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Advisory Committees

Advisory Committee on Historic Wrecks (ACHWS)

The Advisory Committee on Historic Wreck Sites advises the Government on designating sites of shipwrecks of historic and archaeological importance in UK waters under the Protection of Wrecks Act 1973.

Chairman

Mr Tom Hassall OBE

20.06.02 4yrs

Members

Dr Jonathan Adams	01.04.00 4yrs
Dr Mark Redknapp	01.04.01 5yrs
Mr Stuart Bryan	01.03.02 4yrs
Ms Margaret Deacon	01.04.00 4yrs
Mr Robin Daniels	28.02.03 4yrs
Mr Patrick Griggs	01.04.00 4yrs
Dr Lucy Blue	30.06.03 4yrs
Ms Alexandra Hildred	01.06.02 4yrs
Mr Jonathan Parlour	01.08.00 4yrs
Ms Wendy Robinson	01.08.00 4yrs

Secretary

Mr Ian Oxley, English Heritage

Annual Report available from the Department for Culture, Media and Sport or English Heritage

Advisory Committee on the Government Art Collection

The Advisory Committee advises the Secretary of State, through the Director, on acquisitions policy and on particular purchases and commissions for the Collection.

Chairman

Ms Julia Somerville

02.09.03 4yrs

Members

Sir Nicholas Serota	ex-officio
Dr Charles Saumarez-Smith	ex-officio
Mr Sandy Nairne	ex-officio
Mr Alan Davey	ex-officio
Ms Penny Johnson	ex-officio
Mr Richard Dormont	01.01.03 3yrs
Ms Margot Heller	01.08.03 4yrs
Dr Penelope Curtis	10.04.03 4yrs
Ms Sarah Shalgosky	10.04.03 4yrs

Secretary

Mr Malcolm Steer

Advisory Council on Libraries

Chairman

Mr Bill Macnaught

03.02.03 4yrs

All 2yrs from 03.02.03

Members

Mr Martin Molloy
Ms Catherine Blanshard
Ms Jane Hall
Mr Peter Marchant
Mrs Patsy Heap
Ms Pam Usher
Mr Keith Webster

Secretary

Ms Caroline Sheridan

Observers

Cllr. Lyn Brown (on behalf of the Local Government Association)
Mr Bob McKee (on behalf of the Chartered Institute of Library and Information Professionals)

Public Lending Right Advisory Committee

Chairman

Mr Simon Brett

07.08.03 4yrs

Ms Clare Francis

until 06.08.03 4yrs

Members

Ms Gill Coleridge	29.10.01 4yrs
Mrs Theresa Breslin	18.03.02 4yrs
Ms Miranda McKearney	16.05.02 4yrs
Dr Maggie Gee	06.08.00 4yrs
Mr Robert Froud	20.01.03 4yrs
Ms Hilary Mantel	until 05.08.03 4yrs
Mr Terry Turner	until 31.01.03 4yrs

Registrar

Dr James Parker

01.08.01 5yrs

Advisory Committees

Reviewing Committee on the Export of Works of Art

Chairman Lord Inglewood	01.12.03 4yrs	Members Ms Amanda Arrowsmith Mr Tim Knox Professor David Ekserdjian Mr Martin Levy Dr Catherine Johns Mr Johnny Van Haeften Professor Pamela Robertson	01.02.02 4yrs 14.03.02 4yrs 14.11.02 4yrs 28.02.03 2yrs 19.02.03 4yrs 28.06.01 3yrs 01.12.03 4yrs
Secretaries (jobshare) Ms Helen Loughlin Ms Nicki Fox			

An Annual Report is available from The Stationery Office Limited.

Spoliation Advisory Panel

The Spoliation Advisory Panel was formed in April 2000 to help resolve any claims that may arise for cultural objects that may have been looted during the Nazi era between 1933 and 1945. The Panel is able to advise not only claimants and those who hold the items in question in their collections, but also the Government itself.

Chairman The Rt Hon Sir David Hirst	05.11.99 4yrs	Members Mr Donnell Deeny QC Professor Richard Evans Sir Terry Heiser Professor Peter Jones Mr Martin Levy Peter Oppenheimer Professor Norman Palmer Ms Anna Southall Dr Liba Taub Baroness Warnock	07.04.00 4yrs 07.04.00 4yrs 07.04.00 4yrs 07.04.00 4yrs 07.04.00 4yrs 07.04.00 4yrs 07.04.00 4yrs 07.04.00 4yrs 07.04.00 4yrs 07.04.00 4yrs
Secretary Ms Hillary Bauer			

The report considering the first claim before the Panel (that of a painting by Jan Griffier the Elder in Tate Britain) was released in December 2000 and is available from the Panel Secretariat or www.culture.gov.uk

Footnote

The reappointment of the Chairman and Panel members is at the time of printing being considered by the Secretary of State.

Treasure Valuation Committee

The Treasure Valuation Committee advises the Secretary of State on the fair market value of finds of Treasure from England, Wales and Northern Ireland that museums wish to acquire. It also provides advice to the Secretary of State in cases where there may be grounds for paying the finder or the find site owner no reward or a reduced reward.

Chairman Professor Norman Palmer	03.05.01 5yrs	Members Dr Jack Ogden Mr Trevor Austen Mrs May Sinclair Mr Thomas Curtis Dr Arthur MacGregor	03.05.01 5yrs 19.12.03 4yrs 03.05.04 4yrs (reappointed) 03.05.01 4yrs 03.09.01 5yrs
Secretary Miss Caity Marsh			

An Annual Report is published each autumn.

Regional Cultural Consortiums

Regional Cultural Consortiums operate in each of the eight English regions outside London. They champion the whole spectrum of cultural and creative interests in each region including tourism and sport and forge links across this spectrum. The Consortiums have responsibility for the implementation of Regional Cultural Strategies, which were published and launched by Ministers during 2001. They also have a role in central policy making, regional data collection and research.

The Secretary of State appoints the Chairs of the Consortiums. The Board members are appointed by the Chairs, with support from the regional Government Offices and within a framework of reference from DCMS. All the appointments are made with reference to Nolan principles.

Living East

Chair		Mr Peter Battrick
Mr Graham Creelman	28.09.02 3yrs	Ms Mary Sanders
		Cllr Wendy Silby
Mr Stuart Timperley		Cllr Jeremy Clover
Mr Jonathan Bowman		Mr Roger Ali
Ms Marion Williams		Cllr Anthony Rowlands
Mr John Burgess		Cllr Irene Macdonald
Ms Amanda Arrowsmith		Cllr Hazel Simmons
Professor Bob Reeve		Mr Anthony Hudson
Dr John Alban		

Culture East Midlands

Chair		Ms Heather Emery
Mr Ted Cassidy	06.08.02 3yrs	Mr John Hallsworth
		Mr Chris Hughes
Mr Tot Brill		Ms Shona Powell
Ms Heather Broughton		Mr Vijay Sharma
Mr Ian Croft		Mr Peter Shelton
Mr Richard Davey		Mr Ross Willmott

Culture North East

Chair		Mr George Loggie
Dr Olivia Grant OBE	15.01.03 4yrs	Cllr Dorothy Long
		Cllr Winnie Lowes
Ms Sumathi Bali		Mr Tim Cantle Jones
Cllr John Burton		Cllr Bob Pendlebury
Mr Paul Collard		Mr Graham Ramsay
Mr Patrick Conway		Ms Liz Rees
Ms Sarah Drummond		Cllr Ione Rippeth
Professor Peter Fidler		Cllr Don Robson
Cllr Aileen Handy		Ms Jacqui Taylor
Mr Tom Harvey		Ms Sue Underwood

North West Cultural Consortium

Acting Chair		Mr Jim Grisenthwaite
Mr Loyd Grosman	01.02.04	Ms Jo Hartley
		Mr Paul Gaver
Mr Jim Lester		Mr Rodney Hill
Ms Gillian Bishop		Mr Keith Davies
Mr Euan Cartwright		Ms Clare Connor
Mr Chris Collier		Ms Dorothy Naylor
Mr Peter Cooke		Mr David Owen
Mr Malcolm Cooper		Mr Sheldon Phillips
Mr Michael Eakin		Mr Ian Taylor
Mr Mike Faulkener		Ms Michelle McNamee

Regional Cultural Consortiums

South East England Cultural Consortium

Chair			Ms Mary McAnally
Mr Kalwant Ajimal	04.02.03	4yrs	Ms Kirsty McLeod
			Ms Magdalene Odundo
Mr Richard Childs			Ms Ann Risman OBE
Mr Rafiq Chohan			Ms Marilyn Scott
Cllr Michael Eddy			Mr Barry Shaw MBE
Cllr Christina Freeman			Cllr Roger Thomas
Cllr Heather Hawker			Ms Viginia Wilson-Smith

Culture South West

Chair			Ms Pauline Palmer
Mr Adrian Vinken	29.09.02	3yrs	Mr Robin Bush
			Ms Pat Roberts
Mr Edward Gillespie			Mr Mike Leece
Mr Norman Thompson			Ms Caroline Dudley
Ms Viv Vines			Mr Alan Livingstone
Ms Sue Clifford			Mr Andrew May
Mr Jeremy Payne			

West Midlands Life

Chair			Ms Sarah Montgomery
Mr Brian Woods-Scawen	15.01.03	4yrs	Mr David Moorcroft
			Mr Richard Morris
Mr Derrick Anderson			Rt Revd Anthony Priddis
Cllr Stephen Clee			Cllr Carl Rice
Cllr Maureen Compton			Mr Richard Slawson
Cllr Norman Davis			Mr Paul Tilsley
Mr Richard Honeysett			Mr Roger Vaughan
Mr Peter Jenkinson			Ms Clare Venables
Cllr Les Jones			Mr Ian Walden
Cllr Mike Kimbery			Ms Dorothy Wilson
Cllr Sir William Lawrence			

Yorkshire Cultural Consortium

Chair			Mr Richard Gregory
Mr Clive Leach CBE	27.03.01	3yrs	Ms Jane Grenville
			Ms Louise Hampson
Ms Narendra Bajaria			Very Rev George Nairn-Briggs
Mr Michael Beverley			Cllr Michael Pye
Ms Ruth Churchill-Dower			Cllr Helen Schroeder
Mr John Davies			Mr Robin Smith
Ms Abi Ekoku			Mr Julian Ward

Alcohol Education and Research Council

The Council has defined its current objectives in the following Statement of Purpose developed in 2002:

The Council seeks to develop the capacity of people and organisations to address alcohol issues and also develop the evidence base linked to alcohol policy. Effective dissemination of this evidence to researchers, policy makers and practitioners is an important component of the strategic intent.

Resources

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ thousands					
Income	604	649	640	600	660
Grant Award Costs	587	232	890	430	425
Administration Costs	218	191	215	195	195
Total Expenditure	805	423	1105	625	620

Key Achievements in 2003

The Council developed Research & Development Priorities focusing upon family interventions for the prevention and treatment of alcohol related problems as well as community action initiatives.

After peer reviewing a total of twenty one submissions, seven projects were funded.

A successful conference on family approaches generated a great deal of interest and a workshop on community approaches is planned for May 2004.

Six "Alcohol Insights" were published on our website (aerc.org.uk) summarising the findings of AERC research projects.

Personnel

Chairman

Dr Noel D L Olsen

Director

Professor Ray J Hodgson

Current Members

	Appointed	Term End(ed)s	Reappointed	Appt Ends
Mr John Bennett	01.04.98	31.03.01	01.04.01	31.03.04
Dr Jonathan Chick	01.04.00	31.03.03	01.04.03	31.03.06
Professor Ilana Crome	01.04.01	31.03.04		
Professor Robin Davidson, Chairman of the Research Committee	01.04.98	31.03.01	01.04.01	31.03.04
Ms Rhoda Emlyn-Jones	01.06.02	31.05.05		
Mr Henry Fairweather	01.04.98	31.03.01	01.04.01	31.03.04
Mr Peter Harraway	01.04.01	31.03.04		
Dr John Kemm	01.04.00	31.03.03	01.04.03	31.03.06
Dr Pui Ling-Li	01.08.03	31.07.06		
Ms Gaye Pedlow	01.04.01	31.03.04		
Mr William David Rae, Chairman of the Finance & General Purposes Committee	01.04.98	31.03.01	01.04.01	31.03.04
Mrs Daljit Sidebottom, Chair of the Developing People & Organisations Committee	01.04.00	31.03.03	01.04.03	31.03.06
Dr Betsy Thom	01.04.98	31.03.01	01.04.01	31.03.04
Professor Richard Velleman	01.04.98	31.03.01	01.04.01	31.03.04

Arts Council England

Arts Council England is the national development agency for the arts in England, distributing public money from Government and the National Lottery.

It is the central belief of the Arts Council that the arts have the power to transform lives, communities and opportunities for people throughout the country.

Between 2003 and 2006 the Arts Council will invest £2 billion of public funds in the arts in England, including funding from the National Lottery.

Arts Council England Priorities:

- individual artists
- working with funded arts organisations to help them thrive rather than just survive
- placing cultural diversity at the heart of its work
- young people and Creative Partnerships
- maximising growth in the arts

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid	252.4	290.4	340.4	365.4	406
Other ¹	1.3	8.6	1.0	1.0	5.5 ²
Total	253.7	299.0	341.4	366.4	411.5

¹Other incoming resources such as grants, sponsorship and donations.

²Includes additional strategic commissioning funds of £4.5m

	2001-02 Actual	2002-03 Target ¹	2003-04 Target	2004-05 Target	2005-06 Target
Key Performance Indicators					
Number of commissions of new work by regularly funded organisations (RFOs)	3,367	2,575	2,650	3,000	3,000
Attendance at RFOs (thousands)	29,932	25,200	25,400	26,900	27,500
Attendance at educational sessions of RFOs (thousands)	2,336	2,210	2,210	2,210	2,210

¹Actual figures not available until April 2004

	2001-02 Actual	2002-03 Actual	2003-04 Target	2004-05 Target	2005-06 Target
Administration costs as % of total income (excludes Lottery but includes Creative Partnerships and RABs / Regional Offices)	7.9%	8.5%	7.9%	7.9%	7.5%

Arts Council England

Key Achievements in 2003

2003 was another year of change and consolidation for the Arts Council. Having formed the merged organisation in April 2002, we launched our new funding programmes in April 2003. From around 150 previously in operation, we now have three ways in which artists can apply for funding – as individuals, organisations and for touring. Enhanced funding from the 2002 Spending Round came on stream, allowing the Arts Council to announce a 17.8% increase to arts organisations that receive three-year revenue funding across the country.

In the first financial year since the restructure, Arts Council England has made substantial savings and welcomed the appointment of a new Chair, Sir Christopher Frayling, who has a wealth of experience in the arts and culture, having been at the Royal College of Arts and the Arts Council for many years.

More school children are having the opportunity to develop creativity in learning and to take part in cultural activities of the highest quality with the expansion of the Creative Partnerships Scheme. In June 2003 a further £70 million investment was announced for 20 new Creative Partnerships areas – in addition to the 16 currently running – to be created by 2006.

Many of our national companies have enjoyed a year of great success – the National Theatre welcomed new audiences for its highly praised productions; the Royal Opera House has diversified with new exciting productions in the main auditorium and ROH₂; while in February 2003 the Laban Centre for Movement and Dance opened to great acclaim.

Arts Council England continues to place cultural diversity at the heart of our work. Launched in May 2003, the Arts Council's decibel programme aims to have a long-term impact on culturally diverse arts in England. We are striving to ensure that the good work done through decibel informs future Arts Council England policy and activity across all art forms.

Personnel

Position	Start Date	End Date	Name	Start Date	End Date
Chair			Mr Paul Collard (North East)	01.06.02	31.05.05
	Sir Gerry Robinson ¹	14.01.98 – 31.01.04	Ms Deborah Grubb (South East)	01.06.02	31.05.05
	Sir Christopher Frayling	01.02.04 – 01.02.08	Lady Sue Woodford-Hollick (London)	01.06.02	31.05.06
Chief Executive			Professor Alan Livingston (South West)	01.06.02	31.05.06
	Mr Peter Hewitt		Mr Stephen Lowe (East Midlands)	01.06.02	31.05.04
			Ms Joanna MacGregor ³	17.06.98	14.06.03
Council Members			Sir Brian McMaster CBE ⁴	30.06.00	31.05.04
			Ms Elsie Owusu OBE	01.06.02	31.05.05
	Sir Norman Adsetts OBE (Yorkshire)	01.06.02 – 31.05.04	Mr William Sieghart ⁵	30.06.00	31.05.06
	Mr Tom Bloxham MBE (North West)	01.06.02 – 31.05.06	Professor Stuart Timperley (East)	01.06.02	31.05.04
	Ms Deborah Bull CBE ²	17.06.98 – 31.05.05	Ms Dorothy Wilson (West Midlands)	01.06.02	31.05.05

¹Formally took over Chairmanship on 01.05.98

²Reappointed 01.06.02 – 31.05.05

³Resigned before the end of term (31.05.05)

⁴Reappointed 01.06.02 – 31.05.04

⁵Reappointed 01.06.02 – 31.05.06

Analysis of Grant-in-Aid Expenditure

Summary of RFO funding by Region (including delegated organisations)					Movement 2003-04 - 2005-06 %
£'s	2002-03	2003-04	2004-05	2005-06	
East	5,433,911	6,591,600	7,773,333	8,315,690	26.2%
East Midlands	6,305,108	7,550,566	8,548,306	9,285,665	23.0%
London	121,286,182	129,894,299	141,193,189	151,599,912	16.7%
North East	8,000,794	9,299,871	10,460,342	11,330,715	21.8%
North West	14,583,593	17,141,023	18,865,750	20,372,400	18.9%
South East	8,303,533	10,297,787	11,636,205	12,646,320	22.8%
South West	6,136,827	11,125,267	12,810,250	14,112,581	26.9%
West Midlands	28,498,185	31,327,515	33,365,372	34,978,274	11.7%
Yorkshire	17,199,728	19,033,553	21,363,431	22,915,164	20.4%
National	12,087,960	13,069,355	14,065,422	15,240,438	16.6%
Total	227,835,821	255,330,836	280,081,600	300,797,158	17.8%

The 2003 Annual Review is available from Arts Council England, 14 Great Peter Street, London SW1P 3NQ and also from www.artscouncil.org.uk

British Broadcasting Corporation

The British Broadcasting Corporation (BBC) is the UK's main public service broadcaster. Established by Royal Charter as a public corporation in 1927 it was among the world's pioneers in radio and television and has acted as a focal point for the identity and culture of the nation.

Resources

The television licence fee provides the main source of finance for the BBC's public services. In 2002 – 2003, total licence fee income was £2,659 million. The total turnover of the BBC's commercial activities was £627 million.

Main Activities

DCMS aims to ensure that the public's interest in the BBC is safeguarded in the continuing development of broadcasting policy, including the BBC's contribution to digital broadcasting. The Department's role is to monitor and oversee strategic decisions about the BBC, recognising that, within the framework of the Royal Charter and Agreement, the BBC itself is primarily responsible for both the content of its broadcasting and its effectiveness and efficiency. OFCOM now also has a role in regulating certain aspects of the BBC's performance. The BBC is directly responsible and accountable to its audiences and produces an annual Statement of Programme Policies setting out the standards and services viewers and listeners can expect.

DCMS also takes the lead in advising on appointments to the Board of Governors, approves proposals by the BBC to expand its public and commercial services under the provisions of the Charter and Agreement, sets the level of the television licence fee, makes and monitors legislation and regulations relating to the licence fee, approves licence conditions and new methods of payment, and pays the Home Service Grant (which delivers to the BBC revenue equivalent to that received by the Government from the licence fee). The BBC is responsible for issuing licences, enforcing the licensing system and collecting licence fee revenue.

The BBC operates two national analogue television channels, five national analogue radio stations, radio stations for Scotland, Wales and Northern Ireland, and 40 local radio stations in England. The BBC operates World Service radio, which is separately funded by the Foreign and Commonwealth Office. In 2002 - 2003 the BBC broadcast 46,961 hours of programmes on terrestrial and digital television, and 323,798 hours on national and local radio.

The BBC provides a range of digital services to all licence fee payers including: BBC One and BBC Two in widescreen, BBC News 24, BBC Parliament, CBeebies, CBBC, and BBC Four. BBC Three was launched on 9 February 2003 replacing BBC Choice. Five new digital radio stations have begun transmission: Five Live Sports Extra, 6 Music, the Asian Network, 1Xtra and BBC 7.

Personnel

Acting Director General		Professor Fabian Monds CBE	01.08.99 4yrs Reappointed to 31.07.07
Mark Byford	29.01.04	Sir Robert Smith	01.08.99 4yrs Reappointed to 31.07.07
		Dermot Gleeson	01.11.00 4yrs
Acting Chairman		Dame Ruth Deech DBE	23.10.02 4yrs
Rt Hon Lord Ryder of Wensum OBE	28.01.04	Angela Sarkis CBE	23.10.02 4yrs
		Professor Merfyn Jones	01.01.03 4yrs
Vice Chairman		Deborah Bull CBE	01.08.03 4yrs
(Rt Hon Lord Ryder of Wensum OBE)	01.01.02 4yrs		
Appointed acting Chair	28.01.04	The following resigned/retired	
		Sir Richard Eyre, Governor	01.11.95 Resigned May 03
Governors		Baroness Hogg, Governor	09.02.00 Retired Feb 04
Dame Pauline Neville-Jones DCMG	01.01.98 4yrs Reappointed to 31.12.05	Gavyn Davies, Chair	01.10.01 Resigned Jan 04
Ranjit Sondhi CBE	01.08.98 4yrs Reappointed to 22.10.06	Greg Dyke, Director General	29.01.00 Resigned Jan 04

The Annual report is available from The Secretary, BBC, Broadcasting House, Portland Place, London, W1A 1AA Website: www.bbc.co.uk

The British Library

The British Library is the national library of the United Kingdom and an international research library of world renown. The Library holds a wealth of global knowledge, accumulated in our collections and embodied in the expertise of our staff. Every day new knowledge enters our collections, and every minute we deliver knowledge – to scholars, to innovators, to people learning more about the world. As businesses use us to drive their product development, postgraduates to study for their doctorates, writers to research their new books, so they in turn generate knowledge.

The British Library supports the following four DCMS strategic priorities:

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

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid	88.6	85.1	88.9	90.8	95.1
Receipts	32.3	28.5	28.5	24.9	24.7
Total Income¹	120.9	113.6	117.4	115.7	119.8
Operating Costs	101.1	93.0	93.0	89.6	90.7
Acquisitions	13.7	14.0	14.9	15.6	17.5
Conservation and Binding	2.6	2.6	2.6	2.6	2.6
Research Grants	0.0	0.0	0.0	0.0	0.0
Capital Works	0.0	0.0	0.0	0.0	0.0
Capital Expenditure	1.6	4.1	1.8	12.1	7.1
Total Expenditure¹	119.0	113.7	112.3	119.9	117.9

¹The difference between Total Income and Total Expenditure represents changes in the amount of working balances carried over each year.

	2001-02	2002-03	2003-04 (Estimate)
Paybill Costs			
	£49,808,000	£50,786,000	£53,710,000

	2001-02	2002-03	2003-04
PFI			
St Pancras Catering	£0.082m	£0.05m	£0.1m

Other Capital Expenditure

- a. Planned in-house capital expenditure: capital works are not currently capitalised
- b. Planned capital grants to third parties- Nil
- c. Existing capital assets £millions (includes St Pancras at depreciated cost value) £456m

The British Library

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Key Performance Indicators					
Number of children attending educational sessions and Number of visitors to BL 'learning' website ¹	N/a	N/a	107,500	67,500	72,500
Number of visitors to the BL's on-site and virtual exhibitions ¹	N/a	N/a	527,500	445,900	470,200
Number of searches of BL's online catalogue ²	6,876,148	8,490,040	9,617,000	8,500,000	9,000,000
Number of children attending educational sessions from inner city schools	N/a	N/a	4,500	4,650	4,875
Proportion of published output available in perpetuity ³	N/a	N/a	(60% of 7,500)	(62% of 7,500)	(65% of 7,500)
Number of items supplied/consulted remotely and on-site ⁴	8,515,227	8,182,428	5,096,000	5,395,500	5,434,500
Number of visits to reading rooms	431,525	407,729	399,100	400,600	400,600
Customer satisfaction – reading rooms	90%	92%	92%	90%	90%
Customer satisfaction – Document Supply UK users	81%	82%	82%	81%	82%
Customer satisfaction – exhibitions	99%	98%	98%	98%	98%

¹Website usage in 2003-04 has been far greater than expected.

²The online catalogue is being replaced during 2004-05 with a new system, which will change the way users access our catalogues and collection. The targets will be reviewed in light of the changes being made.

³The target in 2004-05 of 60% relates to proportion of current in-scope serial titles published worldwide and acquired via purchase, donation and exchange. The target in 2004-05 of 30% relates to the proportion of all in-scope US monographs acquired.

⁴The method of calculation of items consulted in reading rooms changed in 2003-04.

Key Achievements in 2003-04

The Legal Deposit Libraries Act 2003 is now in the statute books, having received Royal Assent. The Act extends previous legal deposit legislation passed nearly 100 years ago and enshrines the principle that electronic or e-publications and other non-print materials will be deposited in the future under secondary legislation. It ensures that these publications can be saved as part of the published archive – and become an important resource for future generations of researchers and scholars.

The Library commissioned a study to estimate the total value it brings to the UK economy. The study concluded that the Library contributes £363 million per annum to the economy or approximately 4.4 times its public funding. This provides insights into the value the Library brings to the users who access its services and collections directly, and to the huge indirect benefits that flow from the Library's work to underpin research, creativity and innovation.

