

NATIONAL GALLERY

The Gallery houses the nation's prime collection of European paintings from the 13th to the 19th centuries. 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.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	20.4	21.3	22.0	23.9	25.6
Other operating income	6.5	7.1	5.7	5.8	5.9
Other income ²	25.4	10.3	6.6	2.0	2.0
Total income¹	52.3	38.7	34.3	31.7	33.5
Operating costs	22.0	23.5	26.1	27.1	28.2
Collections purchases	22.2	6.4	2.0	2.0	2.0
Capital expenditure ²	6.6	10.0	6.2	2.6	3.3
Total expenditure¹	50.8	39.9	34.3	31.7	33.5

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

² Capital expenditure and related income includes the East Wing Project.

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

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 ⁵ Plans	2007-08 ⁵ Plans
Core Performance Indicators					
Total visitors (millions)	4.6	4.9	4.2	4.5	4.8
Child visitors (millions) ⁴	0.408	0.564	0.483	0.5175	0.552
Number of website visits (millions) ³	3.9	5.0	4	4.25	4.5
Number of children in educational programmes (000s)	104	105	88	90	110
Number of C2DE visitors ⁴	418	540	409	443	477

³ These figures are recorded by LiveStats and will be as accurate as possible given the widespread use of caching and proxy servers.

⁴ The outturn figures given for these measures are estimated based on total visitor numbers and the latest demographic research, which was completed in March 2004. The figures for earlier years are based on demographic research completed in 2001. From 2005-06 the target covers visits by adults from NS-SEC socio-economic groups 5-8.

⁵ These estimates form part of the 2005-08 funding agreement.

Key Achievements in 2005

An extremely successful exhibitions programme was mounted during the year. The exhibition *Caravaggio* was the first significant exhibition of the artist's late paintings, attracting wide acclaim and about 245,000 visitors. Over the Summer, *Stubbs and the Horse* assembled some of the artist's finest paintings and most beautiful anatomical drawings to explore the social, cultural and intellectual environment in which they were produced.

The education and outreach programmes within the Gallery continued to thrive and offered more ways in to the collection for a diverse audience than ever before. Projects included *Talking Points*, an ongoing two-phased consultation process enabling young people participating in the Gallery's outreach programmes to exert an active influence over the programmes and services that affect them, work with young women at Bullwood Hall Prison and Looked After Children, and a DCMS-funded project which supports Initial Teacher Training at the Gallery.

2005 saw the completion of the final stage of the East Wing Project, following the redevelopment of the portico entrance hall and the restoration of the magnificent 19th-century decorative ceiling by J.D. Crace in the staircase hall. Below the Portico on the ground floor a new multimedia area, with additional access to ArtStart and a coffee bar, has been created. The scheme includes new cloakroom and toilet facilities, the installation of air-conditioning and improved lighting.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Mr Peter Scott	11.08.99	10.08.08	11.08.04
Director			
Dr Charles Saumarez-Smith			
Trustees			
Sir Colin Southgate	25.03.98	24.03.05	25.03.03
Professor Dawn Ades ⁶	01.08.98	12.04.05	31.07.03
Lady Hopkins	30.09.98	29.09.05	30.09.03
Mr Jon Snow	01.04.99	31.03.08	01.04.04
Mr Mark Getty	06.09.99	05.09.08	05.09.04
Mr Ranjit Sondhi	04.02.00	03.02.09	04.02.05
Professor Julia Higgins	06.04.01	05.04.06	
Mr Donald Moore	05.07.01	04.07.06	
Lord Kerr of Kinlochard	01.03.02	28.02.06	
Mr James Fenton	15.11.02	14.11.06	
Mr John Lessore	10.02.03	09.02.07	
Mr Simon Burke	21.02.03	20.02.07	
Lady Normanby	02.02.04	01.02.08	
Mrs Victoria Barnsley ⁶	13.04.05	31.07.07	
Professor Mervyn King	26.03.05	25.03.09	
Professor David Ekserdijan	30.09.05	29.09.09	

⁶ Tate Liaison Trustees.

Annual Review available from: National Gallery Bookshop, National Gallery, Trafalgar Square, London WC2N 5DN

NATIONAL HERITAGE MEMORIAL FUND (NHMF)

The National Heritage Memorial Fund's aim is to defend the most outstanding parts of our national heritage. We 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).

