,368</b>	<b>23,177</b>	<b>1,947</b>	<b>—</b>	<b>3,470</b>	<b>101,513</b>

The only leasehold asset within Land and Buildings is the 99 year lease on the property known as "the Post Office", Exhibition Road, South Kensington amounting to £950,913.

The hire purchase asset related to motor vehicles held by NMSI Trading Limited.

Expenditure relating to the Wellcome Wing classified as intangible assets in the year ended 31 March 2000 has now been written off or reclassified as tangible fixed assets.

The titles to the main Museum site at South Kensington and Blythe Road are still awaiting transfer to the Museum Trustees. These land and buildings have been valued by Drivers Jonas, Chartered Surveyors. The main site was valued on the basis of depreciated replacement cost and the remaining property at open market value on the basis of existing use. The valuations were carried out in accordance with guidelines laid down by the Royal Institution of Chartered Surveyors. As at 31 March 2001, titles were vested in the Secretary of State for the Environment. As a consequence their value is not recorded in the Balance Sheet.

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 was transferred from the Secretary of State for the Environment on 1 August 1997. Both are valued in accordance with valuations carried out, as above, at 31 March 1997.

The Royal Naval Air Yard was purchased from the Ministry of Defence on 31 March 2000 and is included in Assets under Construction while total purchase cost is being finalised.

Property	Title	Valuation	Value £000
		Date	
Main site—Science Museum, South Kensington	Freehold	31.3.97	72,000
Blythe Road, Hammersmith	Freehold	31.3.97	4,000
			76,000

## 9.2 Museum Assets

	Land and Buildings £000	Plant and Machinery £000	Galleries and Exhibitions £000	Fixtures and Fittings £000	Assets Under Const- ruction £000	Total £000
Value as at 1.4.00	38,498	8,880	17,824	345	36,713	102,260
Additions during year	1,192	713	—	13	11,958	13,876
Revaluation	1,137	58	—	1	—	1,196
Transfers during year	20,249	7,631	15,718	1,075	(44,673)	—
Disposals during year	—	(4)	—	—	(528)	(532)
<b>Value as at 31.3.01</b>	<b>61,076</b>	<b>17,278</b>	<b>33,542</b>	<b>1,434</b>	<b>3,470</b>	<b>116,800</b>
Depreciation as at 1.4.00	2,572	5,445	7,844	298	—	16,159
Depreciation during year	1,213	1,385	3,136	175	—	5,909
Depreciation due to revaluation	57	(4)	—	1	—	54
Depreciation written off	—	(4)	—	—	—	(4)
<b>Depreciation as at 31.3.01</b>	<b>3,842</b>	<b>6,822</b>	<b>10,980</b>	<b>474</b>	<b>—</b>	<b>22,118</b>
<b>Net Book Value at 31.3.01</b>	<b>57,234</b>	<b>10,456</b>	<b>22,562</b>	<b>960</b>	<b>3,470</b>	<b>94,682</b>
<b>Net Book Value at 31.3.00</b>	<b>35,926</b>	<b>3,435</b>	<b>9,980</b>	<b>47</b>	<b>36,713</b>	<b>86,101</b>

**Commitments under operating leases**      **10** As at 31 March 2001, NMSI had annual commitments under non-cancellable operating leases as set out below:

	2001 Land and Buildings	2001 Vehicles	2000 Land and Buildings	2000 Vehicles
Operating leases which expire:				
Within one year	350	6,557	350	12,696
In the second to fifth year	64,040	—	64,040	26,878
Over five years	61,625	—	61,625	—

These included NMSI Trading Limited building lease commitments of £57,140 expiring in the second to fifth year (1999-00, in the second to fifth year, building lease of £57,140).

## Capital Commitments

### 11.1 Projects

The major projects underway at present are as follows:

#### **Wellcome Wing—Science Museum**

A new wing comprising exhibitions focused on contemporary science and industry together with a 3D IMAX cinema opened on 27 June 2000 at a cost of £48m. The Heritage Lottery Fund contributed £23m, the Wellcome Trust £16.5m and other sponsors and the Science Museum, £8.5m.