The Library's secure electronic delivery (SED) service was launched alongside the Library's innovative new Research Service in December. Based on the latest technology in scanning and digitisation, SED allows desktop access to over one hundred million items within as little as two hours. The new Research Service gives business users access to a team of information specialists, who can deliver customised research within deadlines and budgets.

The British Library's Sound Archive is one of the largest sound archives in the world and now holds more than a million discs, 200,000 tapes and a growing number of videos. The collections come from all over the world and cover the entire range of recorded sound from music, drama and literature to oral history and wildlife sound, from the end of the 19th century to the present day. The collections of wildlife sounds have been used in scientific research and now access has been offered to 140,000 recordings, which are being used as ringtones for mobile phones, allowing the Library to reach a new generation and increase access to its collections.

There were two major exhibitions held during the year along with a number of smaller exhibitions and a touring exhibition. The two major exhibitions mounted were: 'Painted Labyrinth: The World of the Lindisfarne Gospels', which ran from May to September 2003, and 'Chinese Printmaking Today', in association with the Muban Foundation, which runs from November 2003 to March 2004.

Personnel

Chairman		Professor Michael Anderson	01.05.00 3yrs
Lord Eatwell	01.09.01 5yrs	Mr Simon Olswang	01.04.01 3yrs
		Mr Duncan Lewis	26.06.02 4yrs
Chief Executive		Sir Henry Boyd-Carpenter KCVO	30.09.02 4yrs
Mrs Lynne Brindley		Professor Robert G Burgess	20.12.02 4yrs
		Ms Sheila Forbes	20.01.03 4yrs
Members		Mrs Lynne Brindley	Ex officio F/T
Lord Eatwell	01.09.01 5yrs	Mr Ian Millar	Ex officio F/T to 30.09.03
Mr John Ritblat	31.10.01 2yrs	Ms Eileen Mackay	17.07.03 4yrs
Professor Dame Jessica Rawson DBE	11.07.99 4yrs	Mr Robin Broadhurst	01.01.04 4yrs
Mr Rodney Leach	31.07.99 4.5yrs	Dr Gareth Roberts	01.01.04 4yrs
Professor Linda Colley	30.11.99 3.5yrs		

British Museum

The British Museum aims to hold for the benefit of humanity a collection representative of world cultures and ensure that the collection is housed in safety, conserved, curated, researched and exhibited.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Revenue					
Grant-in-Aid	36.0	36.5	37.3	37.5	38.2
Other Operating Income	9.2	5.3	5.0	4.5	4.7
Trading Company Income	0.6	0.7	1.0	1.0	1.1
Other Income	9.9	28.6	8.8	1.5	1.5
Total Income	55.7	71.1	52.1	44.5	45.5
Operating Costs					
Operating Costs	46.5	49.2	41.6	41.1	41.6
Collections Purchases	3.6	1.3	0.6	0.1	0.1
Capital Expenditure	7.9	10.0	11.5	3.3	3.8
Total Expenditure	57.9	60.5	53.7	44.5	45.5

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Key Performance Indicators					
Total visitors (millions)	4.81	4.62	4.5	4.4	4.5
Child visitors (millions)	0.95	0.86	0.9	0.93	0.96
Number of website visits (millions) ¹	4.49	6.85	7.5	7.5	7.5
Number of children in educational programmes (thousands) ²	142	165.9	167	150	160
Number of C2DE visitors required to achieve an 8% increase on the 2002-03 baseline (thousands) ³	N/a	580	580	600	620
Number of loans to venues in England ⁴	86	95	75	80	85

¹Unique users from 2003-04

²This indicator was for all educational visitors prior to 2003-04

³Prior to 2003-04 this indicator was reported as % of visitors from C2DE socio-economic grouping

⁴This target was for loans in Britain prior to 2003-04

British Museum

Key Achievements in 2003

250th anniversary of the founding of the Museum

New Galleries:

- The Wellcome Trust Gallery: Living and Dying
- The Enlightenment Gallery: Discovering the World in the Eighteenth Century

High Profile Exhibitions:

- The Museum of the Mind: art and memory in world cultures
- Medicine Man: the forgotten museum of Henry Wellcome
- Buried Treasure: finding our past
- London 1753
- Tibetan Legacy: paintings from the Hahn Kwung-ho collection
- Three Great Gifts: from prints and drawings collection
- Kazari: decoration and display in Japan 15-19th centuries

New Acquisitions including:

- The Burney Relief: queen of the night
- The Guilford Puteal
- The Ringlemere Cup
- The Baldock Hoard
- The Mullanphy Native American Collection

Eternal Egypt exhibition on tour in the USA

Treasures from the British Museum exhibition on tour in Japan

UK touring loans programme: Changing Faces and Piranesi prints

Conservation needs assessment for the Baghdad and Mosul museums and selected sites in Iraq

Personnel

Chairman		Sir Joseph Hotung	01.08.99	5yrs	
Sir John Boyd	18.06.02	4yrs	Professor Martin Kemp	07.11.00	5yrs
		Mr Philip Lader	01.06.01	5yrs	
Director		Mr Richard Lambert ⁵	26.06.03	4yrs	
Mr Neil MacGregor	01.08.02	Mrs Edmée Leventis ⁶	28.11.03	4yrs	
		Mr David Lindsell	16.09.99	5yrs	
Trustees		Mr Christopher McCall ⁷	16.09.99	5yrs	
HRH The Duke of Gloucester ¹	30.09.98	5yrs	Mr Tom Phillips	01.01.00	4yrs
Mr Charles Allen-Jones	01.01.00	4yrs	Lord Powell of Bayswater	01.01.02	4yrs
Mr Hasan Askari	16.09.99	5yrs	Dr Anna Ritchie	16.09.99	5yrs
Mr Nicholas Barber ²	30.09.98	5yrs	Mr Eric Salama	16.09.99	5yrs
Lord Browne of Madingley	01.06.00	5yrs	Mr Vikram Seth ⁸	10.02.04	4yrs
Professor Barry Cunliffe	04.10.00	5yrs	Professor Jean Thomas	01.04.99	5yrs
The Rt Hon Countess of Dalkeith	16.09.99	5yrs	Sir Keith Thomas	21.01.99	5yrs
Mrs Val Gooding ³	28.11.03	4yrs	Sir John Tusa	25.03.00	5yrs
Sir Michael Hopkins ⁴	16.01.99	5yrs			

¹Term ended 29.09.03

²Term ended 29.09.03

³Appointed 28.11.03

⁴Term ended 15.01.04

⁵Appointed 26.06.03

⁶Appointed 28.11.03

⁷Resigned 02.01.04

⁸Appointed 10.02.04

British Tourist Authority (BTA)

During the year, BTA's mission was to build the value of inbound tourism to Britain. This was carried out through the following four objectives:

- Promoting Britain overseas as a tourist destination, generating additional tourism revenue throughout Britain and throughout the year
- Helping the British tourism industry to address export markets more effectively
- Providing advice to the British Government and devolved administrations on matters affecting inbound tourism and contributing to wider Government objectives
- Working in partnership with the devolved administrations and the national and regional tourist boards to build the British tourism industry.

Resources £ million	BTA		VisitBritain		
	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Grant-in-Aid ¹	49.70 ²	53.80 ³	47.90 ⁴	98.40 ⁵	Not yet allocated
Other Income	15.16	17.50	20.30	16.20	
Total Income	64.86	71.30	68.20	64.60	

¹Class XI, Vote 1, Section H.

²Includes £14.2m GIA to take forward recovery from impact of foot and mouth disease (FMD) on tourism.

³Includes up to £19.0m GIA to take forward recovery of tourism from impact of FMD and 11 September.

⁴From 1 April 2003, the new organisation, VisitBritain, was created from the merger of BTA and ETC. The 2003-04 GIA includes £35.5m to promote Britain overseas as a tourism destination, £10.4m to lead and co-ordinate domestic marketing in England. A further £2m was supplied to help meet the cost of the merger of BTA and ETC. The total GIA for 2003-04 is therefore £47.9m.

⁵2004-05 GIA is calculated as £35.5m to promote Britain overseas as a tourism destination, £11.4m to lead and co-ordinate domestic marketing in England and £1.5m "challenge funds" for domestic marketing.

Key Performance Indicators	BTA		VisitBritain ¹		
	2001-02	2002-03	2003-04	2004-05	2005-06
Overseas					
Incremental spend target (£ million)	1100	994	994	1030	1065
Incremental spend generated (£ million)	880	1060	-	-	-
Overseas					
Additional spend target generated outside London (%)	Baseline established	57	60	61	62
Additional spend generated (%)	64	60	-	-	-

Performance indicators for VisitBritain's new domestic marketing role will be set in 2004.

¹On 1 April 2003, functions of the English Tourism Council (ETC) and BTA were merged into one organisation under the name of VisitBritain (legally the BTA). The new organisation adopted a new mission statement: 'to build the value of inbound tourism to Britain and domestic tourism to England.'

British Tourist Authority (BTA)

Key Achievements in 2002-03

Following the Secretary of State's announcement on 31 October 2002, BTA and ETC began working on plans to merge the two organisations to create a single marketing body to promote Great Britain overseas and England domestically. This work was completed on course and enabled the new organisation to be launched as VisitBritain on 1 April 2003.

BTA launched British tourism's largest ever public-private partnership marketing initiative – the Only in Britain 2002 campaign – to rebuild inbound tourism across Britain following the crises of the Foot and Mouth disease and September 11 in 2001. Final evaluation of the campaign showed that it generated an additional 1.01m visitors from April-December 2002, and £517.8m in additional inbound tourism expenditure.

Following a major strategic review of BTA's marketing and operations, a new international marketing strategy was launched. Leading the World to Britain redefined BTA's approach to overseas marketing and planned new and innovative marketing techniques based on new media and Customer Relationship Management.

Parts of the new strategy were implemented immediately, most notably the restructuring of BTA's international operations into eight regions. Each region has its own 'hub' office, established as a centre of expertise in key marketing disciplines.

Plans were developed to extend BTA's marketing activities into four new emerging markets – China, Poland, Russia and South Korea.

Extensive research was conducted in eight international markets to help develop a Britain brand model, detailing the core values and the essence of Britain as a destination brand. This has subsequently been developed into a complete branding architecture with the aim of presenting the most compelling image of Britain around the world.

In readiness for VisitBritain's domestic marketing remit, work began on a campaign to promote England to the British. The £4m enjoyEngland campaign, launched in April 2003, was the first television-led domestic campaign for England in over a decade.

Personnel

Chairman	Date appointed	Board Members	
Mr David Quarmby CBE	13.07.99 (resigned 31.03.03)	Mr Alan Britten (English Tourism Council)	ex-officio
		Mr Ian Burke	3 year appointment resigned 31.03.03
Chief Executive		Mr Philip Evans (Wales Tourist Board)	ex-officio
Mr Jeff Hamblin OBE	01.03.99 (retired as Chief Executive 31.07.03, and retired 10.10.02)	Ms Hilary Lade	3 year appointment expired 07.04.03
Mr Tom Wright	01.06.02 (appointed as Chief Executive 01.08.03)	Mr Peter Lederer OBE (Scottish Tourist Board)	ex-officio
		Mr Kumar Muthalagappan	now serving on VisitBritain's Board 4 year appointment expires 28.02.06
		Ms Veronica Palmer OBE	3 year appointment expired 28.02.03
		Mr Des Wilson	served on VisitBritain's Board from 01.04.03 to 31.10.03 3 year appointment expired 31.10.03

VisitBritain

VisitBritain was created on 1 April 2003 to promote Britain as a tourist destination to the rest of the world and to promote England domestically. Formed by the merger of functions of the British Tourist Authority and the English Tourism Council, its mission is to build the value of inbound tourism to Britain and domestic tourism to England.

Personnel

Chairman	Date appointed		
Sir Michael Lickiss	01.04.03 (for 2yrs)		
Chief Executive			
Mr Tom Wright	01.08.02		
Board Members	Date appointed		Date of expiry
Penelope, Viscountess Cobham	07.04.03		3 year appointment to 06.04.06
Mr Philip Evans	01.04.00		ex-officio
Mr Martin George	01.11.03		3 year appointment to 31.10.06
Ms Tamara Ingram	04.02	Chairman, VisitLondon - observer by invitation	
Mr Digby Jones	01.04.03		3 year appointment to 31.03.06
Mr Peter Lederer OBE	02.04.01		ex-officio
Mr Tom McGrath OBE	01.03	Chairman, Northern Ireland Tourist Board - observer by invitation	
Mr Kumar Muthalagappan	01.03.02		4 year appointment to 28.02.06
Mr Alan Parker	01.04.03		3 year appointment to 31.03.06
Mr Hugh Taylor	01.04.03		ex-officio
Mr Des Wilson	01.04.03		appointment expired 31.10.03

Broadcasting Standards Commission

The Broadcasting Standards Commission (BSC) was established on 1 April 1997 by the Broadcasting Act 1996, through the merger of the Broadcasting Standards Council and Broadcasting Complaints Commission. Its functions were transferred to the Office of Communications (OfCOM) on 29 December 2003 under the Communications Act 2003.

Resources £ million	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn
Grant-in-aid ¹	2.0	2.0	1.7
¹ RfR1			

Key Achievements

In 2003 most audience attitudinal research projects were funded jointly by the BSC and the ITC, as part of the ongoing joint research programme although other sponsors were involved in some of the projects. Across the year from April – December 2003, a total of nine projects were published and another three commissioned but not published before the end of the organisation. The BSC commissioned just one study to meet its specific needs (an analysis of attitudes towards dramas and the requirement for factual accuracy). In 2003, much of the thrust of the research programme was focused on children and young people and the way in which they receive broadcasting images. The year saw the publication of four such studies providing a comprehensive view of young people's attitudes towards violence and sexual and moral representations in the media as well as the regulation of media in the home.

As part of its monitoring role, the Commission also published reports on: public attitudes towards television and a snapshot analysis of television content, concentrating on the depiction of sexual activity, as well as the representation of minorities on television.

The Commission published monthly bulletins containing its findings and adjudications of complaints.

In 2002-03, the Commission received 347 fairness and/or privacy complaints, of which 138 were eligible. 78 adjudications were completed in such cases, of which 31% were upheld in full or in part. In the same year, 4,999 standards complaints were received which were within its remit. During the year, 4,684 standards complaints reached a finding, and 18% were upheld in full or in part.

As a result of the Communications Act 2003, Ofcom took over the Commission's functions on codes, research and complaints on 29 December 2003. A substantial part of the year was devoted to supporting the organisational design and staffing of Ofcom, and latterly on arrangements for the closure of the Commission.

Personnel

Chairman		Members	
Lord Dubs	01.02.01 3yrs £53,450	Mr David Boulton	01.12.96 7yrs £17,100
		Mr Strachan Heppell	01.12.96 7yrs £17,100
		Rev Rose Hudson-Wilkin	01.04.98 5yrs £17,100
Director		Ms Sally O'Sullivan	01.01.94 10yrs £17,100
Mr Paul Bolt		Mr Uday Dholakia	08.03.99 4yrs £17,100
		Ms Maggie Redfern	01.08.00 3yrs £17,100
Deputy Chairmen		Mr Geoff Elliott	01.08.00 3yrs £17,100
Lady Suzanne Warner	01.01.98 6yrs £40,390	Ms Kath Worrall	01.01.01 3yrs £17,100
Member for Scotland			
The Rt Revd Richard Holloway	01.01.01 3yrs £17,100		
Member for Wales			
Vacant			

Channel Four Television Corporation

The Channel Four Television Corporation is a self-funding statutory corporation whose primary purpose is providing public service broadcasting for the fourth channel on analogue (except in Wales) and digital platforms. It has a statutory duty to provide a broad range of high quality and diverse programmes which, in particular: demonstrate innovation, experiment and creativity in form and content; appeal to the tastes and interests of a culturally diverse society; include programmes of an educational nature and of educative value; and exhibit a distinctive character.

Resources

Channel 4 is wholly funded from commercial revenues, primarily the sale of advertising.

Main Activities

In 2002 Channel 4 broadcast 8,760 hours of programmes. It made a post tax profit of £10.2 million on a group turnover of £762.7 million.

Personnel

The Chairman, Deputy Chairman and other non-executive members of the Board are appointed by Ofcom with the approval of the Secretary of State.

Non Executives

Chairman

Mr Luke Johnson appointed February 2004 for three years

Deputy Chairman

Mr Barry Cox appointed February 1999 for four years, re-appointed for two more years, until January 2005

Ms Sue Ashtiany appointed July 2003 for three years

Mr Peter Bazalgette appointed April 2001 for three years

Dr Andrew Graham appointed April 1998 for three years, re-appointed for three more years, until March 2004

Sir Robin Miller appointed February 1999 for four years, re-appointed for two more years, until January 2005

Mr Ian Ritchie appointed January 2000 for four years, re-appointed for two more years, until December 2005

Mr Joe Sinyor appointed April 1998 for four years, re-appointed for two more years, until March 2004

Executives

Mr Mark Thompson Chief Executive since March 2002

Mr David Scott Deputy Chief Executive and Managing Director; member of Board since 1988

Mr Kevin Lygo Director of Television since November 2003

Mr Rob Woodward Commercial Director; member of Board since 2001

Mr Andy Barnes Sales Director; member of Board since 1997

The Annual Report is available from Channel 4, 124 Horseferry Road, London SW1P 2TX.

Churches Conservation Trust

The Churches Conservation Trust conserves and promotes those Anglican churches of greatest heritage importance which are no longer required for regular worship. It aims to:

- conserve historic churches to the highest professional standard for present and future generations
- increase people's access to, understanding and enjoyment of those churches, through appropriate adaptations, education programmes, promotion and events
- work with local communities to revitalise its churches and, through increased use, contribute to community regeneration and social inclusion.

The Trust currently has 331 highly listed churches in its care, in a range of rural and urban settings across England.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid	3.000	3.000	3.000	3.000	3.000
Church Commissioners	1.286	1.285	1.286	1.286	1.286
Other Income ¹	1.015	2.235	1.845	0.740	0.955
Total Income	5.301	6.520	6.131	5.026	5.241

¹Other income comprises grant from sources other than grant-in-aid, such as the Heritage Lottery Fund, the Listed Places of Worship Grant Scheme, from local authorities and charitable trusts as well as donations, bequests, endowments, investment income and income from facility fees and sales of publications.

Key Performance Indicators

Year	2001-02 ¹	2002-03
Percentage of churches weathertight in normal weather conditions	95%	94%
Average time between vesting and starting initial repairs	3 months	6 months
Percentage of churches accessible to the public	86% ¹	90%
Organised school visits per year	185	162
Educational material available for children and adults in all fully custodied churches, and in additional churches	12 churches	15 churches
New publications	29	26
Participation in relevant regeneration schemes	3 churches participating	3 churches participating
Admin charges as a percentage of total expenditure	5.5%	6.3%

¹Access restrictions due to foot and mouth disease outbreak made certain churches inaccessible for visitors.

Year	2003-04	2004-05	2005-06
Percentage of churches accessible to the public	90%	90%	90%
Organised school visits per year	220	250	275
Increase visitor numbers (calendar years)	1.110m.	1.249m.	1.436m.
Organised events	330	370	425
Admin costs as a percentage of Grant-in-Aid	9%	9%	9%

Churches Conservation Trust

Key Achievements in 2003

During the year repairs at the church of Colchester St Martin were completed with the aid of a grant from the Heritage Lottery Fund. This included conservation work during which fragments of wallpainting containing medieval lapis lazuli from Afghanistan were discovered and conserved.

The Trust's county guides were reissued and other literature was published using the Trust's new house style.

There was increased use of the Trust's churches for educational purposes including, in conjunction with Shropshire County Council, activities at St Mary Battlefield in connection with the 600th anniversary of the Battle of Shrewsbury.

During the year the Trust's head office moved to new, open plan offices and the Trust introduced a regional structure to provide more effective delivery of its services to local communities. A new senior management post was created to lead the Trust's outreach and education teams.

Personnel

Chairman

The Rt Hon Frank Field MP

01.07.01 3yrs

Director

Mr Crispin Truman

Trustees

Mr Richard Butt

01.04.99 6yrs

Rev Canon Robert Gage

09.12.98 6yrs

Ms Janet Gough

01.05.98 6yrs

Ven Bob Reiss

01.02.02 3yrs

Mr Richard Griffiths

01.01.00 6yrs

Dr Lyndon Stanton

01.10.99 6yrs

Commission For Architecture & The Built Environment (CABE)

CABE is the national champion for better design in England's buildings, places and spaces. CABE's purpose is to demonstrate the ability of great architecture and design to transform people's quality of life. Through practical advice, public campaigns and education and skills work, CABE seeks to raise the aspirations, capacity and performance of everyone involved in creating and maintaining buildings and public space.

CABE takes forward DCMS's strategic objectives in a number of ways. By encouraging high quality buildings, parks and urban spaces, CABE helps to make places that work better, that support communities and that are more attractive to residents, visitors and business. CABE promotes social inclusion by helping to make public buildings and services more accessible and welcoming. By increasing access to built environment education, CABE seeks to increase young people's interest and influence over the physical world that surrounds them.

Resources £ million	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
DCMS Grant-in-Aid ¹	1.53	3.53	3.53	4.03	4.53
ODPM Grant-in-Aid ²	0.50	-	7.35	6.00	6.00
Other Income	-	0.80	0.62	0.50	0.50
Total Income	2.03	4.33	11.50	10.53	11.03

¹Class XI, Vote 1: Section F

²2003-04 was the first year in which CABE received Grant-in-Aid from the Office of the Deputy Prime Minister as well as DCMS.

Key Performance Indicators	1999 (from 01.9.99)	2000	2001	2002	2003
Cases considered by the Design Review Committee	21	70	77	97	105
% of recommendations accepted (where known)	84	82	87	86	77 ¹
Projects assisted by CABE's enabling panel	4	33	46	122	160

¹In 2003 CABE commissioned a survey of applicants to its Design Review programme. 77% of respondents altered their designs in light of CABE's comments. 86% of respondents described the advice given by Design Review as useful.

Key Achievements in 2003

In May 2003 CABE launched CABE Space, a new programme to champion better design, management and maintenance of England's parks and urban public spaces. From a standing start, CABE Space achieved a great deal in its first months, commissioning three research projects and three best practice guides, providing 195 training days and advising 17 local authorities on their green space strategies. The Wasted Space? campaign, launched with BBC Radio 4 and supported by celebrities including Ian McKellen, Linford Christie and Dame Anita Roddick, drew attention to England's glut of derelict land. The campaign generated over 1,500 public nominations of wasted space and attracted over 200 items of media coverage.

The Design Review programme formally reviewed 105 schemes, offered written advice to over 400 projects in total and received referrals for schemes from 226 local authorities. Special design review meetings were held to review LIFT health care centre schemes, police station designs and school designs. Design Review advises DCMS on recommendations from English Heritage for the listing of post-war listed buildings and gave advice on 38 cases.

A key achievement for the Enabling programme was the publication of *Creating Excellent Buildings*, a comprehensive, practical guide for clients commissioning buildings. The guide is being disseminated through a series of workshops across England. The Enabling programme took on significant new masterplanning and regeneration work in all nine of the Pathfinder areas and began work in the Housing Growth Areas. A new Service Level Agreement with the Home Office is providing training for police design champions and enabling three police constabularies. In education, the Enabling team is leading on the Exemplar School Designs Competition, and developing new links with Partnerships for Schools projects. In the health sector, projects have been set up with seven primary care trusts.

The Learning and Development programme developed significantly during the year. A Skills programme was created to provide training to the broad range of professionals and decision-makers that shape England's built environment. CABE's Education Foundation was officially launched in October. During the year the education programme built an extensive network of supporters, published two issues of its quarterly magazine, *360°* and commissioned a wide range of education resources for school children of different ages. Supported by CABE, England's network of Architecture and Built Environment Centres continued to expand with new and emerging centres in Hull, Cambridge and North Staffordshire.

Highlights of the Policy and Communications programme included the launch of the Building for Life Standard, celebrating the best in English commercial house building; the presentation of the third Prime Minister's Better Public Building Award to Bournemouth Public Library, and the Shifting Sands events series showcasing the best in seaside regeneration. Supported by the Royal College of Nursing, CABE's Healthy Hospitals campaign called for radical improvements in hospital design. Four teams of architects and designers were invited to challenge conventional thinking about the design of health environments and the winning designs, voted for by the public, were featured on Channel 4 News.

Key documents of the year included: *Creating Excellent Buildings*, *Better Public Libraries*, *Protecting Design Quality in Planning*, *Shifting Sands*, *Building Futures Annual Review*, *the Use of Urban Design Codes* and *the Councillor's Guide to Urban Design*. On average there were 12,822 web hits to CABE websites each week.

Commission For Architecture & The Built Environment (CABE)

Personnel

Chairman			
Sir Stuart Lipton	20.08.02 3yrs (Second Term)	Mr Brian Boylan	15.12.03 4yrs (Second Term)
		Mr Paul Morrell	15.12.03 4yrs (Second Term)
		Mr Robin Nicholson	11.03.02 4yrs
Chief Executive (from 02.10.00)			
Jonathan Rouse		Ms Irena Bauman	15.03.02 4yrs
		Mr Richard Feilden ¹	13.04.00 3yrs
		Ms Gillian Wolfe ¹	23.05.00 3yrs
Members			
Miss Sophie Andraee	01.08.01 3yrs (Second Term)	Mr John Miles ¹	05.07.00 3yrs
Mr Paul Finch	20.08.02 4yrs (Second Term)	Mr Jason Prior ²	12.05.03 4yrs
Mr Sunand Prasad	20.08.02 4yrs (Second Term)	Mr Alan Barber ²	12.05.03 4yrs
Sir Nicholas Serota	20.08.02 4yrs (Second Term)	Mr Ken Shuttleworth ²	03.06.03 4yrs
Mr Les Sparks	20.08.02 4yrs (Second Term)	Ms Louisa Hutton ²	05.07.03 4yrs
Mr Dickon Robinson	05.07.03 4yrs (Second Term)	Mr Ben Page ²	22.07.03 4yrs

¹Appointment expired during the year

²Newly appointed during the year

Website: <http://www.cabe.org.uk>

English Heritage (Historic Buildings and Monuments Commission for England)

English Heritage is the Government's statutory adviser on the historic environment and is the largest source of non-Lottery grant funding for secular historic buildings and monuments, conservation areas, archaeology, cathedrals and other places of worship. It is also responsible for maintaining more than 400 historic properties in the care of the state and for making them accessible to the broadest possible public audience. To support its educational and advisory work, English Heritage carries out programmes of technical and historical research and maintains the National Monuments Record as the central publicly-accessible archive for the historic environment of England.