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	5.0	5.0	5.0	5.0	10.0
Other income	1.9	0.9	0.7	1.0	1.0
Total income	6.9	5.9	5.7	6.0	11.0

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. As the fund is reactive, it does not set financial targets for its activity. Trustees do set objectives for careful investment management and restricting increases in administration costs. All the objectives were met in 2005.

Key Achievements in 2005

Six awards were made in the year. The grant awards made included:

- £934,115 to the Memorial for the Women of World War II.
- £105,535 to the National Portrait Gallery for the portrait of Thomas Howard.
- £110,000 to the Beckford Tower Trust for the acquisition of the Beckford Table.
- £860,000 to the Fitzwilliam Museum, Cambridge, for the purchase of the Macclesfield Psalter, whose export from the UK had been deferred.
- £500,000 to the Victoria and Albert Museum for the conservation of furniture and tapestries belonging to the Museum and kept at Houghton Hall, Norfolk.
- £250,000 to the Royal Academy of Music for the purchase of the 'Viotti' Stradivarius violin.

The award of £934,115 to establish the memorial to the part played by seven million women, in the UK and allied countries, in World War II was seen as a fitting, if unusual and exceptional, use of NHMF. In making this award, which would help create the new memorial in Whitehall on the very significant 60th anniversary of the ending of the conflict, NHMF recognised that this would be a national memorial to a nation-wide contribution, rather than an association with an individual, service-arm, location or battle.

NATIONAL HERITAGE MEMORIAL FUND (NHMF)

Personnel	Start date	End date	Date reappointed (if applicable)
Chair			
Liz Forgan	01.04.01	31.03.04	01.04.04
Director			
Carole Souter	01.04.03		
Trustees			
Catherine Graham-Harrison	20.08.02	19.08.05	
Primrose Wilson	07.04.00	06.04.06	07.04.03
Mike Emmerich	29.07.03	28.07.06	
Nicholas Dodd	10.09.00	09.09.06	10.09.03
Giles Waterfield	10.09.00	09.09.06	10.09.03
James Wright	01.11.00	31.10.06	01.11.03
Tristram Hunt	16.02.05	15.02.08	
Matthew Saunders	16.02.05	15.02.08	
Derek Langslow	18.02.02	17.02.08	18.02.05
Brian Lang	01.03.05	29.02.08	
Dan Clayton Jones	12.07.05	11.07.08	
Madhu Anjali	22.07.02	21.07.05	22.07.05
Mike Phillips	01.01.02	31.12.10	01.01.05

NATIONAL LOTTERY COMMISSION

The National Lottery Commission is the statutory body created under the National Lottery Act 1998 responsible for licensing and regulating the UK National Lottery.

The principal duties of the Commission are to ensure that the National Lottery is run and promoted with all due propriety, that the interests of every participant are protected and, subject to these duties, that it does its best to secure that the proceeds of the National Lottery are maximised for good causes. It is also responsible for awarding the next licence to operate the Lottery, which will start from February 2009.

Main Activities during 2005

Running a successful competition

Over the last year the Commission has been working hard to fulfil its commitment to running an open, fair and transparent competition for the third licence. The process of extensive consultation with interested parties led to the publication of the *Statement of Main Principles (SMP)* in November 2005, which marked the formal start of the competition. Through listening to the views of key stakeholders, a series of structural changes have been made to the competition, which the Commission believes will lead to high quality, credible bids to run a successful National Lottery.

There is a robust structure in place to deliver the competition. In April, the Project Board was established to oversee the detailed conduct of the competition and to support Chief Executive Mark Harris, his staff and a team of specialist advisers. Chair of the Project Board is Commissioner Robert Foster, its other members being fellow Commissioner Brian Pomeroy and the Chief Executive. There is project management expertise from a small, dedicated internal team, which will work closely with Rothschild, the consultants acting as lead adviser for the competition process.

The work on the competition is subject to the Gateway Review Process, developed and administered by the Office of Government Commerce. In addition to this, to assure the Commission that the competition process is properly conducted, Cornwell Management Consultants will provide independent reviews at key stages as the competition develops.

The Commission has been engaging actively with all those who have an interest in the competition process and has been accessible at industry events, such as the World Lottery Association conferences. One-to-one meetings have been organised with relevant organisations, as well as roundtable debates and a successful city breakfast briefing that was attended by a wide range of professional advisers. July saw the summary of responses and areas for further analysis published, which built upon the detailed discussion paper *A Lottery for the Future*, published in January 2005.