#### **Sildon—National Railway Museum**

A new National Museums Collection Centre is being built adjacent to the Timothy Hackworth Museum in Sildon, Co Durham on land provided by Railtrack. The Museum will house over 60 vehicles currently held in unsatisfactory standards of storage. The Centre and the Timothy Hackworth Museum will be managed on behalf of NRM by Sedgefield Borough Council. Total project costs are £6.1 million and are the subject of HLF, EDRF and RDA applications.

#### **Wellcome Wolfson Building—Science Museum**

A new building which will face Queen's Gate to the west end of the site will house the Dana Centre for Science and the Public and provide offices on the upper three floors. The Centre will further science communication and promote genuine dialogue between scientists and the public in which the public can shape the agenda. The Wellcome Trust has donated £3.25m, the Wolfson Foundation £2m, the Dana Foundation £1.25m and Garfield Weston £1m.

### 11.2 Outstanding capital commitments

At the Balance Sheet date, outstanding capital commitments amounted to some £433,000. Of this £388,000 relates to NMSI. £45,000 relates to NMSI Trading Limited.

Debtors	12	NMSI			Total 2000 £
		Science Museum 2001 £	Trading/ Bradford Film 2001 £	Total 2001 £	
Trade Debtors		492,169	2,076,832	2,569,001	3,857,891
Provision for Bad Debts		(11,148)	(10,197)	(21,345)	(35,165)
Other Debtors		305,273	259,028	564,301	556,912
Prepayments and Accrued Income		2,458,696	169,645	2,628,341	3,301,502
Intercompany Taxation recoverable		—	—	—	2,572,954
		<u>3,244,990</u>	<u>2,495,308</u>	<u>5,740,298</u>	<u>10,254,094</u>

Total debtors include the Heritage Lottery Fund, £651,837, Wellcome Trust, £803,126 and Arts Lottery Fund, £128,789. Museum debtors exclude £1,727,167 of intercompany debtor eliminated on consolidation. NSMI Trading Limited debtors exclude £373 of intercompany debtor eliminated on consolidation with Bradford Film Limited.

## Creditors

## 13.1 Amounts falling due within one year

	NMSI			Total 2000 £
	Science Museum 2001 £	Trading/ Bradford Film 2001 £	Total 2001 £	
Trade Creditors	1,039,681	366,519	1,406,200	3,011,121
Other Creditors	102,812	—	102,812	102,025
Accruals and Prepaid Income	4,339,928	2,026,727	6,366,655	4,213,197
Taxation and Social Security Costs	411,632	1,835	413,467	732,494
Obligations under finances leases and hire purchase	—	—	—	9,522
Bank Loan	—	854,570	854,570	1,759,500
	<u>5,894,053</u>	<u>3,249,651</u>	<u>9,143,704</u>	<u>9,827,859</u>

NMSI Trading Limited creditors due within one year exclude £1,699,271 of intercompany creditor eliminated on consolidation, of which £280,000 represents the funding of *Science of Sport*. Bradford Film Limited creditors exclude £373 of intercompany debtor eliminated on consolidation with NMSI Trading Limited.

The bank loans of £2,482,421 included a £500,000 loan from N M Rothschild & Sons Limited, secured against an undertaking by Board of Trustees to the Science Museum and £879,107 from Barclays Bank plc secured against a purchase of land adjacent to the National Railway Museum.



**13.2 Amounts falling due after one year (NMSI Trading Ltd only)**

	£
Bank loans	1,630,421
Obligations under hire purchase contracts	—
	<u>1,630,421</u>

NMSI Trading Limited creditors over 1 year exclude £27,907 of intercompany creditor which represents the funding of *Science of Sport*.