	2001-02 Outturn	2001-02 ¹ Restated Outturn	2002-03 Outturn	2003-04 ² Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million						
Grant-in-Aid received/cash resource from 03/04	110.4	110.4	116.4	127.7	126.4	136.9
Grant-in-Aid applied to I&E - Resource	110.0	107.9	115.2	125.2	121.2	132.0
Other Income	33.4	31.7	38.4	37.7	34.4	34.1
Total Income	143.4	139.7	153.6	162.9	155.6	166.1

¹Restated as a result of the capitalisation of works to operational buildings

²Note 2003-04 English Heritage moved to a resource accounting basis from a cash accounting basis

Key Performance Targets	2001-02	2002-03	2003-04 Plans	2004-05 Plans	2005-06 Plans
Visitors (millions)¹					
Target	11.8	11.6	11.8	11.8	12.0
Outturn	11.3	11.8			
Members (thousands)					
Target	469	485	485	550	600
Outturn	441	460			
Visitor satisfaction (Mark out of 10)					
Target	>8.5	>8.5	>8.5	>8.5	>8.9
Outturn	8.8	8.8			
Free educational visits for school children (thousands)					
Target	450	453	462	471	481
Outturn	456	479			

¹Includes estimated numbers of visits to unstaffed properties

English Heritage (Historic Buildings and Monuments Commission for England)

Key Achievements in 2003

English Heritage continued to implement its modernisation programme with its aims of improving customer focus and of streamlining the way it does business. Following an organisational restructure in 2002, English Heritage has made major investments in 2003-04 in improving its IT infrastructure and in developing the skills of its staff. A new Outreach team has been created to develop community and outreach projects with the aim of attracting visits from new users, in particular minority and socially deprived groups. The policy team has also been strengthened to provide increased input into rural and urban development issues and new marketing and retail staff have been introduced to develop English Heritage's commercial activities. A new property management team is in place to provide improved customer care.

Over 378,000 children enjoyed free educational visits to English Heritage properties from March until December 2003, with the total number of visits for the year likely to improve on the 2002-03 figure. English Heritage enabled around 900,000 people to participate in and gain a new appreciation of their local historic environment through its sponsorship of Heritage Open Days. Over 1,800 properties took part in the 2003 programme, many of which are not normally open to the public. Visitor figures increased by 12.5% on the previous year.

English Heritage continued to work to secure the future of the 1,600 Grade I and II listed properties identified in the annual Buildings at Risk Register. The original target of removing 23% of entries from the baseline 1999 Register has been exceeded, with more than 27.5% of properties having had their future secured.

In October 2003 the first business plan of the National Heritage Training Group (NHTG) was launched, a collaborative initiative between the Construction Industry Training Board, NHTG and English Heritage. The plan takes a major step towards tackling a shortage of traditional building skills by developing appropriate craft training courses and by promoting opportunities for employment.

English Heritage continued to improve the quality of visitor facilities at its properties as part of a long-term investment programme. These include a new visitor centre at Helmsley House, a new visitor restaurant and conference suite at Osborne House and improvements to visitor facilities and site access as part of the regeneration project at Tintagel Castle.

In October 2003, English Heritage published Heritage Counts, an annual audit of the state of the historic environment and the contribution it can make to the nation's quality of life and economic well being. Heritage Counts 2003 focused on the value of historic housing and the contribution it can make to initiatives such as the Pathfinder schemes for housing market renewal. It examined the impact of conservation area status and the current level of engagement of different ethnic, social and economic groups and the barriers that exists to greater participation.

Personnel

Chairman

Sir Neil Cossons 31.03.05 £62,350

Chief Executive

Dr Simon Thurley

Deputy Chairman

Mr Andrew Fane 08.06.04

Members

Ms Maria Adebowale	31.08.07
Mrs Joyce Bridges CBE	31.08.07
Mr Bill Bryson	31.08.07
Mr Michael Cairns	19.09.07
Prof. David Cannadine	30.09.05
Mr Manish Chande	31.08.07
Lord Douro OBE	31.08.07
Mrs Gilly Drummond	31.03.06
Mr Piers Gough CBE	16.05.07
Ms Jane Grenville	13.05.04
Mr Michael Jolly CBE	30.09.06
The Earl of Leicester	20.01.06
Mr Richard Morris OBE	15.07.05
Mr Les Sparks OBE	13.05.04
Ms Elizabeth Williamson	31.08.07

English Tourism Council

The English Tourist Board, relaunched as the English Tourism Council (ETC) in 1999, was the national body for tourism in England until functions were merged with the British Tourist Authority (BTA) on 1 April 2003 to form VisitBritain. Its remit was to play a central role in helping the industry and local communities gain maximum benefit from tourism; to drive forward research, improve quality standards, promote best practice and innovation, co-ordinate data collection and analysis and act as a voice for successful sustainable tourism in England. A significant portion of ETC's grant-in-aid was to fund tourism in the regions and was therefore passed to the Regional Tourist Boards. From the date of the merger, the funding for the regions was paid by DCMS to the Regional Development Agencies (RDAs) and all other grant-in-aid was paid to VisitBritain.

The England Marketing Advisory Board (EMAB) was launched on 1 April 2003 to advise on the domestic marketing of England. It is established in statute as the English Tourist Board.

The ETC's resources were as follows: £ million	2001-02 Outturn	2002-03 Outturn
Grant-in-Aid ¹	13.4 ²	12.6 ³
Other Income	2.0	2.0
Total Income	15.4	14.6

¹Class XI, Vote 1: Section H

²Includes £3.8m G.I.A to take forward recovery from the impact of foot and mouth disease (FMD) on Tourism.

³Includes £1.0m for the Million Visitor Campaign (MVC).

Key Achievements 2002-03

Responded positively in the following ways to the rapidly changing environment whilst continuing to deliver national strategic objectives:

- by successfully fulfilling the reform agenda and actively contributing to the establishment of VisitBritain
- by ensuring a smooth merger process and effectively managing risk
- by financially supporting the merger of the Southern Tourist Board with the South East England Tourist Board to form the new Southern and South East England Tourist Board, in order to work more effectively with the local RDA and with sub-regional partnerships.

Delivering the domestic element of the Only in Britain 2002 campaign, not just in England but also in Scotland and Wales.

With England's Regional Tourist Boards, established EnglandNet as a limited company – the culmination of two year's work to create an e-enabled tourism distribution and sales channel for England – largely funded from the Invest to Save budget and the Capital Modernisation Fund.

Continued strategic activity with the successful launch of a variety of events and publications such as the Tourism Management Handbook launched by the Minister at the British Travel Trade Fair.

Developed a number of revised quality standards and held various events to publicise what England has to offer. The series of Where to Stay guides were again published to promote the 22,000 businesses participating in the schemes.

English Tourism Council

ETC Personnel

Chairman	Date appointed	Date of expiry
Mr Alan Britten	12.07.99	31.03.03
Chief Executive		
Ms Mary Lynch	03.04.00	31.03.03
Board Members¹		
Mr Peter Chappelow	01.02.00	31.03.03
Mr Nick Cust	01.09.02	31.08.03 ²
Ms Sue Lawley OBE	01.06.00	30.04.03
Mr David Lunn OBE	01.10.00	31.07.03
Mr Peter Moore OBE	01.07.99	30.06.02
Mrs Jennifer Robson OBE	01.10.00	31.07.03

¹The appointment terms of ETC Board Members expired at different times.

²The appointment term of Nick Cust was extended and carries over to the Board of EMAB (see below).

The Annual Report is available from VisitBritain, Thames Tower, Black's Road, London, W6 9EL.
Telephone 020 8563 3000, Facsimile 020 8563 0302.

England Marketing Advisory Board (EMAB)

The England Marketing Advisory Board is established under the Development of Tourism Act 1969 as the English Tourist Board. EMAB is responsible for overseeing the creation, development, promotion and implementation of a marketing strategy for England. Its objective is to grow the value of the domestic market by encouraging the British to spend more on tourism throughout the English regions throughout the year. The England Domestic Marketing Strategy has the following three key aims:

- Investment: to increase domestic tourism expenditure in England, by securing a positive return on investment (ROI) throughout the period of the strategy to 2006.
- Co-ordination: to improve the co-ordination and effectiveness of England domestic tourism marketing at the national, regional and local levels by commitment to the England brand architecture and marketing strategy.
- Economic vitality: to promote sustainable English domestic tourism by achieving a greater seasonal and rural / urban spread.

Personnel

Chairman	Date appointed	Date of expiry
Mr Hugh Taylor	01.04.03	31.03.05
Board Members		
Ms Suzanne Bond	01.05.03	30.04.06
Mr Tim Cantle-Jones	01.08.03	31.07.06
Mr Nick Cust	01.09.02 ¹	31.08.06
Mr John Govett	01.05.03	30.04.06
Sir William Lawrence OBE	02.02.04	01.02.07
Mr David Lunn OBE	01.10.00 ¹	31.07.03
Mrs Jennifer Robson OBE	01.10.00	31.07.03
Mr Brian Summers	01.05.03	30.04.06

¹Former ETC Board Members. Mr Nick Cust was initially appointed to the ETC Board for one year to 31.08.03. This was subsequently extended for a further three year term.

Football Licensing Authority (FLA)

The Football Licensing Authority is charged with ensuring the implementation of Government policy regarding the safety of grounds at which designated football matches are played.

Resources £ million	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Grant-in-Aid ¹	0.9	0.9	1.1	1.1	1.2

¹Grant-in-Aid is entirely for FLA running costs.

Key Achievements in 2003

The Authority conducted a review of each certifying authority's performance against the yardstick of its new guidance on safety certification; co-ordinated the drafting of the guidance on spectators with disabilities; engaged in an ongoing debate with the Working Group on Dynamic Performance and compiled and issued an agreed policy paper on persistent standing in seated areas.

Personnel

Chairman²

Mr Anthony J Speed 17.04.03 3yrs

²Remunerated; annual time commitment 4 days per month.

Chief Executive

Mr John de Quidt

Members³

Professor Jan Wright 08.01.04 3yrs

Mr Ken Culley 01.04.01 3yrs

Mr Trevor Hobday 01.04.01 3yrs

Miss Emma Baker 19.04.02 3yrs

Miss Pamela Carvell 19.04.02 3yrs

Dr Brian Robertson 19.04.02 3yrs

³Remunerated; average commitment is 1-2 days per month.

The Annual Report is available from the Football Licensing Authority, 27 Harcourt House, 19 Cavendish Square, London W1G 0PL

The Gaming Board for Great Britain

The Gaming Board for Great Britain is a statutory body, set up under section 10 of the Gaming Act 1968, to regulate casinos, bingo clubs, gaming machines and society lotteries in Great Britain. Its functions are: to ensure that those involved in gaming and lotteries are fit and proper to do so and to keep gaming crime free; to ensure that gaming and lotteries are run fairly and in accordance with the law; and to advise the Secretary of State on developments in gaming and lotteries so that the law can respond.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans ¹
All Figures in £ millions					
Grant-in-Aid	3.68	3.9	4.7 ²	6.9 ²	6.38 ²
Other Income	0.06	0.03	0.08	0.02	0.02
Total Income	3.74	3.93	4.78	6.92	6.4
Salaries and Wages	2.3	2.5	2.6	2.89	1.24
Other Operating Costs	1.4	1.3	1.7	3.92	5.06
Depreciation	0.06	0.06	0.07	0.08	0.08
Total Expenditure	3.76	3.86	4.37	6.89	6.38

¹The Government announced, in A Safe Bet for Success, that a new body, the Gambling Commission, should be set up. This body will assume responsibility for all the functions now performed by the Board and will also take over responsibility for licensing and regulating bookmakers and betting exchanges, totalisator operators, pools promoters and other suppliers of commercial gambling. If new gambling laws are agreed by Parliament it is proposed that it will start operating from September 2005, therefore, income and expenditure shown for the Board for 2005/06 represents part year only.

²The grant-in-aid figures for 2003/04 onwards includes amounts for the transition Team, working on preparations for the proposed new Gambling Commission. For 2003/04 the amount was £500,000. Estimates for 2004/05 are £2,500,000 and for 2005/06 £4,500,000.

³Targets not yet met as a result of the delays in processing criminal checks by Criminal Records Bureau (CRB).

Key Performance Indicators Section		Targets from 2001 Onwards	% met 2001	% met 2002	% met 2003
Casinos					
Determination of certificate of consent licenses		Within 12 weeks of receipt in 90% of cases where the applicant already holds a Board certificate of consent	97	100	97
Bingo					
Determination of certificate of consent licences		Within 6 weeks of receipt in 80% of cases where the applicant already holds a Board certificate of consent	97	92	88
Certification					
Issue of certificates of approval to first time applicants		Within 6 weeks of receipt in 85% of cases	81	87	85
Machines					
Determination of application for new certificates		Within 12 weeks of receipt in 80% of cases	100	79 ³	96
Processing of renewal applications		Within 6 weeks of receipt in 90% of cases	91	82 ³	68
Lotteries					
Determination of applicants to register lottery schemes		Within 6 weeks of receipt in 90% of case	95	78 ³	94

³Targets not met as a result of the delays in processing criminal checks by Criminal Records Bureau (CRB)

The Gaming Board for Great Britain

Key Achievements in 2003

The Board continued to discharge its duties under existing gaming legislation with its work of certification, regulation and monitoring of the gaming and lotteries industries. It also worked with the Department for Culture, Media and Sport to modernise Britain's gambling laws following publication of the report of the Gambling Review Body [Budd Report] in July 2001 and the Government's policy statement A Safe Bet for Success in March 2002 and Casinos in August 2003. The Board continued to play a major part in the work of the International Association of Gaming Regulators and the Gaming Regulators European Forum.

Personnel

Chair

Mr P Dean, CBE

01.07.01 5yrs

Secretary

Mr T J Kavanagh, CBE

Members

Mr R C Lockwood, JP

01.01.01 5yrs

Mr R Penrose OBE, QPM

01.08.01 3yrs

Mr DMCE Steen

01.03.02 5yrs

Mr D G Gunn, CBE, QPM

01.01.04 4yrs

Mr W Knight

01.01.04 4yrs

Mrs G Milburn

01.01.04 4yrs

Mrs E Salomon

01.01.04 4yrs

Geffrye Museum

The Geffrye Museum contains permanent displays of period rooms which show the development of furniture and domestic interiors in England from 1600 to the present day. The aim of the museum is to encourage people to learn from and enjoy the collections, buildings and gardens within its care, with particular emphasis on the history of English domestic interiors.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid ¹	1.2	1.3	1.2	1.7	1.4
Other Operating Income	0.3	0.3	0.3	0.3	0.4
Other Income	0.2	0.2	0.2	0.5	0.2
Total Income²	1.7	1.8	1.8	2.2	1.9
Operating Costs	1.6	1.6	1.8	1.8	1.9
Collections Purchases	0.0	0.0	0.0	0.0	0.0
Capital Expenditure	0.1	0.2	0.0	0.4	0.1
Total Expenditure	1.7	1.8	1.8	2.2	2.0

¹Class X, Vote 1, Section A

²Income does not match expenditure each year as non-Grant-in-Aid income can be retained to fund future expenditure.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Key Performance Indicators					
Total visitors (thousands)	82.5	81	83	85	88
Child visitors (thousands)	18.5	17.5	18	19	20
Number of website visits (thousands) ¹	18	40	45	55	65
Number of children in educational programmes (thousands) ²	14.5	14.5	15	16	17
Number of C2DE visitors required to achieve an 8% increase on the 2002/3 baseline (thousands) ³	18%	18%	15.2	15.6	16
Number of loans to venues in England ⁴	5	5	5	7	9

¹Unique users from 2003/4

²This target was for all educational visitors prior to 2003/4

³This target was % of total visitors from C2DE socio-economic grouping prior to 2003/4

⁴This target was for loans in the UK prior to 2003/4

Key Achievements in 2003

The restoration of one of the museum's historic almshouses was completed, period furnishings and displays were installed and the house was opened to the public in May. The year was dominated by preparations for a major exhibition, Home and Garden, Urban Domestic Spaces of the English Middle Classes, 1675-1914, which opened in October. The exhibition brings together over eighty works of art from the UK and abroad, to examine the representation of middle-class homes and gardens in paintings and drawings. The show has been critically acclaimed and has attracted many visitors. Education visits have increased over the year and visitor numbers overall have risen. A new website has been designed and launched. As a partner in the new London Museums Hub, the Geffrye has been involved in the development of business plans for the first phase of Renaissance in the Regions

Personnel

Chairman		Mr Christopher Claxton Stevens	21.10.03 3yrs
Mr Richard Hunting	01.01.03 4yrs	Mrs Brenda Herbert	21.10.03 3yrs
		Sir William Stubbs	23.10.01 3yrs
Director		Ms Marina Vaizey	23.10.01 3yrs
Mr David Dewing		Ms Mary Shand	01.11.03 4yrs
		Ms Margaret Caseley-Hayford	01.01.04 4yrs
Trustees		Dr Tanvir Hasan	01.10.03 3yrs
Mr Frank Smith (Deputy Chairman)	22.10.02 3yrs	Mr Philip Robinson	22.10.02 3yrs
Mr Robert Marshall-Andrews QC MP	22.10.02 3yrs	Professor Peter Hennessy	22.10.02 3yrs
Mr Philip Hedley	01.03.02 4yrs		

Heritage Lottery Fund

The Heritage Lottery Fund (HLF) gives financial help to capital and revenue projects which safeguard and improve access to land, buildings, objects and collections of importance to the national and local heritage of the United Kingdom. Its heritage aims are to encourage more people to be involved in and make decisions about their heritage; to conserve and enhance the UK's diverse heritage; and to ensure that everyone can learn about, have access to, and enjoy their heritage. In addition, the HLF wants to bring about a more equitable spread of its grants across the UK. Details of specific programmes are available from the Heritage Lottery Fund.

Key Performance Indicators

Year Quarter	2001 (1)	2001 (2)	2001 (3)	2001 (4)
Number of awards made	287	288	332	208
Value of awards made (£million)	99.1	51.4	129.5	55.3
Value of awards paid (£million)	76.7	69.3	59.3	54.3
Number of applications received	577	438	644	493
Number of applications processed	667	512	781	565
Average processing cost ¹	-	-	-	-
Average processing time (days)	190	193	186	202
Year Quarter	2002 (1)	2002 (2)	2002 (3)	2002 (4)
Number of awards made	777	336	828	501
Value of awards made (£million)	56.9	92.6	101	89.9
Value of awards paid (£million)	58.3	58.2	52.3	56
Number of applications received	997	449	1031	408
Number of applications processed	975	374	925	589
Average processing cost ¹	-	-	-	-
Average processing time (days)	177	204	224	191
Year Quarter	2003 (1)	2003 (2)	2003 (3)	2003 (4)
Number of awards made	619	348	348	400
Value of awards made (£m)	66.3	81.0	70.4	75.7
Value of awards paid (£m)	69.4	75.2	65.7	67.7
Number of applications received	1,144	635	637	516
Number of applications processed	1,078	626	618	478
Average processing cost ¹	-	-	-	-
Average processing time (days)	182	159	145	181

¹The average cost of processing each application is not available on a quarterly basis. The average processing cost on an annual basis is estimated to be £2,366 (2002: £2,350).

During 2003, over 1,825 direct grant applications were received (a 50% increase on the number last year), requesting grants of more than £840 million (a 3% increase on last year). In addition, the Heritage Lottery Fund receives many more applications for funds via partners (English Heritage for places of worship, Countryside Agency for local heritage grants and the Community Fund for Awards for All). During the course of 2002-03, Trustees made new soft commitments totalling £367 million. This was £76 million more than Lottery income in the same period. The majority of decisions (£177 million) were stage one passes under the two stage process. In these cases applicants are told that their outline proposals are of sufficient merit to be worked up to stage two and a sum of money is set aside to cover the anticipated project cost. Trustees set aside a further £31 million for approvals in principle, which are similar to stage one passes. The remainder of Trustees' decisions (£159 million) were for direct grant awards in the year.

The work of the Heritage Lottery Fund does not end when the award has been made. Grants are only paid after work has been carried out to the satisfaction of the HLF and its appointed expert monitors. This results in an ongoing commitment for the HLF to monitor all successful projects whilst they are being carried out. At present, there are over 3,600 live projects being monitored. Subsequent to this, the HLF carries out evaluation of projects to ascertain whether they have brought about the project aims.

Historic Royal Palaces

Historic Royal Palaces is a charity established by Royal Charter in 1998. From 1 April 1998, Historic Royal Palaces has had responsibility for the care, preservation and presentation to the public of five Historic Royal Palaces: Hampton Court with its gardens and park, the Tower of London, Kensington Palace State Apartments with the Royal Ceremonial Dress Collection and Orangery, Kew Palace with Queen Charlotte's Cottage and the Banqueting House, Whitehall.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant	nil	nil	nil	nil	nil
Total Income	39.9	42.4	36.9	39.9	44.2

	2000-01 Actual	2001-02 Actual	2002-03 Actual	2003-04 Plans	2004-05 Plans	2005-06 Plans
Key Performance Indicators						
Finance						
Year end cash £m	9.2	11.0	13.3	1	1	1
*under review						

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-6
Visitor Satisfaction Ratings						
Value for money	0.92	1.04	1.14	0.50 - 0.80	tbd	tbd
Enjoyment of visit	1.25	1.44	1.45	>1.25	tbd	tbd
Helpfulness/friendliness of staff	1.32	1.46	1.53	>1.25	tbd	tbd

Key to ratings: 2.0 = extremely good; 1.0 = quite good; -0.0 = acceptable; -1.0 = quite poor; -2.0 = very poor

Conservation Targets 2003/4

- Implement a minimum £1.8million programme of planned conservation work.
- Complete Phase II of the external repairs and redecoration of Kensington Palace State Apartments (the south and east elevations).
- Complete external repairs to the stone masonry and roof of the Wakefield Tower at the Tower of London.

Historic Royal Palaces

Personnel

Chairman		Trustees:	
Sir Nigel Mobbs	29.07.02 3yrs	Bridget Cherry OBE FSA	01.01.03 3yrs
(Chairman since 01.01.03)		Angela Heylin OBE	01.04.98 6yrs
		Field Marshall the Lord Inge KG GCB DL ¹	01.04.98 6yrs
		Simon Jones LVO	01.04.98 7yrs
		Alan Reid ¹	01.08.02 3yrs
		Sir Hugh Roberts KCVO FSA ¹	01.04.98 6yrs
		General Sir Roger Wheeler GCB CBE ²	01.08.01 5yrs
		Gillian Wolfe MBE	01.03.02 4yrs

¹Appointments determined by The Queen

²Appointed ex-officio – Constable of the Tower of London

Annual Report available from Historic Royal Palaces, Hampton Court Palace, Surrey, KT8 9AU or on website: hrp.org.uk

Key Achievements

Highest ever customer satisfaction ratings in 2002/3.

In 2002/3 Historic Royal Palace spent £10.2million on conservation and maintenance of the Palaces.

Commencement of a £17.3 million scheme to improve the environs of the Tower of London.

Continuing development of the established education service and of community based projects.

Investor in People status achieved, staff involvement has increased significantly, best practice policies developed in many areas and a number of successful process improvement initiatives.

Horniman Museum

The Horniman aims to use its worldwide collections and Gardens to encourage a wider appreciation of the world, its peoples, their cultures and its environments.

Key Achievements in 2003

The Horniman was chosen as 'Museum of the Year' and 'London Family Attraction of the Year' by the Good Britain Guide. The Gardens received the green flag award sponsored by CABE Space.