Improving access

The Commission has continued to regulate the National Lottery firmly but flexibly. During the first half of the year the Commission supported the launch of National Lottery Fast Pay, which allowed consumers to purchase lottery tickets through Electronic Point of Sale (EPOS) at Tesco stores. The Commission worked to ensure the licence, consumer protection and IT issues were fully identified and resolved before the system was launched.

The Commission also licensed HotPicks 1 & 5 and approved a series of promotions proposed by Camelot. Licensing arrangements were adapted to allow sales through interactive television, via mobile phones and by subscription. The National Lottery website was developed to launch interactive versions of EuroMillions and Thunderball.

Supporting the London 2012 Olympic and Paralympic Games

The Commission worked hard to ensure the regulatory steps necessary to enable the launch of Olympic Lottery games were in place as soon as possible following the decision to host the 2012 Games. The Commission has overseen the launch of a range of scratchcards and interactive games, proceeds of which will contribute to the £750 million the Lottery is committed to raise to support the 2012 Games.

Engaging with stakeholders

Over the last year the Commission has continued to engage a wide range of its stakeholders, including faith groups, and organisations in the regulatory and gambling sector. Quarterly newsletters were published and distributed to a growing list of recipients, now in excess of 450, and there have been discussions with a broad range of overseas visitors regarding best practice in Lottery regulation.

Further information on the work of the Commission can be found at www.natlotcomm.gov.uk

NATIONAL LOTTERY COMMISSION

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Income	–	–	–	–	–
Expenditure	4.063	4.255	8.293	8.200	7.200
Key Performance Indicators					
	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Responding to correspondence	96%	97%	97%	95%	95%
Payment of undisputed invoices	95.4%	95%	97.8%	97.5%	97.5%
Total number of days of staff sickness absence	6.16	6.31	6.81	7	7

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman¹			
Timothy Hornsby	16.10.04	15.10.05	
Anne Wright	16.10.05	15.10.06	
Chief Executive			
Mark Harris			
Members			
Timothy Hornsby	26.03.04	25.03.08	
Brian Pomeroy	01.04.99	31.03.08	16.10.03 01.04.04
Harriet Spicer (term extended for one month)	01.04.03	30.04.05	
Jo Valentine	17.09.02	30.09.05	
Robert Foster	01.04.05	31.03.10	
Anne Wright	01.05.05	30.04.09	
Sarah Thane	17.09.05	16.09.09	

¹ No Commissioner can chair for longer than one year at a time.

Remuneration

Annual Salary of Chairman	£45,363
Annual Salary of Project Board Chairman	£20,560
Members Daily Rate	£195 per day ²

² As of 1 October 2005, following an independent review of pay carried out by Incomes Data Services, the salary of the chairman was increased to £58,600, the salary of the Project Board Chairman was raised to £33,600, and the Members Daily rate was increased to £275 per day, or £9,900 per year.

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; building partnerships; effective organisation and sound financial management (in line with the Museum's strategic plan and DCMS objectives).

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	14.0	15.7	15.2	17.1	18.4
Other operating income	2.0	1.5	1.7	1.4	2.0
Trading company income	1.3	1.1	1.2	1.3	1.5
Other income	1.2	3.8	5.7	6.4	5.4
Total income	18.5	22.1	23.8	26.2	27.3
Operating costs ¹	20.0	20.0	19.8	20.5	21.0
Collections purchases	0.1	0.7	0.2	0.2	0.2
Capital expenditure	1.5	2.5	6.4	10.6	3.7
Total expenditure²	21.6	23.2³	26.4³	31.3³	24.9

¹ Operating costs include depreciation.

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

³ These deficits incorporate a major capital development at the Royal Observatory, Greenwich that opens to the public progressively from end 2006.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Core Performance Indicators					
Total visits (millions)	1.365	1.532	1.450	1.425	1.475
Child visits (000s)	276	347	300	290	310
Website visits (millions)	4.089	6.750	7.500	7.750	8.000
Children in educational programmes (000s)	59.8	117	90	85	93
C2DE visits (000s) ⁴	230	385	80	80	82

⁴ From 2006-07, visits by adults from NS-SEC socio-economic groups 5-8.