**13.3 Borrowings**

	2001 £	2000 £
Loans not wholly repayable within five years:		
Loan—Barclays Bank plc	1,982,421	904,811
Analysis of maturity of debt		
Within one year of demand	852,000	1,759,500
Between one and two years	352,000	49,500
Between two and five years	646,814	148,500
After five years	631,607	657,311
	<u>2,482,421</u>	<u>2,614,811</u>
Amounts repayable by instalments any of which fall for payment after five years	<u>631,607</u>	<u>657,311</u>

The first Barclays Bank loan of £879,107 is unsecured and is repayable in equal instalments of £49,500 over 20 years at a fixed interest rate of 9.77% per annum. The expiry date is 19 December 2015.

The second Barclays Bank loan of £1,103,314 is secured upon land adjacent to the National Railway Museum and is being repaid over a period of 4 years. Interest is charged at 1.5% annum above base rate. Barclays Bank plc hold the first legal charge over the site.

The loan from N. M. Rothschild & Sons Limited carries interest of 0.875% over base rate.

	2001 £	2000 £
<b>Obligations under finance leases and hire purchase contracts</b>		
Amounts payable:		
Within one year	—	9,522
Within two to five years	—	23,150

<b>Provision for early retirement</b>	<b>14</b>		
		2001	2000
		£	£
		466,651	554,907
		<u>74,027</u>	<u>144,938</u>
		540,678	699,845
		<u>(168,844)</u>	<u>(233,194)</u>
		<u>371,834</u>	<u>466,651</u>

<b>Deferred income</b>	<b>15</b>		£
		2,764,524	
		187,224	
		<u>(129,519)</u>	
		<u>2,822,229</u>	

The deferred income relates to grants and donations received in respect of the acquisition of two "IMAX" cinema projectors. The deferred income will be released to the profit and loss account over 20 years.

**Statement of funds****16.1 Movement of funds**

	Notes	At 1 April 2000 £000	Income £000	Expendi- ture £000	Transfer £000	At 31 March 2001 £000
<b>Restricted income funds</b>						
Capital Projects Fund	18	70,378	—	(4,332)	10,996	77,042
Revaluation Reserve		1,012	893	(42)	—	1,863
Collections Purchase Fund	17	—	48	(48)	—	—
Sponsorship, Grants & Donations Reserve	19	3,361	12,002	(2,359)	(10,967)	2,037
<b>Total restricted income funds</b>		<u>74,751</u>	<u>12,943</u>	<u>(6,781)</u>	<u>29</u>	<u>80,942</u>
<b>Unrestricted funds</b>						
<b>Designated funds:</b>						
Capital Projects Fund	18	14,436	—	(1,577)	1,192	14,051
Revaluation Reserve	1-4	275	303	(11)	—	567
Museum Improvement Reserve	20	1,975	596	(1,077)	424	1,918
Major Project Contingency Fund		1,318	—	—	(160)	1,158
Collections Purchase Fund	17	—	1	(114)	113	—
<b>Total designated funds</b>		<u>18,004</u>	<u>900</u>	<u>(2,779)</u>	<u>1,569</u>	<u>17,694</u>
<b>General funds</b>		<u>909</u>	<u>40,110</u>	<u>(38,756)</u>	<u>(1,598)</u>	<u>665</u>
<b>Total unrestricted funds</b>		<u>18,913</u>	<u>41,010</u>	<u>(41,535)</u>	<u>(29)</u>	<u>18,359</u>
<b>Total funds</b>		<u>93,664</u>	<u>53,953</u>	<u>(48,316)</u>	<u>—</u>	<u>99,301</u>

For details of individual funds see the attached notes on accounting policy 1.4, 1.9, 1.10, 1.11.