Other achievements included:

- the purchase of the Boosey and Hawkes musical instrument collection and archive with a grant of £221,500 from the Heritage lottery Fund and support from the National Art Collection Fund
- the launch of a 2 year education project focused on improving teachers' skills by raising the standard of music education, involving 7 schools in Lambeth and Southwark
- the opening of 'Puppet Worlds' exhibition showing objects from the stored collections at the Horniman, which subsequently toured to Liverpool Museum

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid	3.0	3.2	3.3	3.7	3.7
Other Operating Income	0.1	0.2	0.3	0.3	0.3
Other Income incl. 2001 Lottery Project	4.3	0.9	0.3	0.1	0.0
Total Income	7.4	4.5	3.9	4.1	4
Operating Costs	3.0	3.5	3.8	3.9	3.9
Collections Purchases	0.0	0.0	0.2	0.1	0.0
Capital Expenditure incl. 2001 Lottery Project	4.8	1.3	0.1	0.2	0.2
Total Expenditure	7.8	4.8	4.1	4.2	4.1

Income does not match expenditure each year as non Grant-in-Aid income can be retained to fund future expend
Capital expenditure includes funding for Horniman 2001 Lottery Project.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Key Performance Indicators					
Total visitors (thousands)	130.5	250.5	250	250	260
Child visitors (thousands)	52	105.5	100	100	110
Number of website visitors (thousands) ¹	17.5	28	40	50	60
Number of children in educational programmes (thousands) ²	11	25.5	25	30	30
Number of C2DE visitors required to achieve an 8% increase on the 2002/3 baseline ³	29%	45,070	46,000	47,500	48,600
Number of loans to venues in England ⁴	9	9	10	15	20

¹Unique users from 2003/4

²This target was for all visitors prior to 2003/4

³This target was % of total visitors from C2DE socio-economic grouping prior to 2003/4

⁴This target was for loans in the UK and overseas prior to 2003/4

Personnel

Chairman		Trustees	
Mr Donald Kirkham CBE	23.09.99 4yrs	Dame Jocelyn Barrow DBE	22.09.03 4yrs
		Mr Stephen Bullock	17.09.01 4yrs
Director		Mr Robert Crawford CBE	17.09.01 4yrs
Ms Janet Vitmayer		Prof. Kenneth Gregory	01.10.01 4yrs (resigned 08.12.03)
		Ms Susan Minter	22.09.03 4yrs
Chairman Elect		Mr Ronald Watts	23.09.00 4yrs (resigned 22.09.03)
Mr Timothy Hornsby	22.09.03 4yrs	Prof. John Mack	21.09.02 4yrs
		Ms Genie Turton	22.09.03 4yrs
		Mr Michael Wheeler	18.09.00 4yrs

Horserace Betting Levy Appeal Tribunal for England and Wales

Under section 29 of the Betting, Gaming and Lotteries Act 1963, an Appeal Tribunal is appointed for England and Wales (Scotland makes its own arrangements) to hear appeals by bookmakers against individual levy liability assessments made by the Horserace Betting Levy Board. The Chairman of the Appeal Tribunal is appointed by the Lord Chancellor and the two members by the Secretary of State under section 29(2) of the 1963 Act.

Key Achievements in 2003

The Tribunal was not required to sit during this period.

Personnel

Chairman

Mr Thomas Brudenell

(appointed by LCD)

Members

Mr Brian Walters

Position vacant during 2003 (David Allman 19.01.04 4yrs)

01.11.01 3yrs

Horserace Betting Levy Board (Levy Board)

The Horserace Betting Levy Board is a statutory body (established by the Betting Levy Act 1961). It operates in accordance with the provisions of the Betting, Gaming and Lotteries Act 1963 (as amended). Its role is to assess and collect monetary contributions from bookmakers via the levy, which it then distributes to racing for the improvement of horseracing, breeds of horses and the advancement of veterinary science and education. The Secretary of State appoints three of the eight Board members (including the Chairman). The Government intends to abolish the Board and the levy system via the Horserace Betting and Olympic Lottery Bill, which entered Parliament on 2 December 2003. Commercial arrangements will replace this system.

Key Achievements in 2002-03

The Levy is forecast to yield about £72 million in 2002-03 from bookmakers on based on gross profits which reflects a 8 % increase on 2001-02.

Prize money was framed within an allocation of £47m, an increase of £8m on the previous allocation.

The Board paid a total of £2.1m to its Breeders Prize Scheme with the aim of improving thoroughbred bloodstock in Britain.

Finally the veterinary budget increased by £400k to £1.9 million for the 2001-02 academic year, underlining the Board's commitment to improving the health and welfare of horses.

Personnel (appointed by the Secretary of State)

Chairman

Mr Robert Hughes CBE

01.09.01 3yrs

Other Members (not appointed by the Secretary of State but in statute)

Mr Keith Brown (Jockey Club appointee)

Sir Eric Parker (Jockey Club appointee)

Mr Tristram Ricketts (Jockey Club appointee)

Mr Peter Jones (Ex Officio, Chairman of the Horserace Totalisator Board)

Mr Warwick Bartlett (Ex Officio, Chairman of the Bookmakers' Committee)

Deputy Chairman

Sir John Robb

01.01.03 to 31.12.05

Member

Mr Keith Elliott

01.08.03 to 31.12.05

The Annual Report is available from the Horserace Betting Levy Board, 52 Grosvenor Gardens, London, SW1W 0AU Website: www.hblb.org.uk

The Horserace Totalisator Board (Tote)

The Horserace Totalisator Board (Tote) is a statutory authority, which was first established, as the Racecourse Betting Control Board, by the Racecourse Betting Act 1928. It was given its present official name in 1963, but has always been known as the Tote. It was founded for two purposes: to enable racegoers to bet by means of a totalisator (i.e. horserace pool betting) of which it has the exclusive licence; and to raise money for racing. The Secretary of State appoints all Tote Board members. It is the Government's intention to sell the Tote to a consortium of racing interests. Legislation to enable this, in the form of the Horserace Betting and Olympic Lottery Bill, entered Parliament on 2 December 2003.

Key Achievements in 2003

The overall financial results for 2002-03 saw turnover increase to a record £916 million, an increase of 43% on 2002 and an operating profit of £18.6 million, marginally up on the previous year after incurring exceptional costs for the sale of the Tote.

The Racecourse Division's turnover for 2002-03 was £106 million compared to £99.9 million the previous year. This was the first time the £100m barrier had been passed by the Tote's Racecourse Division. The Division was granted the Investors in People accreditation in 2003.

Tote Credit's turnover for 2002-03 of £215 million grew by 46% on the previous year and now has over 60,000 customers as well credit betting offices at all of Britain's 59 racecourses. A new internet site was launched in 2003 based on technology developed internally by the Tote. Pool betting and fixed odds betting is now available through www.tote.co.uk. Tote Credit was also granted the Investors in People accreditation in 2003.

Tote Bookmakers continues to grow with a high street estate of 457 licensed betting offices. Turnover for 2002-03 of £475.5 million was 49.8% up on 2002 and Tote Bookmakers now ranks as the 5th largest high street bookmaker in the UK. Notable acquisitions in 2003 were those of the Seymour & Story chain of 41 betting shops and the 9 shop W.R Bird chain.

Tote Direct has 5,000 bet taking terminals operating from over half of Britain's 8,500 betting offices. Turnover for the year ended 31 March 2003 was £88.4 million compared to £77.7 million in the previous year.

Personnel (all appointed by the Secretary of State under statute)

Chairman		Members	
Mr Peter Jones	01.08.03 2yrs 4mths	Mr Christopher Sporborg	01.02.02 3yrs
		Mr Gerald Grimstone	01.07.02 4yrs
		Ms Fiona Driscoll	01.07.02 4yrs
		Sir Eric Parker	01.05.02 2yrs
Executives			
Mr John Heaton	01.11.03 3yrs (resigned 31.01.04)		
Mr Tom Phillips	01.05.02 4yrs		
Mr Joe Scanlon	01.05.02 4yrs		

The Annual Report is available from the Horserace Totalisator Board, Tote House, 74 Upper Richmond Road, London, SW15 2SU

Imperial War Museum

The Imperial War Museum illustrates and records all aspects of the two World Wars and other conflicts involving Britain or the Commonwealth since 1914. It also includes Imperial War Museum Duxford, the Cabinet War Rooms, HMS Belfast and the Imperial War Museum North.

The Museum's aim is to provide for and encourage the study and understanding of the history of modern conflict by means of: maximising access to the collections, both physically and electronically; programmes of educational activities for all ages; the care, preservation and documentation of the collections; an active acquisitions programme; a lively programme of well designed and presented displays attractive to a wide audience; and a high quality of service to users.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid ¹	13.1	16.3	16.5	17.5	17.8
Operating Income ¹	9.9	9.7	11.0	11.7	12.7
External Funding	21.2	7.5	8.5	19.9	7.5
Total Income	44.2	33.5	36.0	49.1	38.0
Operating Costs	21.2	26.9	29.8	32.0	31.7
Collections Purchases	0.2	0.2	0.2	0.2	0.2
Capital Expenditure	21.4	6.3	7.5	16.9	6.1
Total Expenditure	42.8	33.4	37.5	49.1	38.0

¹Grant-in-aid allocations for free admission are included within the Grant-in-aid data.

Key Performance Indicators

Total visitors (millions)	1.607	1.980	1.900	1.950	2.000
Child visitors (thousands)	424	500	500	570	600
Website visits (millions) ¹	5.300	1.760	1.900	2.000	2.250
Children in educational programmes (thousands) ²	350	713	257	264	274
C2DE visitors required to achieve an 8% increase on the 2002-03 baseline by 2005-06 (thousands) ³	20%	432	510	500	520
Venues in England receiving services from the collection	180	185	1,502	1,555	1,665

¹Unique users from 2002-03

²This target was for all educational visitors prior to 2003-04

³This target was the percentage of visitors from C2DE socio-economic grouping prior to 2003-04

⁴This target was for loans in the UK and overseas prior to 2003-04

Imperial War Museum

Key Achievements in 2003

Successes have included:

Launch of the first phase of Collections online, providing web access to the collections databases of the documents, film and sound archives.

The opening in April 2003, of the new Churchill Suite at the Cabinet War Rooms, and significant progress on the Churchill Museum project, which is due to open in 2005.

An exciting programme of special exhibitions which included Women and War and Ravilious: Imagined Realities at IWM London, which have won extensive critical acclaim and wide media coverage; In the Mood, the first major special exhibition at IWM North; and 100 Years of Flight at IWM Duxford.

Receipt of strategic commissioning grants awarded by DCMS and DfES for two educational partnership projects: Moving Minds at IWM North and Partners in Time at IWM Duxford.

The second phase of a Management Development Programme, embracing the next level of Museum managers.

Receipt of the following awards:

Best Use of Technology at the inaugural Museums and Heritage Awards and Best Building Award at the British Construction Industry Awards for IWM North; an award for the London branches from The London Employer Coalition which recognises the Museum's active commitment to diversity and equality in recruitment.

Personnel

Chairman

Admiral Sir Jock Slater GCB LVO DL

27.08.99 5yrs

Professor Sir Lawrence Freedman KCMG CBE FBA

15.12.00 5yrs

Miss Jyoti Munsiff

12.11.99 5yrs

Rabbi Dame Julia Neuberger OBE

12.05.99 5yrs

Sir William Purves CBE DSO

03.03.99 5yrs

Air Chief Marshal Sir Peter Squire GCB DFC AFC RAF

19.12.01 4yrs

Lieutenant General Sir Christopher Wallace KBE

30.07.99 5yrs

Mr Bill Woodrow RA

31.01.03 4yrs

HE Miss Lindiwe Mabuza

ex officio

HE Mr Michael L'Estrange

ex officio

HE The Hon Russell Marshall CNZM

ex officio

HE Shri Ranendra Sen

ex officio

HE Mr Mel Cappe

ex officio

HE Dr Maleeha Lodhi

ex officio

HE Mr Faisz Musthapha

ex officio

Director-General

Mr Robert Crawford CBE

Trustees

HRH The Duke of Kent¹ [President]

12.12.74

Miss Kate Adie OBE

01.04.03 4yrs

Mr Ian Andrews CBE TD¹

01.03.02

Sir John Coles GCMG

07.09.99 5yrs

Dame Jean Else DBE MA

24.03.03 4yrs

Sir Robin Fearn KCMG

15.01.01 5yrs

Mr Christopher Fisher

12.07.02 4yrs

¹unspecified period of appointment

The Annual Report and Accounts 2002-03 are available from the Assistant Secretary, Imperial War Museum, Lambeth Road, London SE1 6HZ Website: <http://www.iwm.org.uk>

Independent Television Commission

The Independent Television Commission (ITC) was the statutory body created under the Broadcasting Act 1990 responsible for licensing and regulating commercial television services in the UK. Under the terms of the Act the ITC was charged with ensuring as best it can that a wide range of television services is available in the UK, that there is fair and effective competition in the provision of such services and that taken as whole they are of high quality.

Main Activities

The Commission licensed and regulated all commercial television services in the UK, (except S4C in Wales) regulating content of programmes, advertising and sponsorship as well as economic and competition issues relating to television services. The Commission also undertook a full programme of technology and audience research.

As at 1 December 2003, there were in force the following licences: 16 for Channel 3; Channel 4; Channel 5; Public Teletext; 3 Commercial Additional Services; 5 Multiplex Operators; 29 Digital Programme Services; 18 Digital Additional Services; 11 Local Delivery Services; 8 Local Delivery Transitional Services; 29 Licensable Programme Services; 475 Satellite Television Services; and 19 Restricted Service Licences.

In 2003, the ITC worked closely with the Bill team to achieve a workable Communications Act, streamlining operations towards a more deregulated approach which will see licensees reporting on their own performance under Ofcom. In April, in its last Annual Report, the ITC recorded its pride in the way it had contributed to making British television a real success. The last months of the ITC have seen that work continue, alongside some very significant developments in broadcasting.

The Iraqi war dominated the news and underlined further, as ITC research has repeatedly demonstrated, the extent to which people value TV news, as audiences for the main bulletins doubled – and this in a year when, for the first time, multi-channel homes became the majority. The ITC agreed the move of the News at Ten to 10.30pm on weekdays, providing a fixed spot for ITV news and a wider choice for viewers. There were some dramatic changes in service provision too: the BBC's launch of Freeview was followed by the long-awaited, much speculated, merger between Carlton & Granada, a move which should make for a stronger ITV.

The ITC's full-scale review of independent production – the programme supply review which had been previously welcomed by the government and the independent sector – had virtually all its recommendations adopted by the Secretary of State and incorporated into the Communications Act and will be comprehensively followed up by Ofcom. Following a consultation, new Codes of Practice for broadcasters in their commissioning of programmes from independents were drawn up – a welcome development which will provide an important protection of independent producers, increasing their control of rights in the intellectual property they create.

It was satisfying to see most of the ITC's staff going across to Ofcom (of the remaining staff, 126 moved to Ofcom, 51 were made redundant) with the transfer of powers, helping further to ensure a smooth transition to the new regulatory regime.

Financially, the ITC, in line with agreed policy, broke even on its revenue account before exceptional items. Net assets of £1.1m inherited from the previous year and a forecast surplus for the first three months of 2004 meant that a contribution towards exceptional costs could be made. These exceptional costs were a direct consequence of the termination of the ITC in accordance with the Communications Act 2003.

Personnel

Chairman Sir Robin Biggam	01.01.97	Member for Northern Ireland Dr Chitra Bharucha	12.04.01
Deputy Chair Baroness Whitaker	01.11.01	Member for Wales Professor Derec Llywyd Morgan	05.07.99
Chief Executive Patricia Hodgson CBE	01.09.00	Members Mr Alastair Balls	01.01.98
		Sir Michael Checkland	01.07.97
Member for Scotland Dr Michael Shea	01.08.96	Ms Jude Goffe	18.08.94
		Ms Jude Kelly	01.01.00
		Ms Barbara Donoghue	01.01.00

Millennium Commission

The Millennium Commission distributes Lottery proceeds in support of projects across the UK that mark the year 2000 and the beginning of the third millennium. The Commission provides support for capital projects and a scheme making awards to individuals, and also supported the Millennium Experience at Greenwich and the Millennium Festival. The Commission stopped receiving Lottery funds in August 2001 under the terms of an Order approved by both Houses of Parliament in December 2000. The Commission will continue its work until 2006 overseeing the establishment of a £100m Awards endowment, running a fund for science centre refurbishment, providing opportunities for children and young people to experience the performing arts, seeing its capital projects programme through to completion and protecting the legacy of the millennium celebrations.

Resources £ million	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
	126	21	6	4	1

The Commission's sole source of income was its share of the resources available to the National Lottery distributing bodies. The Commission ceased receiving funds from the National Lottery when its income reached £2,286.5m in July 2001, as detailed in the Orders passed by both Houses of Parliaments in December 2000.

Key Performance Indicators	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04 ¹
Number of awards made (excludes awards made and subsequently withdrawn)	81	9	16	34	42	39	121
(excludes awards made and subsequently withdrawn)	£369,878,206	£38,104,494	£19,671,798	£25,664,681	£49,515,368	£123,372,193	£51,432,758
Value of awards paid	£108,000,000	£236,400,000	£304,000,000	£435,169,000	£193,490,000	£183,300,000	£72,139,000
Number of applications received	2	3	75	65	70	206	57
Number of applications processed (rejected)	92	2	54	34	21	10	69
Number of applications processed (into contract)	53	58	16	31	22	35	157
Simple average cost of processing each application (to contract or rejection)	£1,923	£230,000	£184,133	£204,798	£237,558	£157,822	£33,380 ²

¹Figures for 2003-04 are estimates based on projections and experience to December 2003

²The Commission's work is increasingly focused on the delivery and monitoring of existing projects rather than new applications

Millennium Commission

Performance Targets

The Government requires all non-departmental public bodies to demonstrate how effectively they have discharged the mission which they have been set. To this effect, the Millennium Commission has agreed certain performance targets with the Government, against which annual performance can be measured. The table below sets out all quantified targets, and their outturns, for 2002-03.

Target	2002-03 Target	2002-03 Outturn
Capital projects in contract as % of total offered grant	100%	100%
Capital projects with work commenced as % of total in contract	100%	100%
Number of capital projects completed	180	177 ¹
Amount of capital projects grant spent as % of total awarded	97%	88%
Millennium Experience grant paid as % of grant awarded	100%	94%
Amount of awards grant spent as % of total available	100%	100%
Total value of awards funds paid out as % of budget to 2003	100%	99% ²

¹All figures are at 31.3.03. By 31.08.03, 180 projects had been completed

²These figures do not include the Awards Endowment.

Key Achievements in 2003

The year 2003 saw some of the Commission's last grants awarded. The successful Millennium Awards programme closed to new applications, with only those received now to be processed.

The Millennium Encore Scheme has been welcoming young people from across the country to theatrical productions.

The ReDiscover scheme offered its first grants for science centres to renew their exhibits.

Overall Achievements

1 million trees, 8 new bridges, 100 new visitor attractions, 550 village halls and centres. 8,500 miles of paths and cycleways. 50 inner city regeneration projects. 2 new stadia in Scotland and Wales. Almost 2000 new open green spaces. 1 million books to 4,500 state schools. Over 100 miles of restored waterways. Over 30,000 Millennium Awards to individuals. 600 churches with new bells, floodlights or facilities. Thousands of local festivals to celebrate the year 2000. The Millennium Experience at Greenwich. 20 new centres to explore ourselves, our planet and beyond.

Personnel

Chairpersons¹

The Rt Hon Tessa Jowell MP

02.07.01

Commissioners³

Dr Heather Cooper FRAS

17.02.94

The Earl of Dalkeith KBE DL²

17.02.94

The Lord Glentoran CBE DL

17.02.94

The Lord Heseltine CH, PC

17.02.94

Ms Floella Benjamin OBE

28.01.00

Mrs Judith Donovan CBE

31.01.00

Mr Matthew D'Ancona

18.04.01

Rt Hon Richard Caborn MP

11.11.02

¹The Chair of the Commission is a Minister, currently the Secretary of State for Culture, Media and Sport. The National Lottery etc Act 1993 states that one other Commissioner should be a Minister of the Crown and that one Commissioner should be nominated by the Opposition.

²The Earl of Dalkeith's appointment ended on 31.12.03.

³All other Commissioners have been re-appointed until 31.12.06.

The number of Commissioners was reduced from nine to eight by Order from 01.01.04

The Annual Report and Accounts 2002-03 are available from the Stationery Office

The Museums, Libraries and Archives Council

The Council was established on 30 November 1999 to replace the Museums and Galleries Commission and the Libraries and Information Commission. Shortly after its establishment it was renamed Resource: The Council for Museums, Archives and Libraries before reverting to its original title in January 2004.

The Council became fully operational in April 2000. It works within the sector to provide leadership and promote change; to act as an advocate and champion; and to advise on best practice and the delivery of specific objectives.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant in Aid ¹	12.2	14.3	13.4	13.5	13.5
Other Income	1.2	0.9	1.0	1.0	1.0
Total Income	13.4	15.2	14.4	14.5	14.5

¹Grant in Aid excludes provisions for the DCMS/Wolfson Public Libraries and Designation Challenge Funds and Renaissance in the Regions - Regenerating the Regional Museums

Key Performance Indicators

The Council started work in April 2000. Robust and useful performance indicators have been agreed for the three years 2003-04 to 2005-06 covered by Spending Review 2002. Progress against these targets during 2003-04 is set out under Key Achievements.

Key Achievements in 2003-04

The nine key performance indicators and targets agreed for 2003-04 to 2005-06 are:

Increase the number of contacts between children and regional museum hubs by 25% by 2005-06 – by January 2004 the regional museum partnerships identified for accelerated funding (the Phase 1 Hubs) have already demonstrated significant progress towards this target.

Commissioned educational activities undertaken by regional hubs in partnership with schools with pilot projects running in 2003-04, evaluated using impact research methodology piloted in 2002-03 and fully rolled-out from 2004-05 – projects have been completed in all the Phase 1 Hubs with favourable independent scientific evaluation of their impact.

Regional museums attract a total of 0.5m visits by new users, predominantly social class C2DE and ethnic minorities by the end of 2005-06 – by January 2004 the Phase 1 Hubs have established new and significantly expanded existing contacts with key local communities.

At least one nationally available and six locally available content initiatives ready and being accessed on the People's Network by March 2004 – achieved ahead of target date.

Successful evaluation of Basic Skills programmes run in at least 25 "high need" communities completed by March 2005 – planning for this is well advanced.

Launch of the Archives Task Force's report and the issue of implementation proposals by October 2003 – the Task Force completed its work in 2003 and will report its findings and recommendations in March 2004.

Adoption of the Inspiring Learning for All framework by museums, archives and libraries and the convincing qualitative evaluation of education programmes funded by the Council in 2003-04 by March 2004 – the framework is being launched in February 2004 and has been used to evaluate regional museum projects completed during 2003-04.

The acceptance by the Sector Skills Development Agency of proposals for a culture and heritage Sector Skills Council in 2003-04 – a final draft Expression of Interest was submitted to the Agency in December 2003 with the formal submission scheduled to follow shortly.

Completion of a Strategic Review of the Council's baseline expenditure by March 2003 and adoption of the review recommendations by DCMS by March 2004 – the Review was completed and reported to DCMS in November 2003.

Personnel

Chairman		Mr Loyd Grossman	05.01.00 7yrs
Mark Wood	01.12.02 4yrs (member since 05.01.00)	Mr David Henshaw	01.01.04 3yrs
		Mr Nicholas Hodgson	20.04.00 to 19.04.03
Chief Executive		Sir Geoffrey Holland	01.01.04 3yrs
Anna Southall	30.09.02 to 16.05.03	Mr Mark Jones	20.04.00 7yrs
Chris Batt	17.05.03	Mr Nicholas Kingsley	01.01.04 4yrs
		Mr Neil MacGregor	20.04.00 7yrs
Members		Dr Robert McKee	14.01.03 3yrs
Mr David Barrie	17.07.00 4yrs	Mr William Macnaught	03.02.03 4yrs
Ms Lynne Brindley	14.01.03 3yrs	Ms Jane Ryder	26.04.00 to 20.11.03
Mr Ajay Chowdhury	20.04.00 7yrs	Mr Michael Stevenson	26.04.00 7yrs
Dr Maurina Crozier	20.04.00 4yrs	Ms Virginia Tandy	01.01.04 3yrs
Mr Victor Gray	05.01.00 to 31.03.04	Mr Alan Watkin	13.06.00 7yrs
Ms Vivien Griffiths	20.04.00 to 19.04.03		

Museum of London

The Museum of London maintains and exhibits collections on the history of London from prehistoric times to the present day, and provides the Museum of London Archaeology Service (MoLAS) and the Museum of London Specialist Services (MoLSS). The museum's aim is to inspire a Passion for London by communicating and making accessible London's history, archaeology and contemporary culture to Londoners and the wider world.

Key Achievements in 2003

Over the course of the year, the Museum of London underwent significant expansion through the acquisition of and merger with the Museum of Docklands. The new Museum opened its doors to the public in May 2003 for the first time, marking the culmination of a collecting project started by the Museum of London in the 1980s. The Museum in Docklands tells the story of London's river, port and people and the vital role played by London as a centre of trade over the past 2,000 years in a Grade 1 listed warehouse building from 1802 and first used in 1803 for the storage and handling of coffee, rum, molasses and sugar.

In 2003 the Museum of London also completed a new entrance to its London Wall site creating a dynamic and spectacular new approach to the Museum. The entrance now provides improved and easier access with a schools' reception area, a new shop, lifts and toilets. The project included the delivery of the Linbury Gallery, a large temporary exhibition space within which the Museum presented in Autumn 2003 'London in the 1920s', its first temporary exhibition in the new space.

Over the course of the year, the Museum of London Archaeology Service (MoLAS) provided expertise and services to the property sector on over 200 field and research projects, from consultancy and historic buildings surveys to excavation and research projects. A significant publication milestone was achieved with a further 8 MoLAS Monographs and 3 MoLAS Studies Series papers published, drawing on funds from the English Heritage commissions budget and from property developers. Popular books, including *Under Hackney* and *Lambeth Unearthed*, were produced for local societies.

The Museum's Specialist Services team developed an important skills project, providing conservation expertise to several museums. In addition to their commercial finds and conservation work, Specialist Services helped to prepare London's Roman amphitheatre for public display, and worked with Guildford Museum on a HLF-sponsored project on collections access. With a policy of adding public value to commercial projects, the archaeology teams contributed throughout the year to public programmes such as National Archaeology Days, the Thames 21 Adopt a River scheme and the Museum's displays such as the replica Roman water-lifting machine.

The London Archaeological Archive and Research Centre (LAARC) continued to set new standards for the curation, management and access to excavated archaeological material throughout the year, and continued to be regularly referred to as a model for the regional provision of archaeological curation in Britain and abroad.