Key Achievements in 2005

With 1.532 million visits and 6.750 million web visits recorded this year, revenue Grant-in-Aid per user is now at its lowest-ever figure of £1.67. Visitor satisfaction continues very high at 99% and the Museum won the Large Visitor Attraction category at the Visit London Awards and for the second year running, the Outstanding Customer Service award. Focus this year has been on the Museum's *SeaBritain 2005* initiative, with over 60 national and regional partners across the UK, and on our major loan exhibition *Nelson & Napoléon*. Construction work for the £15 million *Time and Space* project to redevelop the South Building at the Royal Observatory and build a new 120-seat planetarium proceeds apace. Some 117,000 children participated in on-site and outreach educational programmes and the overall number of learners was over 278,000. *The Captain's Table: Life and Dining on the Great Ocean Liners* won 'Best Museum Publication' at the annual Association for Cultural Enterprises conference. The Museum received Academic Analogue status from the Arts and Humanities Research Council (eight awarded out of 20 applicants) and its conference programme included over 300 bookings for the Nelson Lecture Series held with the Institute of Historical Research. The Museum also supported the London Borough of Greenwich in the successful London bid for the 2012 Olympics, for which the Museum is the site for the equestrian events.

NATIONAL MARITIME MUSEUM

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Sir David Hardy	06.10.95	19.11.05	20.11.00
The Rt Hon The Lord Sterling of Plaistow, GCVO, CBE (Chairman from 20.11.05)	05.04.05	04.04.09	
Director			
Roy Clare			
Trustees			
HRH The Duke of York, KCVO, ADC	15.06.95	14.06.09	15.06.05
Victor Benjamin	12.09.96	11.09.06	12.09.01
Raymond Miles	16.04.98	15.04.06	16.04.02
Patricia Rothman	20.08.99	19.08.08	20.08.04
Joe Abrams, OBE	20.08.99	19.08.06	20.08.04
Professor Jocelyn Bell Burnell, CBE, FRS	06.12.00	05.12.09	06.12.05
Dr M C Faulkes	06.12.00	05.12.05	
Professor W Ritchie, OBE	06.12.00	05.12.05	
Professor Martin Daunton, FBA	14.02.02	13.02.10	14.02.06
Councillor Jagir Sekhon, OBE	15.11.02	14.11.06	
Penny Haire (currently on sabbatical)	15.11.02		
Nigel Macdonald	11.03.03	10.03.07	
Jan Kopernicki	24.11.03	23.11.07	
Alan Titchmarsh, MBE, VMH, DL	08.12.04	07.12.08	
Gilly Drummond, DL	24.02.05	23.02.09	
Sir John Guinness, CB	24.02.05	23.02.09	
Admiral the Lord Boyce, GCB, OBE, DL	10.03.05	09.03.09	
David Moorhouse	28.10.05	27.10.09	
Dr David Quarmby, CBE	28.10.05	27.10.09	

NATIONAL MUSEUM OF SCIENCE & INDUSTRY

Incorporates the Science Museum in London, the National Railway Museum (NRM) at York, Locomotion: the NRM at Shildon, the National Museum of Photography, Film & Television (NMPFT) at Bradford and NMSI Wroughton near Swindon.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid ²	36.5	35.9	36.6	38.0	41.1
Invest to Save Funds	0.6	–	–	–	–
Reform Pot Funds	–	–	–	0.3	–
Other operating income	–	–	–	–	–
Trading company income	0.7	-0.1	0.1	0.8	1.2
Other income	13.0	12.6	7.4	10.2	11.4
Total income^{1,4}	50.8	48.3	44.1	49.3	53.7
Operating costs ^{2,3}	39.4	39.0	39.0	40.0	41.4
Collections purchases ⁵	0	0.0	0.1	0.1	0.1
Capital expenditure ^{4,5}	10.2	12.8	5.5	11.2	12.2
Total expenditure¹	49.6	51.8	44.6	51.3	53.7

¹ Income 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.

² Grant-in-Aid includes £0.125m p.a. to enable the Monotype Collection owned by the NMSI to remain housed at the Type Museum in Vauxhall.

³ Income and Expenditure are increased by grant to the National Coal Mining Museum of England (NCMME) of: 2003-04 £2.4m; 2004-05 £2.7m; 2005-06 £2.5m; 2006-07 £2.5m; 2007-08 £2.7m.

⁴ Depreciation is excluded.

⁵ The transfer of the share of Blythe House (£7.2m) has been excluded from the 2003-04 figures.