**16.2 Analysis of group net assets between funds**

	Unrestricted Funds £000	Restricted Funds £000	Total 2001 £000
Fund balances at 31 March 2001 are represented by:			
Tangible fixed assets	22,165	79,348	101,513
Current assets	10,031	1,725	11,756
Current liabilities	(9,013)	(131)	(9,144)
Long term liability	(4,824)	—	(4,824)
<b>Total net assets</b>	<b>18,359</b>	<b>80,942</b>	<b>99,301</b>

**Collections purchase fund**

- 17 Purchases for the enhancement of the collection during the year amounted to £160,821, all of which were financed from the Collections Purchase Fund. Movements on the Fund were as follows:

	2001 Unrestricted £	2001 Restricted £	2001 Total £	2000 Total £
Balance at 1.4.00	—	—	—	10,583
Cash Receipts in year:				
Grant in Aid (Note 2)	113,025	—	113,025	161,015
National Heritage Memorial Fund	—	47,300	47,300	—
Sale of Objects	496	—	496	—
Other	—	—	—	1,127
Income	113,521	47,300	160,821	162,142
Expenditure	(113,521)	(47,300)	(160,821)	(172,725)
Balance at 31.3.01	—	—	—	—

The Museum received a number of donated items. The only item with a value evidently over £50,000 was the Mad Dog 2 Solar Powered car, valued at £100,000.

<b>Capital projects fund</b>	<b>18</b>	Unrestricted 2001 £	Restricted 2001 £	Total 2001 £	Total 2000 £
		14,436,131	70,378,054	84,814,185	63,843,967
		150,477	—	150,477	30,345
		<b>Transfers in:</b>			
		<b>Transfers from Sponsorship</b>			
		<b>Grants &amp; Donations</b>			
			— 10,966,462	10,966,462	22,773,784
		<b>Reserve (Note 19)</b>			
		<b>Transferred from Museum</b>			
		<b>Improvement Reserve</b>			
		1,071,374	—	1,071,374	740,220
		(29,676)	29,701	25	—
		1,071,374	—	1,071,374	740,220
		(29,676)	29,701	25	—
		15,628,306	81,374,217	97,002,523	87,388,316
		<b>Less:</b>			
		(1,577,389)	(4,331,905)	(5,909,294)	(2,574,131)
		(1,577,389)	(4,331,905)	(5,909,294)	(2,574,131)
		14,050,917	77,042,312	91,093,229	84,814,185
		14,050,917	77,042,312	91,093,229	84,814,185
		<b>Since 1988 specific government grants have been received in respect of the following assets:</b>			
			1989-90		£1m
			1990-91		£1m
			1992-93		£1.1m <sup>1</sup>
			1993-94		£1m
			1994-95		£1.5m
			1995-96		£0.5m
			1999-00	£1m (estimated) <sup>2</sup>	
			2000-01	£0.4m (estimated) <sup>2</sup>	

<sup>1</sup> Total of £1.6m received of which part relates to revenue costs.

<sup>2</sup> Total of £1.4m received of which part relates to revenue costs.

<b>Sponsorship, grants &amp; donations reserve</b>	<b>19</b>	2001 £	2000 £
		3,360,970	2,201,108
		12,002,208	25,647,539
		(2,359,430)	(1,713,893)
		(10,966,462)	(22,773,784)
		2,037,286	3,360,970
		2,037,286	3,360,970