In 2003 the Museum of London further developed its role as a lead partner in the London Museums Hub. Together with fellow hub members, the Horniman Museum, Geffrye Museum and London's Transport Museum, it began working to establish partnerships with museums across London on initiatives covering the full range of museum activities. Leadership of the London Museums Hub will place the Museum of London Group at the heart of museum development in London.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Government Grants	5	6.1	6.6	6.5	6.6
Corporation of London Grant	4.5	4.5	4.9	4.8	4.9
Other Operating Income	7.4	5.6	6.7	7.5	7.5
Other Income	2.4	2.2	1.1	0.8	0.8
Total Income	19.3	18.4	19.3	19.6	19.8
Operating Costs	16.8	14.7	17.3	17.7	17.7
Collections Purchases	0.1	0.1	0.1	0.1	0.1
Capital Expenditure	4.7	5.5	2.5	1	2.8
Total Expenditure	21.6	20.3	19.9	18.8	20.6

Museum of London

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Key Performance Indicators					
Total visitors	311,900	362,685	350,000	400,000	500,000
Child visitors	109,659	105,422	100,000	150,000	200,000
Number of website visits ¹	665,935	979,700	850,000	900,000	1,000,000
Number of children in educational programmes (thousands) ²	70,644	77,713	38,000	42,000	45,000
Number of C2DE visitors required to achieve an 8% increase on the 2002-03 baseline (thousands) ³	28,045	35,829	39,000	42,000	55,000
Number of loans to venues in England ⁴	108	101	114	90	90

¹Unique users from 2003-04

²This target was for all educational visitors prior to 2003-04

³This target was % of total visitors from C2DE socio-economic grouping prior to 2003-04

⁴This target was for loans in the UK and overseas prior to 2003-04

Personnel

Chairman		Mr Julian Malins QC	01.12.00 3yrs
Mr Rupert Hambro	24.09.98 expiring 06.04.06 (following a 5 year extension)	Mr Anthony Moss	01.12.01 3yrs
		Mrs Barbara Newman	01.12.03 3yrs
Governors		Ms Diane Henry Lepart	01.12.03 4yrs
Mr Adam Afriyie	26.07.01 3yrs	Dr Mark Patton	21.11.01 4yrs
Mr Kenneth Ayers	01.12.02 4yrs	Mr Patrick Roney	01.12.02 4yrs
Dr Alan Clinton	01.12.01 3yrs	Mr Ajab Singh	23.12.01 4yrs
Mr Greg Hutchings	01.12.02 4yrs	Mr Neville Walton	07.04.00 3yrs
Mr Tom Jackson	01.12.01 3yrs	Mrs Pippa Wickes	05.01.01 3yrs
Mrs Lesley Knox	03.12.02 4yrs	Mr Geoffrey Wilson	04.02.03 4yrs

From 01/12/02 all new terms will be for 4 years

Museum of Science & Industry in Manchester

The Museum of Science & Industry in Manchester illustrates the history of industrial and social development and scientific discovery in the Greater Manchester region, including its national and international significance.

Its principal aims are: to care for, preserve and add to its collections while encouraging the widest possible access; and generally to promote the public's enjoyment and understanding of science and technology.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid ¹	2.7	3.4	3.3	3.5	3.7
Other Operating Income	0.7	0.5	0.3	0.3	0.3
Trading Income	0.6	0.6	0.5	0.5	0.5
Other Income	0.7	1.0	1.3	1.3	1.5
Total Income	4.7	5.5	5.4	5.6	6.0
Operating Costs	4.1	4.4	4.1	4.4	4.3
Capital Expenditure	0.7	0.8	1.4	1.3	1.5
Total Expenditure	4.8	5.2	5.5	5.7	5.8

¹2002/3 income = Revenue GIA £3156k, Capital GIA £250k

2003/4 income includes additional £100k Capital received in year

2005/6 income includes additional £200k Capital received in year

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators					
Total visitors (thousands)	390	434	400	400	420
Child visitors (thousands)	191	189	200	240	252
Number of website visits (thousands) ¹	183	170	190	210	220
Number of children in educational programmes (thousands) ²	85	23	24	30	35
Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline (thousands)	N/a	144	155	168	180
Number of loans to venues in England ³	3	7	4	10	15

¹Unique users from 2003-04

²This target was for all educational visitors prior to 2003-04

³This target was for loans in the UK and overseas prior to 2003-04

Museum of Science & Industry in Manchester

Key Achievements in 2003

2003 saw visitor numbers again break all records reaching 478,442, (434,055 in the 2002-03 financial year, a rise of 11.5% over the previous year) on the back of free entry and the continued success of the year's special exhibitions programme, which included *Myths and Monsters* and *Predators*.

The main achievements and successes of the year have included:

- The launch in February of the Museum's Public Programmes Initiative, which includes a series of events and activities for all ages including science shows, costumed interpretation and theatre
- The creation of a new website
- The development of an outreach service to establish links with and to involve Manchester's communities in the work of the Museum.
- Further enhancements to existing galleries and displays, including:
 - The construction of a Planetarium
 - The restoration to full working order and installation in the Power Hall of the Galloway's pumping engine, part of Manchester's hydraulic power supply
 - The completion of the virtual parachute jump in the Air and Space Gallery. Visitors can experience a parachute drop whilst learning about the physics of mass, velocity and wind pressure
 - The planning and development of the Manchester Science Gallery, due to open on 1 April 2004.

Personnel

Chairman		Mrs Phillida Entwistle	20.12.02 3yrs
Prof. Laurie Wood	21.10.01 3yrs	Prof. T Hinchliffe	02.10.02 3yrs
		Mr David Johnston	08.12.03 3yrs
Acting Director and Accounting Officer		Mrs Margaret Kenyon	19.09.03 1yr
Mr Bob Scott	appointed 14.08.02 ¹	Ms Liz McLeod	08.12.00 3yrs
		Prof. Robin Marshall	18.11.03 3yrs
Trustees		Mr Michael Prior	19.09.03 3yrs
Mr David Benjamin	19.11.02 3yrs	Cllr Kath Robinson	02.10.02 3yrs
Mr Martin Brooks	14.05.03 3yrs	Mr Tony Strachan	02.07.02 3yrs (resigned 31.03.03)
Mr Stewart Brown	19.09.03 3yrs	Mr Gerry Yeung	18.10.01 3yrs
Mr Mike Dyble	25.09.02 3yrs		

¹Stands down on 31.03.04

National Endowment for Science, Technology and the Arts

The National Endowment for Science, Technology and the Arts (NESTA) aims to support and promote talent, innovation and creativity in these fields. It does this via three main funding programmes:

Fellowship – providing exceptional people with the time, space and resources to to pursue their creative goals, explore, experiment, follow a hunch, break new ground, and in every respect develop their talent and achieve their potential.

Invention and Innovation – helping individuals, micro-businesses and small teams to develop and protect their ideas for products, services, industrial processes and artistic ventures, and to commercialise them.

Education – helping develop and test innovative ideas and new thinking in teaching and learning, aiming to foster creative ability in science, technology and the arts, and also encourage public knowledge and appreciation of these fields.

Key Achievements in 2003

In the financial year 2002/2003 NESTA invested £16.5 million in a total of 135 projects and people. This includes Planet Science, NESTA Futurelab and other partnerships and competitions.

As well as direct funding, NESTA worked in partnership with key organisations to extend its reach to innovators across the UK. This included supporting the BBC Inventor of the Year Award, Medical Futures – funding inventors in the health sector – and the Novartis and the Daily Telegraph Visions of Science awards, which aimed to increase public understanding of and engagement with science. NESTA also published Barriers to Realising Ideas in the UK – research which is supporting its first issue campaign.

In February 2003 NESTA received £95 million from the National Lottery Distribution Fund, as authorised by the Department for Culture, Media and Sport, £50 million of which is an addition to its core endowment and £45 million is available as revenue funding over the next three years.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ millions					
Income	12.6	13.1	21.6 ¹	23.2 ¹	24.9 ¹
Programme Costs	12.4	16.5	19.7	21.1	22.6
Non-programme Costs	1.2	5.0 ²	1.8	1.9	1.9
Total Expenditure Costs	13.6	21.5	21.5	23.0	24.5

¹Includes revenue funding

²Includes a realised loss on investment of £3.7million

Trustee Name	Appointment Date	Length of Appointment
Chris Powell (Chairman)	31.1.0.03	4yrs
Lord David Puttnam Of Queensgate CBE (Chairman)	09.07.01	30.10.03 ¹
Yasmin Anwar	16.11.01	4yrs
Daniel Alexander	30.06.02	4yrs
Dr Yvonne Barnett	30.04.01	21.03.03 ¹
Professor Janice Kirkpatrick	05.08.01	3yrs
Katie Gramich	19.06.02	4yrs
Sue Hunter	30.06.02	30.10.03 ¹
Francois Matarasso	13.07.01	2yrs
Baroness Genista McIntosh of Hudnall	13.07.01	3yrs
Professor Nancy Rothwell	22.01.02	4yrs
Graham Ross Russell	26.11.01	4yrs
Dr Simon Singh MBE	19.06.02	4yrs
Derek Wanless	01.09.03	3yrs ²
Paul Daniel	04.07.01	3yrs
William Morris	28.01.04	4yrs
Tom Bentley	13.07.03	4yrs
Tracy Long	15.12.03	4yrs

¹Resigned early/retired

²Reappointed

National Gallery

The Gallery houses the nation's prime collection of European paintings from the 13th to the 19th century. It includes representative collections of the French, Italian, Dutch, Flemish, German and Spanish schools, together with some British works up to the mid-19th Century.

The Gallery's aim is to care for the Collection, to enhance it for future generations, primarily by acquisition, and to study it, while encouraging access to the pictures for the education and enjoyment of the widest possible public now and in the future.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid ¹	19.9	20.4	20.4	21.2	21.5
Other Operating Income	5.2	4.9	4.9	5.5	5.5
Other Income ³	5.3	3.4	28.0	14.6	2.0
Total Income²	30.4	28.7	53.3	41.3	29.0
Operating Costs	20.8	21.8	22.9	24.2	24.8
Collections Purchases	6.2	0.6	24.0	2.0	2.0
Capital Expenditure ³	4.0	4.9	5.4	15.6	2.5
Total Expenditure²	31.0	27.3	52.3	41.8	29.3

¹Class XI, Vote 1, Section A

²Income does not match expenditure each year as non-Grant-in-Aid income can be retained to fund future expenditure.

³Capital expenditure and related income includes East Wing Project, which is subject to funding.

The Gallery was awarded a grant of £11.5m from the Heritage Lottery Fund for the purchase of Raphael's Madonna of the Pinks during 2003/4. This income, together with substantial funds raised from other sources and the corresponding capital expenditure has been included in the figures above.

All figures are derived from the Gallery's unaudited Management Accounts for relevant year.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators					
Total visitors (millions)	4.9	4.1	4.3	4.2	4.5
Child visitors (millions)	0.461	0.372	0.370	0.370	0.425
Number of website visits (millions) ¹	2.1	3.045	3.3	2.5	2.75
Number of children in educational programmes (thousands) ²	108	91	93	90	110
Number of C2DE visitors required to achieve an 8% increase on the 2002-03 baseline (thousands) ²	-	367	396	375	405
Number of loans to venues in England ³	100	89	25	30	35

¹These figures are recorded by LiveStats and will be as accurate as possible given the widespread use of caching and proxy servers.

²The outturn figures given for these measures are estimated based on total visitor numbers and the latest demographic research, which was completed in February 2001.

³This target was for loans in the UK and overseas prior to 2003-04

National Gallery

Key Achievements in 2003

A diverse range of exhibitions was mounted, most notably the exhibition Titian, which attracted wide critical acclaim and was visited by over 250,000 people. Visitor numbers for 2003 rose by 6% on the previous year. The Gallery has continued to promote access through TV and multimedia activities and this year has worked in collaboration with Hewlett Packard on their extensive worldwide advertising campaign featuring the Gallery. The education and outreach programmes within the Gallery have continued to expand, including a DCMS funded project to extend the Take Art project to schools and hospitals schools in the Bristol and Newcastle areas, in conjunction with the touring exhibition Paradise. Funds have been raised and work has begun on the first stage of the East Wing Project, to enhance visitor services and provide access directly from the newly pedestrianised Trafalgar Square through the East door.

Personnel

Chairman		Mr Mark Getty	06.09.99 5yrs
Mr Peter Scott	11.08.99 5yrs	Mr John Lessore	10.02.03 4yrs
		Mr Ranjit Sondhi	04.02.00 5yrs
Director		Mr Simon Burke	21.02.03 4yrs
Mr Charles Saumarez Smith		Professor Julia Higgins	06.04.01 5yrs
		Sir Colin Southgate ²	25.03.03 2yrs
Trustees		Mr Donald Moore	05.07.01 5yrs
Professor Dawn Ades ¹	01.08.98 7yrs	Lady Hopkins ³	30.09.03 2yrs
Sir John Kerr	01.03.02 4yrs	Dr David Landau ⁴	06.11.01 2yrs
Mr Jon Snow	01.04.99 5yrs	Lady Normanby	02.02.04 4yrs
Mr James Fenton	15.11.02 4yrs		

¹Tate Gallery Liaison Trustee

²Reappointment. First appointed 25.03.98

³Reappointment. First appointed 30.09.98

⁴Reappointment. First appointed 06.11.96. Term expired 05.11.03

National Heritage Memorial Fund (NHMF)

The National Heritage Memorial Fund's (NHMF's) aim is to defend the most outstanding parts of our national heritage. They do this by providing grants (and sometimes loans) to organisations based in the United Kingdom – mainly so that they can buy land, buildings, works of art and other objects of outstanding interest and of importance to the national heritage. These must be at risk or have a memorial character. The NHMF is also responsible for the distribution of the heritage share of the proceeds from the National Lottery (see HLF table for details of performance).

Resources £ million	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Grant-in-Aid ¹	5.0	5.0	5.0	5.0	5.0
Other Income ²	0.4	-1.6	0.1	0.3	0.3
Total Income	5.4	3.4	5.1	5.3	5.3

¹Class XI, Vote 1: Section F

²Other income comprises donations, bank interest received, net profit on disposal of current asset investments, dividends and interest received on current asset investments, and tax reclaimed on dividends received on fixed asset investments. Current asset investments are managed by the Debt Management Office. In addition, in 2002-03 and 2003-04, additional grant-in-aid was received to cover the cost of transferring pension liabilities into the civil service scheme.

Key Performance Indicators

The grant-in-aid to the NHMF remained at £5 million, the minimum amount the Trustees believe is necessary to sustain the work of the NHMF. New, improved guidance, incorporating an application form was introduced to ensure a consistent approach to assessing applications. The Board continues to set objectives of careful investment management and restricting increases in administration costs. All the objectives were met.

Key Achievements in 2003

Three awards were made in the year. The most significant was £17,425,000 to the National Trust for Tyntesfield. The other awards were £471,500 to the National Museum of Photography, Film and Television in Bradford for photographic artefacts of Lewis Carroll and £180,000 to the British Museum for the Milton Keynes "Pot of Gold".

Payments were made to 10 different heritage projects during the year. In addition to the three awards mentioned above, sums were given to the following awards made in previous years:

- Shackleton expedition manuscripts
- Thornham Parva retable restoration
- HMS Cavalier at Chatham
- Imperial War Museum Cabinet War Rooms
- Sergeant-Major Carter Victoria Cross group
- Hereford Cathedral chancel screen
- Foundling Museum endowment

Personnel

Chairman		Mr Mike Phillips	01.01.02 2yrs
Ms Liz Forgan	01.04.01 3yrs	Professor Christopher Baines	13.07.01 3yrs
		Mr Nicholas Dodd	10.09.03 3yrs
Director		Mr James Wright	01.11.03 3yrs
Mrs Carole Souter		Mr Derek Langslow	18.02.02 3yrs
		Ms Madhu Anjali	25.07.02 3yrs
Trustees		Ms Catherine Graham-Harrison	20.08.02 3yrs
Mrs Primrose Wilson (NI trustee)	07.04.03 3yrs	Sir Angus Grossart (Scottish trustee)	01.03.02 3yrs
Miss Susan Palmer	29.01.01 3yrs	Professor Tom Pritchard (Welsh trustee)	23.04.02 3yrs
Earl of Dalkeith	18.06.03 3yrs	Mr Mike Emmerich	29.07.03 3yrs
Mr Giles Waterfield	10.09.03 3yrs		

The National Lottery Commission

The National Lottery Commission (NLC) is the statutory body created under the National Lottery Act 1998, which is responsible for licensing and regulating the National Lottery.

The principal duties of the NLC are to ensure that the National Lottery is run and promoted with all due propriety, that the interests of participants in the Lottery are protected, and, subject to these duties, that it does its best to ensure that the proceeds of the National Lottery are as great as possible.

Main Activities During 2003

The Commission considered and approved licence applications from Camelot for the launch of the new daily game, Daily Play, and the launch of Interactive Instant Win Games, a suite of scratchcard games available on the Internet. The Commission has also been carefully considering Camelot's licence application for a European game. The game, EuroMillions, is due to launch in 2004.

The Commission continued to contribute to the Review of Lottery Licensing and Regulation and the development of the Gambling Bill. It also worked closely with the Department, Camelot and the distribution bodies in the creation of a National Lottery Promotions Unit and advised the Department on the potential income that might be raised, through dedicated National Lottery games, to support the possible staging of the Olympic and Paralympic Games in London in 2012.

The Commission developed the longstanding licensing arrangements for scratchcards by establishing a 'class licence', which permits standard scratchcards to be launched without the need for each individual one to have specific approval. The games must conform to a code of practice. This empowers the operator to respond more quickly to the market for these products.

The Commission reviewed its 'regulatory model' and also considered this with Camelot. The work was helpful in moving towards class licence arrangements and in considering its future role.

As well as monitoring the commitments of Camelot and GTECH, the Commission has continued to monitor a range of other functions vital to the integrity of the Lottery. These include monitoring the draw, payments to prize winners, funds to the National Lottery Distribution Fund and security. It has also been carried out over 300 retailer visits across the country. The Commission carried out a significant number of vetting checks to ensure that those involved with the Lottery could be deemed 'fit and proper' for their roles.

In January the Commission published research into players' attitudes and patterns of spending on the National Lottery, helping to inform its protection of players' interests. It fined Camelot for failing to introduce a subscription service on time, and introduced new performance standards for Camelot in relation to paying prizes, and taking calls from players.

The Commission completed a comprehensive pay and grading review following a full review of its organisational structure. The organisation is now divided into four directorates, with new directorate for Performance and Communications. The review has helped to reduce staff turnover and improve morale. The Commission has also achieved Investors in People status.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Income	0.1	-	-	-	-
Expenditure	3.076	3.324	3.754	4.063	4.568

	2001/02 Outturn	2002-03 Outturn	2003-04 Plans	2004-05 Plans	2005-06 Plans
Key Performance Indicators					
Responding to correspondence	100%	99%	95%	95%	95%
Payment of undisputed invoices	98%	97 %	97.5%	97.5%	97.5%
Total number of days of staff sickness absence	365 ¹	6	9.8	9.8	9.8

¹218 days are attributed to 1 person's long-term absence)

The figures for the years 2002-03 and forward are expressed as an average number of days per member of staff and exclude long-term sickness.

The National Lottery Commission

Personnel

Chairman ¹		Members	
Moira Black	from 16.10.03	Timothy Hornsby	26.03.04 4yrs
Brian Pomeroy	16.10.02-15.10.03	Brian Pomeroy	26.03.04 4yrs
		Harriet Spicer	01.04.03 2yrs (re-appointed)
		Jo Valentine	17.09.02 3yrs
Chief Executive			
Mark Harris		Salary of Chairman	£34,610
		Salary of members	£6,685 pa

¹The Commissioners appoint their own Chairman. Under the terms of the National Lottery Act 1998 the Chairman cannot serve more than one year at a time, and must then relinquish the Chairmanship for at least as long as the time for which he/she was Chairman.

The National Lottery Commission took over the statutory duties of regulating the National Lottery previously carried out by the Office of the National Lottery (OFLOT) on 1 April 1999. OFLOT was a Non-Ministerial Government Department.

NLC entry in the Administration Costs of Larger DCMS NDPBs

£ million	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
National Lottery Commission ¹	-	-	-	-		5.0	3.7	3.4	3.7	3.8

¹The National Lottery Commission took over the statutory duties of regulating the National Lottery previously carried out by the Office of the National Lottery (OFLOT) on 1 April 1999. OFLOT was a Non-Ministerial Government Department.

The National Maritime Museum

The Museum illustrates for everyone the importance of the sea, ships, time and the stars and their relationship with people. To achieve this mission, the Museum (incorporating the Royal Observatory and the Queen's House) at its historic site in Greenwich, works to safeguard and enhance the value of its pre-eminent assets: its collections, its expertise and its buildings. The Museum's objectives are to spread the benefits of those assets by: maximising access and inspiration for all its users; satisfying its stakeholders, locally, nationally and internationally; effective organisation and sound financial management (in line with DCMS objectives).

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid ¹	12.6	13.7	13.9	15.5	14.8
Other Operating income	1.9	1.8	1.7	1.2	1.2
Trading Company Income	1.0	1.0	1.2	1.3	1.4
Other Income	1.7	2.4	1.1	4.0	6.8
Total Income	17.2	18.9	17.9	22.0	24.2
Operating Costs	16.0	17.7	17.6	16.6	16.6
Collections Purchases	0.7	1.8	0.2	0.1	0.2
Capital Expenditure	0.8	1.7	0.6	5.9	9.3
Total Expenditure²	17.5	21.2	18.4³	22.6³	26.1³

¹Class XI, Vote 1: Section A

²Income does not match expenditure each year as non-Grant-in-Aid income can be retained to fund future expenditure

³Implications of this projected deficit will be handled by the Museum plan.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators					
Total visitors (millions)	1.005	1.208	1.300	1.150	1.350
Child visitors (thousands)	331	276	275	285	300
Website visits (millions)	2.071	2.628	3.000	3.100	3.200
Children in educational programmes (thousands)	45.1	37.1	42.0	45.0	50.0 ³
C2DE visitors required to achieve an 8% increase on the 2002-03 baseline by 2005-06 (thousands) ¹	17%	205	175	173	189
Loans to England Venues ²	79 (UK)	84 (UK)	60	70	80

¹This target was the percentage of visitors from C2DE socio-economic grouping prior to 2003-4

²This target was for loans in the UK and overseas prior to 2003-4

³Dependent upon the Royal Observatory Greenwich *Time and Space* Project

The National Maritime Museum

Key Achievements in 2003

Achieving over 1.3 million visits to the Museum's sites with visitor satisfaction remaining high, and receiving over 3 million virtual visits. Exhibitions included the critically acclaimed and popular *Elizabeth*, opened by H.M. The Queen and *The Beagle Voyages: from Earth to Mars*.

Acquisitions included the letters of Lady Nelson and relics from Bligh's epic voyage in a small-boat after the *Bounty* mutiny.

Three substantial specialist conferences were held, 98 research papers were given by staff and numerous publications, including nine books and 56 specialist articles appeared. The Museum's New Opportunities Fund project "Port Cities" launched its Web content; the Museum's website received two awards for accessibility.

Science Week and Black History month were part of educational programmes, including the successful *Leading Lives* programme on Leadership, which reached some 125,000 learners.

The Museum received re-accreditation of its Investor in People standard and HLF support for its innovative *Time and Space* project.

Personnel

Chairman		Ian Dahl	11.09.01 to 10.09.03
Sir David Hardy	06.10.00 5yrs	Ray Miles	16.04.02 4yrs
		Patricia Rothman	20.08.99 5yrs
Director		Joe Abrams OBE	20.08.99 5yrs
Roy Clare		Professor Jocelyn Bell Burnell CBE	06.12.00 5yrs
		Dr M C Faulkes	06.12.00 5yrs
Trustees		Professor William Ritchie OBE	06.12.00 5yrs
John Brookes	04.04.00 to 03.04.03	Professor Martin Daunton	14.02.02 4yrs
HRH The Duke of York KCVO ADC	15.06.00 5yrs	Penny Haire	15.11.02 4yrs
Admiral Sir Julian Oswald GCB	06.10.00 5yrs	Councillor Jagir Sekhon OBE	15.11.02 4yrs
Libby Purves OBE	15.06.00 4yrs	Nigel Macdonald	11.03.03 4yrs
Victor Benjamin	12.09.01 5yrs	Jan Kopernicki	24.11.03 4yrs

Further information is available from The National Maritime Museum, Greenwich, London SE10 9NF Website: www.nmm.ac.uk

National Museums Liverpool (formally National Museums & Galleries on Merseyside)

Includes the Walker, the Liverpool Museum, the Merseyside Maritime Museum, the Museum of Liverpool Life, the Lady Lever Art Gallery, Sudley House, the Conservation Centre and HM Customs & Excise National Museum. NML aims to use its collections and other assets to provide the widest possible educational benefit (in line with DCMS objectives 2, 3, 4 and 6).

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid ¹	15.5	16.6	17.3	17.3	17.7
Other Operating Income ²	2.3	1.1	0.8	1.0	1.1
Trading Company Income	0.1	0.1	0.1	0.1	0.2
Other Income	7.9	7.6	4.4	5.6	1.4
Total Income²	25.8	25.4	22.6	24.0	20.4
Operating Costs (excluding depreciation)	14.6	15.9	17.1	18.1	19.1
Collections Purchases	0.2	0.0	0.2	0.2	0.3
Capital Expenditure ³	10.0	6.9	6.5	6.6	0.7
Total Expenditure⁴	24.8	22.8	23.8	24.9	20.1

¹Class XI, Vote 1, Section A

²Profit-making activities were transferred to a trading company in 1992-93

³Capital expenditure excludes any Lottery bid aspirations but includes any sums set aside in anticipation of success or applied for developmental purposes.