⁶ Collection purchases which are included in Capital expenditure total: 2003-04 £3.7m, 2004-05 £4.2m.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn ⁷	2006-07 Plans ⁷	2007-08 Plans ⁷
Core Performance Indicators					
Total visitors (millions)	4.28	3.84	3.40	–	–
Child visitors (millions)	1.42	1.26	1.20	–	–
Number of website visits (millions)	6.33	8.34	8.07	–	–
Number of children in educational programmes (thousands)	352	462	480	–	–
Number of C2DE visitors required to achieve an 8% by 2005-06 on the 2002-03 baseline (thousands) ⁸	865	918	705	–	–

⁷ At time of publishing targets for 2006-07 and 2007-08 in the draft 2005-06 - 2007-08 Funding Agreement had not been agreed. These targets can be found in the Museum's 2005-06 - 2007-08 Funding Agreement online on the DCMS website at the link below:

http://www.culture.gov.uk/museums_and_galleries/Sponsored_Bodies.htm

⁸ This measure was a Funding Agreement core target for 2003-04 and 2004-05. Revised from 2005-06 onwards to reflect over 16 UK C2DE visitors only. From 2006-07 indicator will measure over 16 UK visitors from NS-SEC socio-economic groups 5-8.

NATIONAL MUSEUM OF SCIENCE & INDUSTRY

Key Achievements in 2005

Science Museum

As part of World Year of Physics the Science Museum launched a programme of temporary exhibitions and events celebrating the 100th anniversary of the publication of Einstein's major discoveries. In the spring a new *Antenna* exhibition *Nanotechnology: small science, big deal* was opened, and the Science Museum's Dana Centre launched *Meeting of Minds*, a series of events looking at developments in the field of brain science. August saw the opening of the new *Ingenious* exhibition *Inside the Spitfire*. In October the long-awaited exhibition *The Science of... Aliens* was launched and received enthusiastically by both the public and the media.

The solar panelled roof in the Museum's revamped gallery, the Energy Hall, was named as one of the ten best green energy projects of 2005 by the DTI. Reopened in the summer, the gallery also boasts a new display of the Museum's iconic engines and better visitor facilities.

The Science Museum has continued to increase its reach and access to its activities and collections through its schools and community outreach programme, which focuses on disadvantaged areas; through its highly popular stores tours of its reserve collections; and through its expanding online presence that provides virtual access to its collections, activities, debates and more.

National Museum of Photography, Film & Television (NMPFT)

The year 2005 saw the NMSI Trustees endorsing the NMPFT redefinition plan to launch it as the 'National Media Museum'. The aim is to address fast-advancing and evolving areas of media such as the internet. This re-launch is planned for 2006-07.

NMPFT also secured funding for its new £3m 'Experience TV' gallery, due to open in July 2006. The gallery will provide hands-on experience of TV production, space to display 200 objects from the collections – currently not on display – and access to a public archive of over 1,000 TV programmes.

One of the highlights of the year was the Bradford Film Festival with Jenny Agutter receiving the Lifetime Achievement Award. The highlights also included the widely acclaimed 'Youth TV' project bringing together children from different cultural backgrounds to make TV programmes: the project and the Museum's other learning events attracted a staggering 60,000 young people to visit the Museum.

National Railway Museum (NRM)

NRM was once again the most visited museum outside London in 2005. The target for C2DE visitors was exceeded by 40%, proving to be one of the highest ratios for any National Museum. More than 20,000 people enjoyed the Flying Scotsman experience during its summer programme.

The year saw fundraising completed for many of the Museum's major projects: the overhaul of Flying Scotsman to prepare it for another ten years' operation and for Search Engine, the NRM's new public-facing archive and library facility, due to open in 2007. A major new display on the Flying Scotsman, funded by Yorkshire Forward and the Heritage Lottery Fund, will open in Easter 2006.

Locomotion: the NRM at Shildon

Locomotion established itself as a significant attraction in the Northeast in 2005: the Museum's visitor numbers exceeded all expectations with 210,000 in its first year. Furthermore, the Museum's presence has led to an increase in the area's profile and now an innovative residential construction is being planned nearby.

NMSI Wroughton

The visitor numbers at our Wroughton site increased again, from 35,000 in 2004 to 48,000 in 2005. There was also a dramatic increase in the number of visits – from 10,000 to 23,000 – attracted by the new cultural and educational programme.

In March NMSI Wroughton collaborated with Intel for the international launch of their new WiMax technology. The demonstration was filmed by CNN and broadcast throughout the world.

Autumn 2005 saw the completion of a new visitor access and conservation facility within the former Engineering Building. This project was supported by the Heritage Lottery Fund within the region and is due to be formally opened by the Secretary of State in Spring 2006. The first exhibition was successfully launched in November.

The National Collections Centre project and site development progressed at great pace in 2005 with an outline planning application and three high level funding bids submitted.