<b>Museum improvement reserve</b>	<b>20</b>			
<b>(All unrestricted funds)</b>			<b>2001</b>	<b>2000</b>
			<b>£</b>	<b>£</b>
		Balance at 1.4.00	1,975,148	1,265,662
		Allocated income	2,091,331	2,240,821
		Expenditure	(1,076,893)	(791,115)
		Transferred to Capital Projects Fund (Note 18)	(1,071,374)	(740,220)
		Balance at 31.3.01	<u>1,918,212</u>	<u>1,975,148</u>
<b>Contingent liabilities</b>	<b>21</b>	As at 31 March 2001 issues had been raised at a VAT audit which will be the subject of further discussions.		
<b>Cash flow information</b>	<b>22.1</b>	<b>Reconciliation of net incoming resources to net cash inflow from operating activities</b>		
			<b>2001</b>	<b>2000</b>
			<b>£</b>	<b>£</b>
		Net incoming resources	4,494,039	22,846,162
		Investment income	(178,693)	(164,878)
		Interest payable	128,606	130,588
		Depreciation	7,364,619	3,408,087
		(Increase)/decrease in stocks	(52,882)	(177,844)
		(Increase)/decrease in debtors	4,513,796	(971,553)
		Increase/(decrease) in creditors	(137,156)	(361,751)
		Increase/(decrease) in pension provision	(94,817)	(88,256)
		Transfer of property	—	—
		Net cash inflow from operating activities	<u>16,037,512</u>	<u>24,620,555</u>
	<b>22.2</b>	<b>Gross cash flows</b>		
			<b>2001</b>	<b>2000</b>
			<b>£</b>	<b>£</b>
		<b>Returns on investments and servicing of finance</b>		
		Interest received	178,693	146,800
		Interest paid	(124,113)	(126,171)
		Interest element of finance lease rental payment	(4,493)	(4,417)
			<u>50,087</u>	<u>16,212</u>
		<b>Capital expenditure</b>		
		Payments to acquire intangible fixed assets	—	(161,333)
		Receipt from sale of tangible fixed assets	201,145	11,500
		Payments to acquire tangible fixed assets	(13,290,345)	(24,305,192)
			<u>(13,089,200)</u>	<u>(24,455,025)</u>

**Management of liquid resources**

Cash (placed)/withdrawn from short term investments —

**Financing**

New loans raised	—	1,210,000
Loan repayments	(412,390)	(303,360)
Capital element of finance lease rental	(32,672)	(17,562)
	<b>(445,062)</b>	<b>889,078</b>

**22.3 Analysis of changes in net funds**

	At 1.4.00 £	Cash Flows £	Non Cash Changes £	At 31.3.01 £
Cash at bank and in hand	2,842,794	2,556,042	—	5,398,836
Current asset investments	—	—	—	—
Debt due within 1 year	(1,759,500)	904,930	—	(854,570)
Debt due after 1 year	(855,311)	(775,110)	—	(1,630,421)
Finance leases	(32,672)	32,672	—	—
	<b>195,311</b>	<b>2,718,534</b>	<b>—</b>	<b>2,913,845</b>

**Related party transactions**

**23** 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 2000-01, 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.

Four Trustees have relationships with Ove Arup, British Broadcasting Corporation, Institute of Physics or personally with whom NMSI had material transactions. In addition, NMSI provides advisory services to the Heritage Lottery Fund for which it receives payment.

**Financial performance indicators**

**24 Resources**

The Museum aims to ensure that all resources available to the Museum are managed effectively and efficiently.

The Museum aims to balance the accounts annually.

**24.1 Ratio of actual to planned income (excluding sponsorship)**

2000-01 Budget £k	2000-01 Actual £k	Variance
29,056	28,313	(2.6)%

**24.2 Ratio of actual to planned expenditure (excluding sponsored activity, exceptional and extraordinary items)**

2000-01 Budget £k	2000-01 Actual £k	Variance
28,218	27,344	3.1%

**24.3 Efficiency**

Optimum efficiency is a continuing goal of NMSI. Appropriate efficiency gain targets are being adopted now that the outcome of the DCMS Efficiency Review is available.

**24.4 Sponsorship**

Sponsorship continues to be of vital importance to the Museum-in its own right and to provide collateral funding for Lottery bids. The cost of the sponsorship function as a percentage of income generated is an important indicator of efficient management and accountability. On the basis of a three year rolling average (in order to even out initial costs), we aim to spend no more than 15% of the money raised on direct administration.

	1998-99 Actual	1999-2000 Actual	2000-01 Actual
Costs £k	281	376	426
Income £k	9,594	3,354	5,180
3 year average	4.2%	4.2%	6.0%

**24.5 Stewardship of assets**

An important goal of the NMSI is the prudent stewardship of all assets, including land, buildings, fixtures and fittings. We recognise that to achieve short term revenue cost savings in order to balance the management account, funds have over the past few years not been available to carry out anything other than essential asset maintenance, for example, building repairs.

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