⁴Income does not match expenditure each year as non-Grant-in-Aid income can be retained to fund future expenditure.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators (core targets)					
Visits (millions) ¹	0.82	1.24	1.50	1.40	1.50
Number of children visitors (millions)	0.22	0.36	0.50	0.55	0.60
No of venues in England to which objects from the collection are loaned	-	70	86	75	80
No of C2DE visitors required to achieve an 8% increase by 2005-06 on 2002-03 baseline (millions)	-	0.45	0.45	0.45	0.46
Number of children in organised educational programmes both on-site and outreach (thousands)	-	72	113	90	100
website pages supplied to users (millions) ²	1.25	3.34	2.40	2.70	3.00

¹Attendances affected by Into the Future building works during period 1999-2003.

²Basis of web count will alter from 2003-04 out-turn following change of service provider, so later figures are illustrative only.

National Museums Liverpool (formally National Museums & Galleries on Merseyside)

Key Achievements in 2003

The introduction of free admission to all our venues from 2001 together with a revitalised exhibitions and events programme have contributed to achieving a year-on-year increase in visits that has met our milestone target a year ahead of time, with the Museum of Liverpool Life performing particularly well. The success of our community outreach programmes, many supported through external funding, has continued and earmarked GiA will now help towards their consolidation as core business. Our major development scheme Into the Future, supported by HLF and ERDF, continued at Liverpool Museum with the commencement of the fit-out works, also encompassing the new Craft & Design gallery at the Walker. At the Maritime Museum, a new special exhibitions gallery was opened with the Spirit of the Blitz show, which heralded an upsurge in visits. Dedicated Grant-in-Aid provision has enabled us to continue to address a backlog of remedial and improvement works to the fabric of our estate, including the partial re-roofing of the Walker and repairs to the Maritime dock walls and gates. Among a number of significant regional partnership initiatives, the Trustees have continued their negotiations towards the possible incorporation within the proposed 4th Grace development at Liverpool Pier Head of a new Museum of Liverpool of international importance.

Personnel

Chairman		Mr G Barrie Marsh	01.04.02 4yrs
Mr David McDonnell	01.04.00 5yrs	Mr Loyd Grossman OBE	21.07.03 4yrs
		Professor Margaret MacKeith CBE	01.02.00 5yrs
Director		Mrs Alexis Redmond	24.07.03 4yrs
Mr David Fleming OBE		Professor Sarah Palmer	01.02.00 5yrs
		Mrs Eva Wisemark	21.01.02 4yrs
Trustees		Dr Janet Kear OBE	01.04.02 4yrs
The Earl of Derby	01.04.01 5yrs	Sir Neil Cossons OBE	14.05.02 4yrs
Cllr Frank Doran	20.04.02 4yrs	Mrs Gillian Reynolds MBE	20.07.01 5yrs
Mr Alan Waterworth	01.04.99 5yrs	Professor Chris Green	01.04.01 5yrs
The Viscountess Mersey	01.04.01 5yrs	Professor Gordon McGregor Reid	01.02.01 5yrs
Professor John Tam OBE	01.04.01 5yrs	Mr Bryan Gray	29.01.04 4yrs

National Museum of Science & Industry

Incorporates the Science Museum, the National Railway Museum (NRM) at York, the National Museum of Photography, Film & Television (NMPFT) at Bradford and Wroughton in Wiltshire.

The new vision for the NMSI is focused on engaging the public in dialogues about the past, present and future of human ingenuity, with an audience focus driving everything the Museum does. By offering innovative and inspiring experiences that fully exploit the strength of its unique collections, NMSI seeks both to engage visitors with the past and to stimulate dialogue on issues in science and technology, transport and the visual media, which affect the present and future fabric of society.

	2001-02 Outturn	2002-03 Outturn ⁵	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid ^{1,3}	28.0	33.3	36.5	35.0	35.3
Invest to Save Funds	-	0.8	0.6	-	-
Other Operating Income	2.4	-	-	-	-
Trading Company Income	2.4	1.5	1.4	1.5	2.0
Other Income	6.4	12.9	15.3	12.0	12.0
Total Income²	39.2	48.5	53.8	48.5	49.3
Operating Costs ^{3,4}	31.1	35.4	41.4	41.6	42.2
Collections Purchases	0.1	0	0.1	0.1	0.1
Capital Expenditure	5.0	10.8	11.2	8.0	6.0
Total Expenditure²	36.2	46.2	52.7	49.7	48.3

¹Class XI, Vote 1, Section A

²Income does not match expenditure each year. Non-Grant-in-Aid income may be earlier or later than expenditure funded. Capital expenditure includes trading activity funded over future income streams.

³Income and Expenditure are increased by grant to the National Coal Mining Museum of England (NCMME) of: 2000-01 £1.2m; 2001-02 £1.3m; 2002-03 £2.1m; 2003-04 £2.4m; 2004-05 £2.4m; 2005-06 £2.4m. From 2003-04 onwards they are also increased by a grant of £0.125m p.a. to the Type Museum.

⁴Depreciation is excluded (2000-01 outturn has been restated to reflect this).

⁵The transfer of the Science Museum site and NMPFT land of £96.9m has been excluded.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators					
Total visitors (millions)	3.11	4.32	3.79	3.93	3.96
Child visitors (millions)	1.23	1.49	1.43	1.51	1.53
Number of website visits (millions) ¹	2.7	4.7	4.6	4.9	5.6
Number of children in educational programmes (thousands) ²	625	594	278	292	302
Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline (thousands) ³	N/a	N/a	1056	870	900
Number of loans to venues in England ⁴	245	259	243	159	165

¹Unique users from 2003-04

²This target was for all educational visitors prior to 2003-04

³This target was introduced from 2003 onwards

⁴This target was for loans in the UK and overseas prior to 2003-04

National Museum of Science & Industry

Key Achievements in 2003

The Dana Centre opened at the Science Museum in November with a programme of events for young adults created by the Science Museum, the British Association for the Advancement of Science and the European Dana Alliance for the Brain. Science Museum exhibitions included *Titanic: The Artefact Exhibition*, presenting more than 200 objects recovered from the debris field of the wreck; *Exclusive! Tales from the tabloid front line*, celebrating 100 years of the Daily Mirror; the 'blockbuster' exhibition *Lord of the Rings*, and, in the Wellcome Exhibition Galleries, *Treat Yourself: Health consumers in a medical age*.

In an innovative partnership that radically extends the Museum's education agenda, the Yorkshire Rail Academy was established at the National Railway Museum in September. Developed jointly by York College and the NRM, with funding from Yorkshire Forward (RDA) and the Learning and Skills Council, it is the prime education and training centre for the rail industry in the Yorkshire and Humber Region. At the NRM, Queen Victoria's favourite railway carriage went back on display after extensive conservation, 103 years after she last used it. The 1829 Rainhill Trials, held to find the best locomotive for the Liverpool & Manchester Railway and won by Stephenson's Rocket, were re-enacted in partnership with the BBC and, again won by Rocket. Exhibitions at NRM included *Along Artistic Lines*, celebrating 200 years of railway artists while new online exhibitions included *The life and works of John Cooke Bourne* and the first Institute of Railway Studies online exhibition, *Railway Heraldry*.

NMPFT launched **gallerytwo**, a new gallery created in response to an overwhelming demand for more photography, with the exhibition, *A Matter of Focus: The art of photography 1892 – 1917*, about the Linked Ring Brotherhood, a group of 19th Century photographers who worked to establish photography as a serious art form. Other highlights of the exhibition programme included *Genus*, an exhibition by NMPFT's 2003 Fellows, Dalziel and Scullion; *Julia Margaret Cameron: 19th Century Photographer of Genius*, and *Fabula*, an exhibition giving a playful view of documentary images.

Personnel

Chairman		Professor Rod Smith	23.04.02 4yrs
The Rt Hon Lord Waldegrave of North Hill	01.07.02 4yrs	Mr Richard Haythornthwaite	06.06.02 4yrs
		Dame Bridget Ogilvie	05.03.97 5yrs (extended by 1yr, retired 04.03.03)
Director		Dr Nathan Myhrvold	22.07.98 5yrs (retired 21.07.03)
Dr Lindsay Sharp		Professor Michael Richards MD	05.08.98 5yrs (retired 4.08.03)
		Professor Ann Dowling CBE	25.08.99 5yrs
Trustees		Dr Simon Singh MBE	12.07.02 4yrs
Mr Greg Dyke	03.10.00 5yrs	Dr Douglas Gurr	06.06.03 4yrs
Dr Anne Grocock	08.03.01 5yrs	Sir William Wells	06.06.03 4yrs
Baroness Greenfield CBE	22.07.98 5yrs (retired 21.07.03)	Professor Sir Martin Rees FRS	06.06.03 4yrs
Lord Puttnam of Queensgate CBE	12.09.01 5yrs (retired 31.10.03)	Professor Kathy Sykes	10.10.03 4yrs
Mr David Rayner CBE	28.01.02 4yrs	Dr Maggie Semple OBE	10.10.03 4yrs
Mr Martin G Smith	25.08.99 5yrs	Mr Michael Wilson	13.02.04 4yrs

The Annual Report is available from National Museum of Science & Industry, South Kensington, London SW7 2DD Website: <http://www.nmsi.ac.uk>

National Portrait Gallery

The National Portrait Gallery houses the collection of portraits in various media of eminent persons in British History. The Gallery aims: to promote, through the medium of portraits, the appreciation and understanding of the men and women who have made and are making British history and culture; and to promote the appreciation and understanding of portraiture in all media.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid	5.5	5.7	5.7	6.1	6.2
Other Operating Income	4.9	4.9	4.4	4.7	5.2
Other Income	0.7	1.6	0.7	0.0	0.0
Total Income	11.1	12.2	10.8	10.8	11.4
Operating Costs	8.5	9.9	10.1	10.9	10.9
Collections Purchases	0.8	1.0	0.7	0.3	0.3
Capital Expenditure	0.2	1.3	0.6	0.3	0.0
Total Expenditure	9.5	12.2	11.4	11.5	11.2

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators					
Total visitors (millions)	1.480	1.320	1.275	1.325	1.375
Child visitors (thousands)	052.1	066.2	055.5	056.5	057.5
Website visits (unique users) (millions)	1.121	1.374	1.900	2.175	2.700
Children in educational programmes (thousands)	22.5	26.6	26.5	27.0	29.0
C2DE visitors required to achieve an 8% increase on the 2002-03 baseline by 2005-06 (thousands) ¹	4.5%	5.6%	80.0	60.0	62.0
Loans to venues in England ²	77 (UK)	93 (UK)	90	90	95

¹This target was the percentage of visitors from C2DE socio-economic grouping prior to 2003-04

²This target was for loans in the UK and overseas prior to 2003-04

Key Achievements in 2003

2003 was a year in which audiences continued to be extended, and a number of projects were completed: most notably the refurbishment of Bodelyddan Castle and the Regency display in the Weldon galleries.

The most important acquisition was William Parry's portrait of Omai, Joseph Banks and Daniel Solander, a joint purchase with Whitby and Cardiff.

The Julia Margaret Cameron and Below Stairs exhibitions were well attended and widely admired, and the Schweppes photographic portrait prize now complements the BP portrait painting award.

New regional education work and displays were undertaken under the Strategic Commissioning scheme, including excellent work in Somerset, Yorkshire, the Lake District and Sunderland.

Personnel

Chairman			
Sir David Scholey CBE	15.09.02	3yrs	Professor Ludmilla Jordanova 07.12.00 5yrs
			Sir Max Hastings 03.05.00 5yrs
			Sir Christopher Ondaatje CBE OC 19.12.01 4yrs
Director			
Mr Sandy Nairne from	05.11.02		Ms Sara Selwood 21.05.02 4yrs
			Mr Tom Phillips CBE RA 27.02.02 4yrs
			Professor Robert Boucher, CBE, FEng 20.06.03 4yrs
			Ms Amelia Fawcett CBE 20.06.03 4yrs
Trustees			
Ms Flora Fraser	15.10.99	5yrs	Professor Phillip King CBE PRA ex-officio
Baroness Willoughby de Eresby DL	04.06.99	5yrs	The Rt Hon Robin Cook MP ex-officio ¹
Sir John Weston KCMG	15.10.99	5yrs	The Rt Hon Dr John Reid ex-officio ²
Ms Alexandra Shulman	15.10.99	5yrs	The Rt Hon Lord Williams of Mostyn ex-officio ³
Professor the Earl Russell FBA	23.06.00	5yrs	The Rt Hon Baroness Amos ex-officio
Professor David Cannadine FBA FRSL	07.12.00	5yrs	

¹Until 17.03.03

²Until 13.06.03

³Until 20.09.03 – deceased

Natural History Museum

The Natural History Museum houses over 70 million specimens of animals, plants, fossils, rocks and minerals. These national collections underpin the valuable research the Museum carries out that benefits the environmental, medical and agricultural sciences. It also includes the Walter Rothschild Zoological Museum at Tring.

The Museum's aim is to maintain and develop its collections and use them to promote the discovery, understanding, responsible use and enjoyment of the natural world.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid	32.4	38.1	39.6	39.6	40.1
Other Operating Income	3.0	-	-	-	-
Trading Company Income	2.8	2.7	2.6	3.5	4.0
Other Income	3.7	1.0	1.9	2.0	1.2
Total Income	41.9	41.8	44.1	45.1	45.3
Operating Costs	35.4	35.5	38.3	38.2	39.8
Collections Purchases	0.1	0.1	0.1	0.1	0.1
Capital Expenditure	3.5	6.9	5.6	6.6	5.4
Total Expenditure	39.0	42.5	44.0	44.9	45.3

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators					
Number of total visitors (millions)	2.1	2.9	2.8	2.85	2.85
Number of child visitors (thousands)	691	915	920	930	930
Number of website visits (millions)	4.7	6.2	4.5	4.6	4.7
Number of learners in offsite and onsite educational programmes (children only from 2003-04) (thousands)	508	530	400	400	400
Number of C2, D and E visitors in order to achieve an 8% increase on the 2002-03 baseline (450,000) (thousands)	N/a	N/a	450	472	484
Number of UK and overseas loan venues (England only from 2003-04)	2,264	2,610	61	50	50

Natural History Museum

Key Achievements in 2003

During 2003 the Museum continued to build on the success of Phase One of the Darwin Centre which was opened to the public in late 2002. This is the most substantial and significant development since the opening of the Waterhouse Building itself in 1881 and it provides high quality accommodation for 22 million zoology specimens and for those who study and curate them. In addition visitors can now get closer to the collections and the scientists who work with them via the public programme for Phase One which includes tours, presentations, video links and webcasting.

The Museum continued to attract a high number and a diverse range of visitors, supported by the permanent exhibitions, and a lively and diverse temporary special exhibitions and events programme. Total visitors to South Kensington and Tring amounted to 2.9m as the Museum embraced the first full year of free admission. This is an uplift of 71% on 2000-01 which was the last full year of entry charges. The main special exhibition was T Rex the Killer Question. Other exhibitions included the BG Wildlife Photographer of the Year, and Earth from the Air, which attracted an evening audience to the Museum's gardens.

The importance and quality of the Museum's scientific work was recognised by the House of Lords Select committee for Science and Technology which published the results of its inquiry into the state of systematics – the science of naming, describing and classifying life on Earth. Achievements include:

- Designation of the Museum by the Government as the UK's national focal point for the Global Taxonomic Initiative which aims to address the shortage of taxonomic information and skills
- Launch of two significant EU-funded projects in which the Museum is a lead partner: EuroCat (the biodiversity resource and e-science gateway) to create a taxonomic checklist of all plant and animal species occurring in Europe; and ENBI (the European Network for Biodiversity Information) to manage biodiversity information on a Europe-wide basis
- Awarded £332k by the Wellcome Trust for phylogeographical studies of the Asian schistosomes and their hosts
- Funded by a Darwin Initiative Grant, Museum scientists commenced a project assisting the Belize Government to develop a strategy for conserving the xate palms in the Chiquibul Forest
- 142 PhD students supervised in collaboration with university partners, and 31 postgraduate students completed the MSc course run jointly with Imperial College
- 535 peer reviewed papers were published
- Approximately 8,900 visiting scientists were welcomed, including those visiting under the arrangement for EU Large Scale Facility for systematic science (Sys-resource).

Personnel

Chairman		Sir Richard Sykes FRS	01.01.01 5yrs
Professor Sir Keith O'Nions FRS	22.11.00 5yrs	Mr Oliver Stocken	06.02.04 4yrs
		Prof. Christopher Leaver, CBE, FRS, FRSE	01.03.02 4yrs
Director		Prof. Dame Anne McLaren, DBE, FRS, FRCOG	01.01.99 4yrs
Sir Neil Chalmers		Lord Palumbo	01.01.00 4yrs
		Dame Judith Mayhew DBE	01.05.02 4yrs
Trustees		Professor Michael Hassell CBE, FRS	06.02.04 4yrs
Professor Linda Partridge CBE, FRS, FRSE	01.04.99 5yrs	Professor Jacquie McGlade	01.01.02 4yrs
Ms Jana Bennett OBE	12.02.99 5yrs (retired 11.02.04)	Professor Diane Edwards	07.02.03 4yrs

The Annual Report is available from Natural History Museum, Cromwell Road, London, SW7 5BD Website: <http://www.nhm.ac.uk>

New Opportunities Fund

The New Opportunities Fund is responsible for distributing Lottery grants for health, education and environment initiatives, with a particular focus on the needs of those who are disadvantaged in society.

Resources £ million	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Grants Made	639.0	618.8	489.7	293.6	184.2
Grants Paid	213.2	347.1	557.5	575.4	536.6
Running Costs	25.2	28.8	39.0	38.0 ¹	38.0 ¹

¹The New Opportunities Fund and the Community Fund are working together to create a single new Lottery distributor. The intention is that the two organisations will form a joint interim body in April/May 2004. Until Parliament passes the necessary legislation both bodies remain as legal entities. The figures above represent the New Opportunities Fund's share of running costs.

Key Achievements

By 31 March 2003 NOF had made grant offers valued at over £2 billion of the £3.1 billion available for distribution on a range of initiatives, including: £300m on a national network of Healthy Living Centres; £450m on out of school hours learning and childcare, creating 900,000 childcare places for children and out of school clubs in 12,000 schools; £150 million to projects that promote cancer prevention; and £750.75m on PE and sport facilities in schools.

Board Members and Senior Management

Chair		Professor Eric Bolton CB	03.07.98
The Baroness Pitkeathley OBE	03.07.98	Professor Siân Griffiths OBE	03.09.98
		Mr Dugald Mackie	20.07.98
Chief Executive		Professor Allan Patmore CBE	03.07.98
Mr Stephen Dunmore, England Board Representative		Mr David Carrington	01.11.01
Ms Jill Barrow, Scotland Board Representative	03.07.98	Ms Barbara Stephens OBE	19.09.01
Mr David Campbell CBE, Wales Board Representative	20.07.98	Mr Geoff Thompson MBE	02.11.01
Mr Tom Davies, Northern Ireland Board Representative	20.07.00	Ms Polly Hudson	01.01.02
Professor Breidge Gadd CBE, General Board Members	01.05.01		

Public Lending Right

The Public Lending Right (PLR) Scheme provides for registered authors to receive payments in proportion to the number of times their books are lent from public libraries.

PLR helps DCMS achieve its wider aims for the sector through the financial and moral support it provides to authors. Under the scheme every author whose books are read in public libraries has an opportunity to develop their talents further and achieve excellence in their work. This turn ensures the continued flow of new literature to libraries and underpins the library community's efforts to attract new readers and broaden access.

Resources £ million	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Grant-in-Aid ¹	5.2	7.0	7.2	7.38	7.4
Other is negligible for all years.					

¹class XI, Vote 1: Section B

Paybill Costs (£ thousands)	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
	353,000	398,000	436,000 ¹	451,000 ¹	488,000 ¹	500,000 ¹

¹includes provision for additional pension costs

Key Performance Indicators	Outturn Target					
PLR operating Costs ² - Office computer (£ thousands)	279 (297)	337 (331)	426	408	375	358
Money to distribute (£ thousands)	4,477 (4,438)	4,505 (4,483)	6,195 (6,184)	6,414	6,569	6,588
Rate per loan	2.49p (2.29)	2.67p (2.49)	4.21p (3.68p)	4.85p	4.97p	4.99p
Registered authors	30,127 (31,386)	30,993 (31,827)	32,339 (32,293)	33,659	35,000	36,393

²excluding paybill costs from 2000-01

Key Achievements in 2002

The Rate per Loan, on which payments to authors are calculated, increased from 4.21 pence to 4.85 pence, the highest in PLR's history. Over 18,700 authors qualified for payment; of these, a record 280 achieved the maximum payment of £6,000 (a 12% increase on the previous year). From August 2003 authors have been able to register their books using PLR's newly developed online facilities.

Personnel

Registrar

Dr James Parker 01.08.91 (5yrs appointment renewed 01.08.01) F/T

The Annual Report is available from Public Lending Right, Richard House, Sorbonne Close, Stockton on Tees TS17 6DA Website: www.plr.uk.com

Radio Authority

The Radio Authority was, until 29 December 2003, the statutory body created under the Broadcasting Act 1990 to license and regulate all independent radio services. Under the terms of the Broadcasting Act 1990 and 1996, the Authority was charged with ensuring that a wide range of independent radio services was available which, taken as a whole, was of high quality and offered a variety of programmes calculated to appeal to different tastes and interests, and that there was fair and effective competition in the provision of such services.

Ofcom

As a consequence of the Communications Act 2003, the Radio Authority laid down its responsibilities for licensing and regulating independent radio on 29 December 2003. From that date, Ofcom inherited the duties of the five existing communications regulators. The Radio Authority, together with the four other communications regulators (Broadcasting Standards Commission, ITC, Oftel and the Radiocommunications Agency), had undertaken extensive preparatory work towards the formation of the new communications regulator, Ofcom, during 2003.

Main Activities

As at 29 December 2003, the Authority had in issue 3 national analogue licences, one national digital multiplex licence, 272 local analogue licences, 46 local digital multiplex licences, one analogue additional service licence, and 19 digital additional service licences. By the end of November, 493 short-term licences had been issued, and 124 long-term restricted service licences were in operation. The Authority also had 98 satellite licences and 12 cable licences in force towards the end of the year.

New Local Analogue Licences

During the year, the Authority awarded eleven new local analogue licences.

Re-advertisement of existing local analogue licences

Twelve existing licences were re-awarded in 2003:

- one of these attracted competition from another applicant; and
- eleven were re-awarded under the fast-track application procedure introduced in the Broadcasting Act 1996.

A further 39 local licences were renewed under the provisions concerning local licensees which provide digital programming on a relevant multiplex.

Digital

The Authority continued the process of advertising digital multiplex licences in 2003. During the year, seven new local digital multiplex licences were awarded. As at 29 December 2003, the Authority had in issue 71 local Digital Sound Programme Service (DSPS) licences. Seven national DSPS licences had been issued to non-simulcast programme providers.

Public Interest Tests

The Authority carried out nine public interest tests during 2003. In one of the cases it determined that the proposals could operate against the public interest, and in one case that they would not. The other seven tests did not require final determinations to be made.

Radio Authority

Community Radio

Professor Anthony Everitt's independent evaluation of the Community Radio project 'New Voices' was published in March 2003. Government drew on the report's conclusions and recommendations in drafting the Order that will empower Ofcom to license this new tier of community radio. Anthony Everitt updated his evaluation during the summer, and 'New Voices - An Update' was published in December.

Fourteen, out of the original fifteen projects had their licence term extended to the end of 2003.

Openness/Transparency

The Authority published assessments of licensing decisions, public interest determinations, and notes of its monthly meetings on its website, along with related agendas. A Register of Disclosable Interests and Codes of Practice for Members of the Authority were also made available on its website. A Register of Gifts and Hospitality was made available in its Reading Room for public scrutiny.

Personnel

Chairman		Members	
Mr Richard Hooper ¹	01.01.00 5yrs	Mr Thomas Prag	18.01.01 5yrs
		Mr Geraint Talfan Davies	02.03.01 3yrs
Chief Executive		Mr Feargal Sharkey	01.12.98 5yrs
Mr Tony Stoller ¹		Ms Sara Nathan	19.07.99 4yrs
		Ms Kate O'Rourke	01.01.00 4yrs
Deputy Chairman		Ms Sheila Hewitt	01.12.98 5yrs
Mr David Witherow ¹	18.01.00 5yrs		

¹In June 2003, Tony Stoller, Chief Executive, took up a full-time position as External Relations Director at Ofcom. Richard Hooper was appointed Deputy Chairman of Ofcom in 2002; he stepped down as Chair of the Authority in July 2003. As a result, David Witherow became Executive Chairman Designate in June 2003 and Executive Chairman in July 2003. David Vick became Chief Operating Officer in July 2003.

Royal Armouries

Royal Armouries cares for the national collection of arms and armour. It has a major museum in Leeds in addition to its traditional base at the Tower of London and the Museum of Artillery at Fort Nelson, near Portsmouth.

The Royal Armouries promotes in the UK and worldwide the knowledge, appreciation and public enjoyment of arms and armour, making objects available for study and research, and works to expand, care for, preserve, document and exhibit its collections.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid	5.9	6.2	6.3	6.9	7.1
Other Income	1.3	1.4	1.3	1.6	1.7
Total Income	7.2	7.6	7.6	8.5	8.8

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators					
Total visitors (thousands)	359	398	375	420	430
Child visitors (thousands)	.074	149	130	155	165
Website visits (thousands) ¹	.095	500	500	800	850
Children in educational Programmes (thousands) ²	38.5	51.0	60.0	65.0	70.0
C2DE visitors required to achieve an 8% increase on the 2002-03 baseline by 2005-06 (thousands) ³		28%	90.0	25.2	30.2
Loans to venues in England ⁴	129	135	98	95	100

¹Unique users from 2002-03

²This target was for all educational visitors prior to 2003-04

³This target was the percentage of visitors from C2DE socio-economic grouping prior to 2003-04

⁴This target was for loans in the UK and overseas prior to 2003-04

Key Achievements in 2003

Visitor growth at all sites continued. The Royal Armouries were pleased to welcome a total of 398,000 visitors to its museums. This represents a like for like growth of 10.5%. In this year the Royal Armouries Museum Leeds welcomed for the first time in its history over 300,000 visitors to its galleries. In focusing on customer operations 30% of our total customers reported satisfaction levels to the extent that they visited our sites on at least two occasions through the year.

We continued to grow our revenues to £1.4m; much of this growth was achieved through the refining of our retail operations and broadening our interests to incorporate wholesale distribution. Retail revenues grew from £355,000 to £621,000.

We have increased our educational delivery. During this year we increased the number of hours of formal education delivered by 21%.

In preparing for the future the Royal Armouries completed negotiations for a new £1.3m facility to house the gifted Pattern Room collection, we look forward to its successful commissioning in 2004. Furthermore we completed negotiations with our US partners, The Frazier Historic Arms Museum. We look forward to the opening of our US based venture in May of 2004.

Personnel

Chairman	Members
Mrs Ann Green	Sir Blair Stewart Wilson
	Mr Christopher Oakley
	Professor John Childs
	General Sir Roger Wheeler
	Mr Francis Carnwath
	Mr Bob Morton

Royal Household

The Secretary of State is statutorily responsible for the care and maintenance of the English Occupied Palaces, which comprise Buckingham Palace, St. James's Palace, Clarence House, Kensington Palace (the residential and office areas), Windsor Castle (including the buildings in the Home and Great Parks), and the Royal Mews and Paddocks at Hampton Court Palace. The Royal Household provides these services which are funded by Grant in Aid.

Grant-in-aid for the Maintenance of the Occupied Royal Palaces

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid	15.500	15.400	16.050	14.450	15.100
Other Income	1.225	1.549	1.461	2.008	2.328
	16.725	16.949	17.511	16.458	17.428
Royal Communications	0.530	0.520	0.520	0.520	0.520
Marlborough House	0.587	0.587	0.587	0.587	0.587
Total Income	17.842	18.056	18.618	17.565	18.535
	16.617	16.507	17.157	15.557	16.207

Performance Indicators	2001-02	2002-03	2003-04
Fee / Work ratio (accruals basis)	18.0%	19.2%	19.3%
(target)	18.0%	18.0%	18.0%

Visitor Numbers	2001-02 Actual	2002-03 Actual Outturn	2003-04 Estimated
Buckingham Palace	311,000	334,654	315,421
Windsor Castle	880,000	934,614	836,000

Resource £ thousand	2001-02 Actual	2002-03 Actual	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Analysis of Grant-in-Aid					
Property maintenance	£ thousands 3,177	£ thousands 2,510	£ thousands 2,895	£ thousands 1,050	£ thousands 1,550
Furniture and fittings	68	130	143	95	103
Total Capital (A)	3,245	2,640	3,038	1,145	1,653
Servicing	5,197	5,398	5,554	5,982	6,286
Property maintenance	7,924	9,762	8,657	9,786	9,908
Central administration	381	376	491	478	481
Total Current (B)	13,502	15,536	14,702	16,246	16,675
Total Expenditure (A) + (B)	16,747	18,176	17,740	17,391	18,328
Windsor Castle Precincts	850	1,331	889	1,300	1,600
Rents (net)	375	218	572	708	728
Total Receipts (C)	1,225	1,549	1,461	2,008	2,328
NET Total (A) + (B) - (C) = (D)	15,522	16,627	16,279	15,383	16,000

Other Expenditure	2001-02	2002-03	2003-04	2004-05	2005-06
Marlborough House	467	635	344	487	496
Communications	643	526	477	517	661
(E)	1,110	1,161	821	1,004	1,157
Net Expenditure (D) + (E)	16,632	17,788	17,100	16,387	17,157

Sianel Pedwar Cymru (S4C)

Sianel Pedwar Cymru (S4C) is a public corporation providing television broadcasting for the fourth channel in Wales. Its remit is to provide S4C as a public service for the dissemination of information, education and entertainment whilst ensuring that a substantial proportion of programmes it broadcasts are in Welsh. S4C is required to ensure that the programmes broadcast in peak hours consist mainly of programmes in Welsh. Outside peak hours it broadcasts the best of Channel 4's output. S4C also has the power to provide other services ancillary to its broadcasting function, and under the Broadcasting Act 1996 to undertake commercial activities through subsidiaries.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources					
Grant-in-Aid ¹	76.8	80.2	85.2	92.2	92.2

¹Class XI, Vote 1: Section 1

Note: S4C is funded by Grant in Aid from DCMS, the level of which is set by statute. Under the terms of the Broadcasting Act 1990, S4C received a grant equivalent to 3.2 per cent of total television advertising revenues. The funding formula was amended in the Broadcasting Act 1996 so that, from 1998 onwards, S4C would receive a sum equivalent to the 1997 grant uprated in line with the Retail Prices Index.

Main Activities

S4C provides the digital television channels S4C Digital and S4C2 in addition to its analogue television service. In 2003 S4C broadcast an average of 40 hours a week of Welsh language programmes every week on its analogue service and 88 hours a week on S4C Digital.

S4C's joint venture S4C Digital Networks Ltd (SDN) holds the licence to operate the third digital terrestrial television multiplex.

As part of its support for the wider audio-visual industry in Wales, S4C supports media skills training in Wales and offers a number of scholarships in the performing arts.

During 2003, programmes and films commissioned by S4C won a number of awards and nominations at international television and film festivals, including 18 Bafta Cymru Awards.

Personnel

Chief Executive

Mr Huw Jones

Chair

Professor Elan Closs Stephens 01.04.98 4yrs Reappointed to 31.03.06

Members

Mr Cefin Campbell	01.05.98 4yrs Reappointed to 30.04.04
Mrs Eira Davies	01.11.01 4yrs
Mrs Carys Howell	01.01.03 4yrs
Mr Roger Jones	24.11.03 4yrs
Dr Christopher Llewelyn	01.11.01 4yrs
Mr Nic Parry	01.05.98 4yrs Reappointed to 30.04.04
Ms Enid Rowlands	01.04.99 4yrs Reappointed to 31.03.07
Mr Dafydd Wigley	24.11.03 4yrs
Mr Huw Wynne-Griffith	01.04.99 4yrs Reappointed but resigned 30.09.03

The Annual Report is available from S4C, Parc Ty Glas, Llanishen, Cardiff CF14 5DU

Sir John Soane's Museum

The Sir John Soane's Museum displays the antiquities, furniture and paintings collected by the architect Sir John Soane in the house he designed for his private residence in Lincoln's Inn Fields. No. 13 Lincoln's Inn Fields is kept as it was at the time of the architect's death in 1837. The Museum aims to care for Sir John Soane's House and Museum and its diverse collections, designated as of pre-eminent national importance, providing free access to them and encouraging educational benefit with particular reference to the architectural collections and architecture generally.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ million					
Grant-in-Aid ¹	0.7	0.7	1.1	0.8	0.8
Other Operating Income	0.3	0.5	0.1	0.1	0.1
Other Income	0.0	0.0	0.0	0.0	0.0
Total income²	1.0	1.2	1.2	0.9	0.9
Operating Costs	1.0	1.1	0.8	0.8	0.8
Capital Expenditure	0.0	0.0	0.4	0.1	0.1
Total Expenditure²	1.0	1.1	1.2	0.9	0.9

¹Class XI, Vote 1, Section A

²Income does not match expenditure each year as non-Grant-in-Aid income can be retained to fund future expenditure.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators					
Total visitors (thousands)	86.5	86.5	87	87	87
Child visitors (thousands)	12.6	5.3	6.0	2.7	2.75
Number of website visits (thousands)	35	51	50	55	60
Number of children in educational programmes (thousands)	1.8	1.3	1	1.5	2
Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline (thousands) ¹	N/a	6.9	2.6	2.65	2.7
Number of loans to venues in England ²	9	8	3	3	3

¹This target was introduced from 2003-04 onwards

²This target was for loans in the UK and overseas prior to 2003-04

Key Achievements in 2003

The Museum held the following four exhibitions during the year; *John Soane and the Wooden Bridges of Switzerland: Architecture and the Culture of Technology from Palladio to the Grubennmans*; *John Flaxman 1755-1826: Master of the Purest Line*; *Bob The Roman: Heroic Antiquity and the Architecture of Robert Adam*; *Architecture Unshackled: George Dance the Younger 1741-1825*. Work continued on the Heritage Lottery funded project to restore the Three Courtyards.

Personnel

Chairman		Trustees	
Mr Richard Griffiths	1993 Life	Sir Walter Bodmer	10.06.98 5yrs (retired 09.09.03)
		Mrs Bridget Cherry	1994 Life
		Sir Richard MacCormac	31.10.03 5yrs
Curator		Mr John Studzinski	1999 Life
Mrs Margaret Richardson		Mr David Coombs	03.12.02 5yrs
		Mr Simon Jervis	2002 Life
		Alderman Sir Gavyn Arthur	17.12.02 5yrs
		Dr Ian Jenkins	21.02.03 5yrs

Sport England

Following the publication in December 2002 of Game Plan, the Government's long-term strategy for sport and physical activity, Sport England has been transformed to provide strategic leadership for sport in England, with a new vision, Making England An Active and Successful Sporting Nation. Sport England will be taking the lead to help people start, stay and succeed in sport at every level. Through its modernisation programme, the organisation has been streamlined over the past 12 months, reducing 75 programmes to two investment streams, and 15 grants regimes to a single grants management system focused on meeting sports priorities. The community investment stream will be delivered through the new Regional Sports Boards established in 2003, and the national stream will be allocated to support the priorities of a priority group of 20 sports. Regional Sports Boards are now the focus for sport at regional and local level, 'joining up' existing initiatives to create a co-ordinated investment and delivery platform for sport. The Boards bring together expertise in health, education, the business community and other sectors, and will enable local decisions to be taken locally based upon local priorities. The Sport England modernisation programme has secured savings of £40m from 'back office' costs, for 'front line' investment in sport over the next 5 years.

Key Achievements

During the past 12 months, Sport England achievements also include:

A Successful Sporting Nation: Sport England investment in performance sport has started to deliver excellent results. Sport England invested £8m over four years in English Rugby Union, the target being to win the World Cup and achieve world number one status by 2007. The target was achieved four years ahead of schedule with the magnificent success of the England team in the World Cup Final in Sydney in November 2003. 2003 also saw the completion of a network of facilities and services for performance athletes, including the National Cricket Academy, Indoor Athletics, and Swimming at Loughborough University, the English Institute of Sport at Sheffield, the network centre at Bath University, and the new state of the art facilities at Bisham Abbey National Sports Centre. Sport England remains committed to 'joined up' investment, helping people to start, stay and succeed in sport at every level, and creating the pathways from the 'street to the stadium'.

A new Framework for sport in England: the new vision for sport is supported by the development of a new framework for sport in England with clear priorities for turning the vision into a reality. The framework has been developed by sport for sport and it will set the agenda for the development of sport through to 2020. It is due to be published in March 2004. In a recent survey of 1,250 key partners, 88% stated that they understood the new vision for sport in England.

A new planning framework for sport: nine Regional Plans for sport have been developed over the past six months, for publication in April 2004, the focus being to drive forward an action plan to translate the framework for sport into progress in local communities across the country. 20 priority sports were identified in 2003, and whole sport plans are now being progressed with each sport for publication during 2004.

The Impact of Sport: Sport England has developed a web-based library of evidence for the impact of sport. It is now possible to access at www.sportengland.org the most up to date evidence for the impact of sport in relation to health, educational standards, social inclusion, economic development and community cohesion. The site will continue to develop over the next few years. During 2003, Sport England also published research reports on the economic impact of sport, volunteering in sport, participation in sport and physical activity, and the results on research into Higher Education and Sport will be published in March 2004.

Investment activity: Through a programme of targeted investment, and working with national, regional and local partners, Sport England has supported a range of improvements and innovations in the delivery of sport, and the strengthening of the sporting infrastructure.

Spaces for Sports and Arts is a £134m capital and revenue programme managed and delivered by Sport England on behalf of 5 funding agencies (DCMS, DfES, NOF and the Arts Council) to provide capital funding for modern sport and arts facilities in primary schools in 65 of the most deprived LEA areas in England, and revenue funding to kick start activities for both school and community use. 135 Projects have already been completed, and work is progressing on a further 140 sites, with all due to be completed by March 2005.

Active England is an innovation fund partnership between NOF and Sport England. £108m has been made available to identify and support innovative projects that will create and improve community-based sport and physical activity initiatives and facilities. The initiative is being delivered in 2 phases. A number of organisations were invited to submit bids for early assessment and development. 20 projects have received approval and will receive funding of £17m, generating additional partnership funding in the order of £33m. Complementing this process is an open application process. Applications are due to be received by March 2004, for decision by Regional Sports Boards in May 2004.

Green Spaces is a NOF funded initiative focused on helping communities to understand, improve and care for their local environment, with a particular emphasis on disadvantage. Sport England is administering £29m of the fund, helping communities to have access to playing fields, green spaces, school playgrounds and community play areas. Funding has also been allocated to support the development of local strategies for playing fields and open spaces. 653 projects have been supported, securing partnership funding in the order of £18m, and 73% of projects are located in areas of urban and rural deprivation.

Community Club Development is a three-year, innovative capital investment programme. The programme, with total funding of £60m, is managed by Sport England, working with and through 16 national governing bodies (NGBs) of sport. The NGBs have determined their investment strategy for their sports, and have completed the process to identify projects prioritised for capital investment, including some multi-sport projects. Funding of £20m is due to have been committed by the end of March 2004.

Planning for Sport and playing fields. Sport England works through the planning system to ensure that all communities have access to a range of quality sports facilities. During 2003-04, Sport England has worked on the establishment of new priorities for planning work, and continued existing work in a number of key areas. This will see the release in June 2004 of a 'toolkit' to enable local authorities to secure additional investment for sport through the use of Section 106 planning agreements (June 2004), guidance for local authorities on planning policy for sport (September 2004), and the publication of playing field statistics for 2003-04 (October 2004). Our work in this area helped secure £268m in new sports facility investment in 2002/3. Sport England will continue to maximise the opportunities for sport through its role as a statutory consultee, and will be working with ODPM to ensure that loopholes in the legislation protecting playing fields are closed.

Sport England

The Facilities Database. In 2003/4 Sport England commenced work on this £5.2m project, which will deliver the most comprehensive database of sports facilities in the country. The project is being jointly funded by the New Opportunities Fund and Sport England, and is being developed as a web based facility by Sport England. The project is due to be launched in June 2004, and will provide information to the general public on the location of sports facilities open to the public, initially related to sports halls, swimming pools, synthetic turf pitches, athletics tracks, indoor bowls, indoor tennis, health and fitness, and golf. The database will also have a planning capability, allowing registered users to assess the demand for new facilities, due to come on stream in September 2004. By March 2005, playing fields will be added to the register.

The landscape of sport in England has changed and Sport England now have in place the structures and the strategic plans to take the first steps on the road to achieving the Game Plan agenda for 2020. The focus now will be increasingly on delivery, to ensure that the vision for sport becomes a reality. From April 2004, Sport England will have in place a new performance management framework, focused on increasing and widening the base of participation, with a 1% annual increase as the principal target, and achieving success on the international sporting stage with each of the priority sports.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ millions					
Grant-in-Aid	34.5	34.6	34.6	34.6	34.6
Sportsmatch	3.6	3.6	3.7	3.7	3.7
School Sport Co-ordinators	5.0	15.0	0.0	0.0	0.0
Invest to Save	0.1	0.0	0.0	0.0	0.0
Commonwealth Games	0.0	30.0	0.0	0.0	0.0
Community Club Development Programme	0.0	0.0	20.0	20.0	20.0
Club & Talent Development	0.0	0.0	0.0	4.5	4.5
Sports Bursaries & Scholarships	0.0	0.0	0.0	2.8	2.8
Coaching Task Force	0.0	0.0	1.8	7.6	14.1
School Club Links	0.0	0.0	0.3	0.0	0.0
NASD	0.0	0.0	0.1	0.0	0.0
Reform Money	0.0	0.0	2.5	0.0	0.0
Other Income	13.1	11.4	10.1	10.7	10.7
Total Income	56.3	94.6	73.1	83.9	90.4

	2002-03 Plans	2003-04 Plans	2004-05 Plans	2005-06 Plans
Analysis of Grant-in-Aid £ millions				
Salary Costs	7.3	6.2	6.8	6.8
Other Running Costs	3.5	6.0	3.2	3.2
Current Grants to other bodies	66.2	22.3	36.5	43
Other Current Expenditure	17.2	14.8	17.0	17.0
Capital Grants to Other Bodies	0.0	20.0	20.0	20.0
Modernisation	0.0	2.5	0.0	0.0
Capital Expenditure	0.4	1.3	0.4	0.4
Gross Receipts	94.6	73.1	83.9	90.4
Less Receipts (current)	-11.4	-10.1	-10.7	-10.7
Net Total	83.2	63.0	73.2	79.7

The Sport England Board and Executive Team

Chair

Mr Patrick Carter

Chief Executive

Mr Roger Draper

Board Members

Ms Tessa Sanderson (CBE)

Ms Brigid Simmonds

Sir Andrew Foster

Mr Garth Crooks

Mr David Ross

Mr David Geldart

Mr Len Jackson (Regional chair – East Midlands)

Mr Ged Roddy (Regional chair – South West)

Mr Peter Price (Regional chair – Yorkshire)

Executive Directors

Mr Clive Heaphy (Director of Finance)

Mr Ian Fytche (Director of Strategy and Performance)

Mr Lloyd Conaway (Director of Partnerships and Investment)

Ms Michelle Phillips (Director of Business Development)

Mr Ewan Shinton (Director of National Projects)

Mr Barry Chivers (Director of Governance, Risk and Assurance)

Tate

Tate houses the national collection of British art from the 16th century to the present day, including the Turner Bequest, and the national collection of 20th-century art. Tate is a family of galleries and comprises Tate Britain at Millbank and Tate Modern at Bankside in London, Tate Liverpool, and Tate St Ives.

The aim of Tate is to:

- increase public awareness, understanding and appreciation of British art from the 16th century to the present day and of modern and contemporary art from around the world
- broaden the social and geographic composition of its audiences
- develop external partnerships and demonstrate leadership in key fields
- maximise the value, role and potential of its collections through acquisition, display, conservation and research.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ millions					
Grant-in-Aid ¹	26.8	27.8	30.3	29.9	30.4
Other Operating Income	11.5	16.2	15.1	15.1	14.0
Trading Company Income	3.9	4.7	4.1	4.4	4.7
Other Income	21.6	19.9	0.1	0.1	0.1
Total Income²	63.8	68.6	49.6	49.5	49.2
Operating Costs	39.5	46.9	44.8	44.3	43.8
Collections Purchases	5.0	6.8	3.1	3.7	3.9
Capital Expenditure	23.7	19.3	1.5	1.5	1.5
Total Expenditure	68.2	73.0	49.4	49.5	49.2

¹Class XI, Vote 1, Section A

²Income does not match expenditure each year as capital fundraising can be retained for future capital expenditure.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators					
Total visitors (millions)	5.528	6.332	5.090	4.900	4.900
Child visitors (thousands)	785	941	700	700	700
Website visits (millions) ¹	1.706	2.065	2.000	2.100	2.200
Children in educational programmes (thousands)	197	211	140	140	140
C2DE visitors required to achieve an 8% increase on the 2002-03 baseline by 2005-06 (thousands) ²	13%	642	500	550	600
Loans to venues in England ³	78 (UK)	60 (UK)	40	40	40

¹Unique users from 2002-03

²This target was the percentage of visitors from C2DE socio-economic grouping prior to 2003-04

³This target was for loans in the UK and overseas prior to 2003-04

Tate

Key Achievements in 2003-04

More than 9 million people will have participated in Tate's programmes by the end of 2003/4 through visits to the four Tate galleries, attendance at Tate exhibitions in the regions or abroad and logging on to Tate online. The programme of Collection displays, exhibitions and other public events has, this last year, included the first major exhibition at Tate devoted to the medium of photography, *Cruel and Tender* at Tate Modern, and a range of historic, modern and contemporary exhibitions across the Tate group and beyond including *Turner and Venice*, the second most popular exhibition ever at Tate Britain, *Paul Nash* at Tate Liverpool, the *Barbara Hepworth Centenary Exhibition* in St Ives, attended by over 160,000 people, and *A Bigger Splash*, the first Tate exhibition in Latin America. The fourth Unilever Commission at Tate Modern, featuring the work of Olafur Eliasson, captured the public imagination with over 1 million visitors by January 2004.

Beyond the programme, Tate has continued to acquire work for the Collection, including work by Bill Viola and Anish Kapoor. The Latin American Advisory Council, established to increase Tate's collecting reach into new areas, has begun to yield a significant number of additions to Tate's holdings and Tate has pursued a number of groundbreaking acquisitions in collaboration with other museums. Aside from the collection, we have continued to invest in our other assets, with the Millennium Commission-funded Arrivals Project at Tate Modern intended to improve visitor arrival and orientation points in the building, and the implementation of a new Pay Structure. We have also continued to respond to external developments which we believe will play an important part in our fortunes in the coming years and have, for example, played an active part in the development of the successful Capital of Culture bid in Liverpool.

Personnel

Chairman		Sir Richard Carew Pole	Term ended 28.04.03
Mr David Verey	26.03.02 to 25.03.04	Sir Howard Davies	20.05.02 4yrs
		Professor Jennifer Latto	01.08.03 4yrs (2nd term)
Director		Mr Paul Myners CBE	29.04.03 4yrs (to become Chairman from 26.03.04)
Sir Nicholas Serota		Mr Chris Ofili	22.11.00 5yrs
		Mr Julian Opie	23.10.01 5yrs
Trustees		Mr Jon Snow ¹	01.04.99 5yrs
Professor Dawn Ades	13.04.00 5yrs	Mr John Studzinski	01.08.03 4yrs (2nd term)
Ms Helen Alexander	13.01.03 4yrs	Ms Gillian Wearing	08.03.00 5yrs
Ms Victoria Barnsley	01.08.03 4yrs (2nd term)		

¹National Gallery Liaison Trustee

Tyne and Wear Museums

Tyne & Wear Museums (TWM) is a major regional museum and art gallery service which is funded by the five councils within the former metropolitan county of Tyne & Wear: Gateshead, Newcastle-upon-Tyne (lead authority), North Tyneside, South Tyneside and Sunderland. A sixth partner is the University of Newcastle-upon-Tyne, with which there is a management agreement in respect of the Hancock Museum. TWM is governed by a joint museums committee, comprising 23 elected members from the constituent local authorities.

A seventh funding partner of TWM is the Department for Culture, Media and Sport (DCMS). TWM has been in receipt of an annual central government grant since the abolition of the Tyne and Wear County Council, its former sponsor, in 1986. This Government grant is now paid by DCMS directly.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ millions					
Grant-in-Aid	1.00	1.00	1.10	1.20	1.71
Other Operating Income	4.11	4.60	4.54	5.00	5.15
Other Income	7.67	6.39	6.68	4.80	4.38
Total Income	11.78	10.99	12.32	11.00	11.24
Operating Costs	7.67	8.47	8.32	8.00	8.24
Capital Expenditure	4.11	2.52	4.00	3.00	3.00
Total Expenditure	11.78	10.99	12.32	11.00	11.24

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Key Performance Indicators					
Total visitors (millions)	1.45	1.28	1.15	1.30	1.30
Child visitors (thousands)	899	817	710	790	820
Number of website visits (thousands) ¹	29	157	235	150	175
Number of children in educational programmes (thousands) ²	71	94	105	103	106
Number of C2DE visitors required to achieve an 8% increase on the 2002/3 baseline (thousands) ³	623	499	494	508	567
Number of loans to venues in England ⁴	55	41	30	85	90

¹Unique users from 2003/4

²This target was for all educational visitors prior to 2003/4

³This target was % of total visitors from C2DE socio-economic grouping prior to 2003/4

⁴This target was for loans in the UK and overseas prior to 2003/4

Note:

Performances for 2002/3-2003/4 reflect the closure or part closure of two venues during redevelopment.

Tyne and Wear Museums

Key Achievements in 2003

2003 was another successful year for Tyne & Wear Museums (TWM): Organisationally, the most significant event of the year was the selection of the North East Regional Museums Hub as a phase one hub. TWM is leader of the Hub and charged with developing new effective methods of delivery.

Discovery Museum, in Newcastle, completed the second of three phases of major capital development with the launch of its new entrance, the Soldier's Life Gallery and the spectacular Great Hall. An extensive promotional campaign, partially funded with Renaissance in the Regions monies, included a series of television advertisements which resulted in the number of summer visitors increasing by approximately 30,000 when compared to the previous year. This was a good example of joining up Heritage Lottery Fund capital funds with revenue funds from Renaissance in the Regions to promote the project.

The Laing Art Gallery closed the majority of its galleries for a major refurbishment in October, but not before it had demonstrated its potential to attract high numbers of visitors to quality exhibitions with the Paradise exhibition, produced in collaboration with the National Gallery and Bristol Museum and Art Gallery, followed immediately by the 'home-grown' Cullercoats exhibition.

The Shipley Art Gallery, Gateshead, had one of its most successful years ever, largely as a result of a very productive collaboration with Newcastle's emerging Centre for the Children's Book which resulted in an exhibition entitled Over the Hills and Far Away.

In North Tyneside, Segedunum Roman Fort was a launch point for the Hadrian's Wall National Trail, which contributed towards the museum's impressive performance during the year.

In South Tyneside, the South Shields Museum and Art Gallery has been undergoing a major refurbishment funded, in part, by the Heritage Lottery Fund. It is scheduled to re-open in early 2004.

Sunderland Museum and Winter Gardens had an excellent year, not least because of exhibition collaborations with regional and national partners. These include Visions of a Golden Land with the British Museum and Lowry's Travels with the Lowry, Salford.

At the Hancock Museum, another productive partnership with a national museum was demonstrated with the staging of the Dinosaurs exhibition, on tour from the Natural History Museum.

TWM's website has evolved significantly over the year and this was complemented with the Imagine collections digitisation scheme, funded by the New Opportunities Fund (NOF) and the launch of Museums Outreach Online funded through NOF/DfES's Community Access to Life Long Learning funding stream.

A further development of real importance has been the improvement in the performance of commercial operations within TWM, with a 20% increase in sales over the previous year.

Personnel

Director

Alec Coles

Committees

Tyne & Wear Museums Joint Committee at 31 March 2003

Gateshead Council

Councillors

D. Anderson
J. McElroy
J. Mitchinson
G.K. Wilson

Newcastle City Council

Councillors

J. Angus
G. Bell
M. De Vere
G.W. Douglas
B. Rice (Chair)
P. Wilson

North Tyneside Council

Councillors

T.C. Cruikshanks
L.J. Goveas
M.O. Hall
M. Huscroft.

South Tyneside Council

Councillors

E. Battye
R. Reynolds
M. Smith
C. Tolson

Sunderland City Council

Councillors

W. Craddock (Vice Chair)
G.Q. Dent
B. Dodds
W. Lundgren
J. Walton

Hancock Museum Management Committee at 31 March 2003

University of Newcastle upon Tyne

Dr. E.G.N. Cross (Chair)
Professor P.S. Davis
Dr C.L.J. Frid
Ms S. Underwood.

Natural History Society of Northumbria

Dr. D.Gardner-Medwin
Mr. I. Moorhouse
Mr. D. Noble-Rollin
Dr. R. Stobbart.

UK Film Council

The UK Film Council is responsible for all DCMS funding for film (including to the British Film Institute), both Lottery and grant-in-aid apart from funding for the National Film and Television School. The UK Film Council's aim is to stimulate a competitive, successful and vibrant British film industry and culture, and to promote the widest possible enjoyment and understanding of cinema throughout the nations and regions of the UK.

Resources £'s	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Grant-in-Aid	20,860,000	24,110,000 ¹	24,110,000	24,110,000	24,110,000
Other Income	38,487,000	33,218,000	26,922,000 ²	24,092,000 ²	22,764,000 ²
Total Income	59,347,000	57,328,000	51,032,000	48,202,000	46,874,000

¹grant-in-aid includes a transfer of £1,350,000 from the Arts Council of England

²figures do not include a delegation from the Arts Council of England of £15 million for investment in cinema related projects through 2006/07

Key Achievements in 2003-04

The UK Film Council and Skillset, the Sector Skills Council for Audio-Visual Industries, published the new skills strategy for film, "A Bigger Future". The strategy details a £10 million per year package of measures for at least five years, including the creation of centres of excellence in the form of a new national network of Screen Academies; a new film business academy; a new industry approvals system for film courses; improvement of the quality & availability of film related careers advice; improved access for trainees; and the provision of grants & bursaries.

The publication of the consultation document, "Success through Diversity & Inclusion", sets out our proposals for addressing the three key challenges for the film industry: helping the sector to achieve a more diverse workforce behind, and in front of, the camera across the film sector; ensuring that equality and diversity commitments are fully integrated into every aspect of all core UK Film Council activities; and enabling all groups within our society to participate in and enjoy film culture as audiences and learners. Working with the industry, the UK Film Council has established a forum called Leadership on Diversity to take forward a joint diversity agenda with its key stakeholders.

The UK Film Council brought together representatives from across the UK film industry in an anti-piracy taskforce aimed at tackling illegal film copying and distribution and its consequent damage to industry and profit. This work will go on to form part of a wider DCMS led strategy on tackling piracy and upholding intellectual property rights across the creative industries.

Total film production investment in the UK reached an all time record high of £1.16 billion in 2003 (175 productions), up over 100% from 2002's total of £550.45 million (119 productions). This total includes inward investment (including inward co-productions) which totalled £729.54 (30 productions) in 2003, up from £265.86 (16 productions) in 2002.

The Lottery-backed UK feature film, *This is not a Love Song* became the first ever to receive an online world premiere, when it was made for streaming and downloading on the web, and simultaneously streamed and digitally projected in selected cinemas across the UK. The site received more than 175,000 hits over the week of the premiere.

Other Lottery backed films continued to perform well: *Good Bye Lenin!* became only the 7th European foreign film to take over £1 million at the UK box office in the last 10 years.

A number of new Lottery-funded programmes were established. A series of initiatives aimed at supporting the distribution and exhibition of specialised film in the UK were launched, whilst the Publications Fund, which supports publications which educate and inform the UK public about the UK film industry, also made its first awards.

The establishment of Film London saw the network of English Regional Screen Agencies fully in place. In addition, a number of the Regional Screen Agencies were successful in securing additional match funding to further develop their work in the regions. For example, North West Vision secured £6 million Objective 1 monies for Liverpool, whilst EM Media also secured an additional £6 million for the next three years for the creative industries in the East Midlands.

The First Light scheme, aimed at providing children and young people with the opportunity to become involved in film making, continued to fund projects all over the UK. To date approximately 6,000 young people from a range of backgrounds have directly benefited. A highlight for some of those participating was the 2nd Annual Awards ceremony held in February which celebrated the talents of the young film-makers.

In June 2003, a statistical research yearbook called 'Film in the UK 2002' was published. The Yearbook presents key market intelligence on film in the UK to stakeholders, including the Government, film professionals and the wider research community. It is the most comprehensive resource of its kind available in the UK and is part of the UK Film Council's commitment to make information widely available to enable the industry and public policy makers to understand the film business and to help shape its development.

The bfi's Times London Film Festival, the largest public film festival in Europe, attracted over 110,000 public attendances in its 16 days. The 17th London Lesbian and Gay Festival screened 195 films with attendances at just under 25,000: being the highest ever.

The DCMS and the UK Film Council are members of the BFI Review Steering Group. The review is due to be completed in March 2004 and implementation is planned for shortly thereafter.

UK Film Council

Personnel

Chairman			Ms Gurinder Chadha	01.02.04 3yrs
Sir Alan Parker CBE	30.07.02 2yrs		Mr Mark Devereux	01.02.04 3yrs
			Mr Nigel Green	01.09.02 3yrs
Chief Executive			Dr John Hill	01.09.01 3yrs
Mr John Woodward	01.11.02		Mr Stephen Knibbs	01.09.02 3yrs
			Mr James Lee	01.09.01 3yrs
Directors			Mr Anthony Minghella CBE	01.01.03 3yrs
Mr Stewart Till CBE (Deputy Chairman)	01.09.02 3yrs		Ms Heather Rabbotts CBE	01.02.04 3yrs
Mr Timothy Bevan	01.09.01 3yrs		Ms Sarah Radclyffe	01.09.01 3yrs
Mr Colin Brown	01.02.04 3yrs		Mr Iain Smith	01.09.01 3yrs
			Ms Parminder Vir OBE	01.09.02 3yrs

¹Term ended

UK Sport

UK Sport (the United Kingdom Sports Council) was established by Royal Charter on 19 September 1996 and became fully operation on 1 January 1997. It has responsibility for creating a strategy for developing high performance sport in the UK.

UK Sport's purpose is to lead the UK to sporting excellence by supporting winning athletes; world class events; and ethically fair and drug-free sport. Its overriding aim is for the UK to be in the world's top five sporting nations by 2012, measured by athlete performances at world championships, Olympic and Paralympic Games.

UK Sport is a Lottery distributor with responsibility for the distribution of 9.2% of the Lottery Sports Fund through its World Class Performance and World Class Events programmes. UK Sport also receives Exchequer funds which are used to manage the UK's anti-doping programme, help improve the administration of UK governing bodies of sport, support British representatives on international sports federations, and develop sport globally through partnerships with other countries.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ millions					
Grant-in-Aid	16.773	16.321	27.525	27.130	29.305
Other Income	1.696	2.297	0.649	0.970	0.970
Total Income	18.469	18.618	28.174	28.100	30.275

	2002-03	2003-04 Plans	2004-05 Plans	2005-06 Plans
Analysis of Grant-in-Aid Tables				
Salary Costs	3.163	2.994	3.588	3.664
Running Costs	1.467	2.654	2.505	2.585
Operations	5.141	4.664	8.538	7.454
Current Grants	8.318	17.727	13.058	16.447
Capital Expenditure	0.808	0.135	1.090	0.125
Gross Total	18.897	28.174	28.779	30.275
Less Receipt (current)	2.297	0.649	0.970	0.970
Net Total	16.600	27.525	27.809¹	29.305

¹The excess of expenditure over receipts in 2004-05 will be offset against carry-over of end-year flexibility from 2003-04.

Key Performance Indicators

Number of major events staged by the UK and supported by UK Sport, via the World Class Events Programme

	2002-03	2003-04	2004-05
Target	5	9	N/a
Outturn	1	7	

Aggregate number of gold/silver/bronze medals won at major international championships by teams/athletes supported via the UK Sport World Class Performance Programme (able-bodied) per calendar year

	2002	2003	2004
Target	75	86	N/a
Outturn	84	88	

UK Sport

Aggregate number of gold/silver/bronze medals won at major international championships by teams/athletes supported via the UK Sport World Class Performance Programme (disabled) per calendar year

	2002	2003	2004
Target	170	135	N/a
Outturn	161	N/a	

The number of British teams/athletes in priority one and two sports ranked within the world top ten of their sport (able-bodied) per calendar year

	2002	2003	2004
Target	90	95	N/a
Outturn	95	99	

Key Achievements in 2003

Winning athletes: Throughout 2003 the Performance Directorate at UK Sport continued its financial and strategic support to United Kingdom's elite sportsmen and women. It supported 600 athletes capable of winning medals at World, Olympic or Paralympic level across 27 sports through the targeted investment of £26.4m of Lottery and £19.3m of Exchequer funding. Results from the athletes were very promising ahead of the 2004 Athens Olympics with World Champions in cycling, rowing, modern pentathlon, swimming and sailing among others.

Work also started on UK wide One Stop Planning to consolidate the funding streams within 10 sports which were identified, in partnership with the Home Country Sports Councils, as having UK wide significance. This project will enable the sports to submit a single plan for future investment across the board, reducing bureaucracy and improving financial planning. Internally the Performance Directorate expanded its performance focus following the restructuring and integration of the Central Services team of the United Kingdom Sports Institute.

World class events: The UK's reputation for staging major international championships continued to be enhanced in 2003 with UK Sport contributing nearly £2 million of Lottery funding, as well as providing specialist technical support, towards the staging of eight world class events.

The World Indoor Athletics Championships at the National Indoor Arena in Birmingham in March benefited from one of UK Sport's largest individual Lottery events awards - £1.15 million. The event's technical quality, in conjunction with a range of development initiatives to engage the local community, drew wide praise. Research carried out by UK Sport also showed that the three-day competition resulted in a financial boost of at least £3.7 million to the city and surrounding area.

UK Sport funded and worked closely with a further four events in England during 2003: the 420 Class World Sailing Championships at Hayling Island, the Triathlon World Cup at Salford Quays, the World Badminton Championships in Birmingham, and the European Dressage Championships at Hickstead.

Cardiff was the venue for the World Disabled Badminton Championships in June, while UK Sport also supported two world class events in Scotland during 2003: the European Junior Swimming and Diving Championships in Edinburgh and Glasgow, and the European Cross Country Championships in Edinburgh in December.

To provide event organisers throughout the UK with detailed advice and guidance on how best to stage events at all levels, UK Sport hosted its 5th Major Events Conference in October. UK Sport also released a major new publication in 2003 – Major Sports Events: The Guide – which is available to download, free of charge, from the organisation's website, www.uk-sport.gov.uk.

UK Sport also developed a strong relationship with London 2012, offering strategic advice and assistance in support of the UK's bid to stage the 2012 Olympic and Paralympic Games.

Ethically fair and drug-free sport: UK Sport continued to play a leading and proactive role in the international fight against the misuse of drugs in sport, most notably contributing to each key stage of consultation on the World Anti-Doping Code prior to its agreement in March 2003. The Code will see the harmonisation of anti-doping policies and procedures across different sports and countries, and is due to be implemented in August 2004.

Over the course of the year, UK Sport conducted over 6,000 tests across 41 sports, with approximately 98.5% producing a negative finding. This included testing at the World Indoor Championships in Athletics that, in a first for the Championships, featured blood tests.

UK Sport's work in these three areas is underpinned by other key projects and programmes:

Modernisation

This programme was established in 2000 to help governing bodies of sport become fit for purpose, be that by increasing participation, developing talent, delivering international success or a combination of all three. In 2003 a significant milestone was reached through the publication of the "Investing in Change" report. It explains what the modernisation process should mean to the NGBs and offers practical advice on the structures, systems and processes available to become more efficient and effective.

Equity

Work began on UK Sport's Equality and Diversity Strategy in 2003 through the appointment of a full time equity officer. This work has involved partnership working with a number of sporting bodies throughout the UK. In November the UK Strategy Framework for Women and Sport was launched at a meeting of the International Working Group on Women's Sport. The document sets targets for participation, leadership and performance at world-class levels.

UK Sport

International

To maintain and advance the UK's influence in world sport, UK Sport continued to provide financial support and assistance to more than 400 British post-holders carrying positions of influence within international sports federations.

One of the UK's most notable election successes was at the annual congress of the International Association of Athletics Federations (IAAF) in Paris in August. As well as the election of Seb Coe to the IAAF's Council, the UK also succeeded in getting a representative elected onto every major committee of the IAAF – the only nation to achieve this.

UK Sport maintained its support of international federations with headquarters in the UK, extending its relationships with the Commonwealth Games Federation based in London, the International Federation of Netball Associations in Birmingham, the World Squash Federation in Hastings, and ISMWSF-ISOD – the Paralympic sport federation in Stoke Mandeville.

UK Sport also continued to play a key role in the global development of sport through the support of projects overseas, exchange visits and information sharing with other nations. UK Sport announced an award to support a unique sports development programme aimed to help tackle the rapid spread of HIV/AIDS in Africa. The new initiative run by VSO – the international development charity – will use sport to deliver education to out-of-school children in Malawi, the third poorest country in Africa with one of the highest HIV infection rates.

UK Sport also hosted a major meeting of international donors working in sport and development, while continuing to support projects on areas including coach certification and volunteering in Namibia, Zambia, Mozambique and the Caribbean.

Meanwhile, the renewal of an existing Memorandum of Understanding (MOU) by UK Sport with China plus the creation of a new accord with Cuba will see an increased exchange of information and support between the countries in areas of mutual interest.

Personnel

Chairman

Sir Rodney Walker 06.07.98 3yrs (extended to 18.09.03 when appointment expired)
Ms Sue Campbell (interim reform chairman) 19.09.03 up to 18 months

Chief Executive

Mr Richard Callicott (resigned 17.12.03)
Mrs Liz Nicholl (acting from 18.12.03)

Members

Mrs Tanni Grey-Thompson OBE 23.11.98 3yrs (extended to 22.11.04)
Ms Zahara Hyde Peters 23.11.98 3yrs (extended to 22.11.04)

Mr Adrian Metcalfe OBE	23.11.98 3yrs (extended to 22.11.04)
Mr Gavin Stewart	23.11.98 3yrs (extended to 22.11.04)
Mr Alistair Dempster	01.07.98 3yrs (extended to 30.06.05)
Mr Gareth Davies	09.09.99 3yrs (extended to 31.03.05 – resigned 30.09.03)
Professor Eric Saunders OBE	07.03.00 3yrs (extended to 31.03.07)
Mr Nick Bitel	14.11.02 3yrs
Ms Louise Martin CBE	14.11.02 3yrs
Ms Laura McAllister	14.11.02 3yrs
Ms Constance St Louis	14.11.02 3yrs
Mr Patrick Carter	27.11.02 3yrs

Victoria and Albert Museum

The purpose of the V&A is to enable everyone to enjoy its collection and explore the cultures that created them, and to inspire those who shape contemporary design.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources					
Grant-in-Aid	32.40	34.77	34.84	36.44	37.10
Other Operating Income	8.07	4.13	2.37	2.37	2.49
Trading Company Profit	0.93	1.31	1.50	1.50	1.10
Other Income	10.06	12.85	11.00	10.00	10.00
Total Income	51.46	53.06	49.71	50.31	50.69
Operating Costs	45.75	48.29	47.78	48.81	49.19
Collections Purchase	2.50	0.41	0.50	0.50	0.50
Capital Expenditure	4.25	2.56	1.43	1.00	1.00
Total Expenditure	52.50	51.26	49.71	50.31	50.69

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Target	2005-06 Target
Key Performance Indicators¹					
Total visitors (millions)	1.9	2.5	2.45	2.25	2.3
Child visitors (thousands)	274	349	300	305	315
Number of website visits (millions) ²	1.6	3.0	3.0	2.6	2.7
Number of children in educational programmes (thousands) ³	N/a	N/a	400	220	235
Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline (thousands) ⁴	128	182	168	173	180
Number of loans to venues in England ⁵	292	315	257	270	270

¹The figures for 2001-02 and 2002-03 include the Wellington Museum, except those for UK C2DE visits. Figures for 2003-04-2005-06 and all UK C2DE figures exclude the Wellington Museum

²Unique users from 2003-04

³Children and young people

⁴This measure was % of UK visitors from C2DE socio-economic grouping prior to 2003-04

⁵This target was for loan agreements in the UK and overseas prior to 2003-04

Victoria and Albert Museum

Key Achievements 2003-04

2003 saw the V&A's most successful exhibition ever: more than 360,000 visits were made to *Art Deco* between March and July and it received almost universal acclaim from critics and public. Several extra evening openings were arranged to cope with demand. *Gothic: Art for England 1400-1547* (October 2003-January 2004) was also popular, as was the free exhibition on 20th century fashion designer, *Ossie Clark*. The Contemporary programme maintained its lively and innovative output with, including two significant exhibitions (*Guy Bourdin* and *Zoomorphic*) and the installation of Rachel Whiteread's *Room 101* in the Cast Courts. The Photography Gallery showed exhibitions of seascapes by Gustave le Grey, photojournalism and portraits of Georgia O'Keefe by Alfred Stieglitz (the latter two arising from recent gifts to the Museum).

Considerable progress was made on FuturePlan, the V&A's 10-year development strategy. The Grand Entrance was opened up with new doors and information desk, a new signage scheme made the Museum easier to navigate, and front-of-house staff were trained to improve the way visitors are welcomed. A new suite of Paintings Galleries received excellent critical response and a design competition was launched for transformation of the Garden. The British Galleries, opened in 2001, continued to attract plaudits, being named European Museum of the Year 2003.

The Museum of Childhood (MoC) at Bethnal Green completed the first phase of its redevelopment in April. This involved major roof repairs and renewal of the main galleries to provide higher level of interactive displays, facilitated by Gallery Assistants. The main exhibition, *Teddy Bear Story* ran until the end of 2003. The MoC was awarded a Stage 1 pass on its application to the Heritage Lottery Fund, enabling it to work up plans for phase 2 of the redevelopment – a new entrance, more space for schools and teaching and improved visitor facilities.

The Theatre Museum (TM) at Covent Garden held several temporary exhibitions, notably on the Redgrave acting dynasty (TM holds the Redgrave Archive) and about West End Theatre. TM's ambitious redevelopment plans were announced with a rare showing of the stage backcloth by Picasso. Realisation of the plans is dependent upon funding.

Arrangements for the administration of the Wellington Museum at Apsley House were completed and, along with the House, it will transfer to English Heritage from April 2004. The Wellington Museum was awarded Visitor Attraction of the Year (under 100,000 visitors) by VisitLondon for the second time in three years.

All the V&A museums are committed to increasing the range of people who use them. All sites run varied programmes of learning and community events, often in partnership with other museums, local authorities and community groups. Black History Month and Chinese New Year are particular highlights, attracting 18,300 and 8,500 visits respectively in 2003-04. The MoC opened the *World in the East End Gallery*, following extensive work with local communities. Provision for disabled people was improved with more events being made available and the installation of technological aids.

The V&A continued to be very active in lending objects and arranging touring exhibitions. At any time in 2003-04, nearly 3,000 V&A objects were on loan to other institutions, while five V&A touring exhibitions allowed many more to be seen around the world. Of particular note was an exhibition of *Chinese Export Watercolours*, visited by over 100,000 people in Guangzhou, China. The V&A, in partnership with several regional museums, NCH and the Campaign for Drawing, was awarded £300,000 from DCMS and DfES for *Image and Identity*, a broad programme of exhibitions and events mainly for schoolchildren in the English regions.

A major addition to the V&A website was *Access to Images*, making images and information about 10,000 objects available. The major HLF-funded project to digitise the National Art Library catalogues was completed and the TM launched *PeoplePlayUK*, a site dedicated to the history of performance, funded by the New Opportunities Fund. A V&A proposal (with partners Channel 4 and Ultralab) was selected as one of the first Culture Online projects and work began in summer 2003.

Personnel

Director		Professor Sir Christopher Frayling MA PhD	ex officio
Mr Mark Jones		Mrs Jane Gordon Clark	01.10.02 4yrs
		Sir Terence Heiser GCB	30.09.98 5yrs (term expired 29.09.03)
Chairman		Professor Lisa Jardine PhD	17.12.03 4yrs
Paula Ridley OBE	01.11.03 4yrs	Mr Rick Mather	31.10.02 3yrs
		Mr Peter Rogers	06.08.99 5yrs
Trustees		Mr Paul Ruddock	03.05.02 4yrs
Mr Jonathan Altaras	17.12.03 3yrs	The Rt Hon Sir Timothy Sainsbury	17.12.03 4yrs
Professor Margaret Buck	01.10.00 4yrs	Dame Marjorie Scardino DBE	07.02.03 4yrs
Penelope Viscountess Cobham	30.09.98 5yrs (term expired 29.09.03)	Professor Sir Christopher White CVO FBA	01.03.02 2yrs (term ends 29.02.04)
Mr Rob Dickens CBE	01.10.00 4yrs		

Wallace Collection

A collection of paintings, furniture, ceramics, arms and armour and other works of art bequeathed to the nation by Lady Wallace in 1897.

The Wallace Collection aims to safeguard Hertford House and its unique and varied collection, making it accessible and understandable, and encouraging the study of 18th century French art and 19th century collecting.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Resources £ millions					
Grant-in-Aid	2.2	2.6	3.0	2.5	2.5
Other Operating Income	0.5	0.3	0.3	0.4	0.4
Other Income	0.9	0.9	0.9	1.0	1.0
Total Income¹	3.6	3.8	4.2	3.9	3.9
Operating Costs	3.3	3.4	3.4	3.7	3.7
Capital Expenditure	0.4	0.4	0.8	0.1	0.1
Total Expenditure	3.7	3.8	4.2	3.8	3.8

¹Income does not match expenditure each year as non-Grant-in-Aid income can be retained to fund future expenditure.

	2001-02 Outturn	2002-03 Outturn	2003-04 Estimated Outturn	2004-05 Plans	2005-06 Plans
Key Performance Indicators					
Total visitors (millions)	0.229	0.234	0.215	0.24	0.25
Child visitors (millions)	0.014	0.015	0.015	0.02	0.022
Number of website visits (millions) ¹	0.519	c.0.4	0.4	0.55	0.6
Number of children in educational programmes (thousands) ²	6.6	9.27	10.8	11.0	12.0
Number of C2DE visitors required to achieve an 8% increase on the 2002-03 baseline (thousands) ³	-	15.1	13.9	16.1	17.01
Number of loans to venues in England ⁴	N/a	N/a	N/a	N/a	N/a

¹Unique users from 2003-04

²This target was for all educational visitors prior to 2003-04

³This target was % of total visitors from C2DE socio-economic grouping prior to 2003-04

⁴The Wallace Collection is not permitted under statute to loan exhibits from the collection or to acquire new objects

Key Achievements in 2003-04

The major capital projects completed were the renovation of the front façade and the replacement of the 20 year-old chillers for the collection's air-conditioning system, generously funded by DCMS and Lord Wolfson. The Collection's regional partnership programme grew further with the establishment of a partnership agreement with the Holburne Museum, Bath and the exchange of exhibitions with the Bowes Museum, resulting in the showing in London of the Bowes Museum's The Road to Impressionism. Three other major exhibitions were organised, including a loan exhibition of British 19th-century glass and Paintings and Drawings from the National Gallery of Scotland: From Raphael to the Glasgow Boys. Educational programmes continued to grow, with 10,600 children and over 16,000 adults taking part in programmed activities. Major conservation projects included Elizabeth Vigée Lebrun's portrait of Madame Perregaux and a writing desk made by Riesener for Marie Antoinette, both of which were or will be featured in special exhibitions in the Conservation Gallery. The Collection organised its ever-popular Open Furniture Month, as well as a very successful international academic conference on the art market in 17th and 18th-century Europe.

Personnel

Chairman		Lady Irvine of Lairg	16.02.00 5yrs
Mr John Lewis	05.05.99 5yrs	Mr Martin Drury	25.04.01 5yrs
		Miss Carole Stone	25.02.00 5yrs
Director		Sir Elton John	17.12.99 5yrs
Miss Rosalind Savill		Sir Timothy Clifford	08.08.03 4yrs
		Mr Richard Dormant	15.07.03 4yrs
Trustees		Mr John Ritblat	08.08.03 4yrs
Sir Geoffrey de Bellaigue	03.03.01 5yrs	Hon Barbara Thomas	08.08.03 4 yrs
Dr Fram Dinshaw	28.03.01 5yrs		

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