During 2005 major on-site landscape works were carried out in accordance with the master plan. 48,000 native woodland trees were planted across 30Ha of land on the northern perimeter of the site.

NATIONAL MUSEUM OF SCIENCE & INDUSTRY

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
The Rt Hon Lord Waldegrave of North Hill	01.07.02	30.06.06	
Director			
Dr Lindsay Sharp	01.07.00	30.06.05	
Acting Director			
Mr Jon Tucker	01.07.05		
Trustees			
Prof Ann Dowling CBE FRS	25.08.99	24.08.08	25.08.04
Mr Martin G Smith	25.08.99	24.08.08	25.08.04
Dr Anne Grocock	08.03.96	07.03.06	08.03.01
Mr David Rayner CBE	28.01.97	27.01.06	28.01.02
Prof Rod Smith	23.04.02	22.04.06	
Sir Ron U. Cooke	06.06.02	05.06.06	
Mr Richard Haythornthwaite	06.06.02	05.06.06	
Dr Simon Singh MBE	12.07.02	11.07.06	
Dr Douglas Gurr	06.06.03	05.06.07	
Lord Rees of Ludlow FRS	06.06.03	05.06.07	
Sir William Wells	06.06.03	05.06.07	
Dr Maggie Semple OBE	10.10.03	09.10.07	
Prof Kathy Sykes	10.10.03	09.10.07	
Mr Michael Wilson	13.02.04	12.02.08	

An Annual Report is available from: National Museum of Science & Industry, South Kensington, London SW7 2DD. It can be seen on the website: <http://www.nmsi.ac.uk>

NATIONAL MUSEUMS LIVERPOOL

(formally National Museums & Galleries on Merseyside)

Includes the Walker, the World Museum Liverpool (formerly known as Liverpool Museum), the Merseyside Maritime Museum, the Museum of Liverpool Life, the Lady Lever Art Gallery, Sudley House, the Conservation Centre and HM Revenue & Customs (formerly Customs & Excise) National Museum. National Museums Liverpool aims to use its collections and other assets to provide the best opportunities for learning and access (in line with DCMS public service objectives). NML aims to be progressive and outward looking, exciting and inspiring people in ways that are inclusive and challenging.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	17.3	17.3	17.6	20.2	20.2
Other operating income ¹	1.0	1.0	1.2	0.9	0.9
Trading company income	0.1	0.1	0.1	0.1	0.1
Other income	3.6	10.1	9.1	16.7	36.0
Total income¹	22.0	28.5	28.0	37.9	57.2
Operating costs (excluding depreciation)	17.0	17.6	19.8	20.9	21.0
Collections purchases	0.5	1.7	0.3	0.3	0.3
Capital expenditure ³	4.1	8.2	9.5	18.0	34.0
Total expenditure²	21.6	27.5	29.6	39.2	55.3

¹ Profit-making activities were transferred to a trading company in 1992-93.

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

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

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Core Performance Indicators (core targets)					
Visits (millions) ¹	1.52	1.54	1.6	1.7	1.8
Number of children visitors (millions) ⁴	0.37	0.40	0.27	0.29	0.30
No of C2DE visitors (millions) ⁵	0.40	0.42	0.43	0.45	0.51
No of children in organised educational programmes both on-site and outreach (thousands) ⁴	90	135	240	275	305
Website pages supplied to users (millions)	3.8	8.2	11.5	14.0	16.9

⁴ Projections from 2005 onwards subject to review in light of construction affecting several venues.

⁵ From 2006-07 measures adults from NS-SEC socio-economic groups 5-8

Key Achievements in 2005

The opening of World Museum Liverpool in April 2005

The refurbishment and development of Grade II* listed Liverpool Museum, creating accessible entrance, new atrium for circulation and reception and six new galleries and attractions. In total, c.3,500sqm of galleries/attraction space.

Highest visitor figures in 20 years of 1.6 million

Slavery Remembrance Day

NML is the lead partner with Liverpool City Council and community representatives in organising the International Slavery Remembrance Day which, every August, recognises the abolition of the slave trade.

First Early Years Conference organised and hosted by NML

The Early Years Conference in November 2005 was the result of an exciting collaboration between the partners of the Children First Forum; a network consisting of Early Years, Arts, Education and Sure Start representatives from across Merseyside who together with National Museums Liverpool (NML) and Arts Council England North West (ACE, NW) are working in partnership to create opportunities for cultural engagement for children and early years.

Moving Here

In April 2005 an HLF funded two-year project began, exploring why people came to England over the last 200 years, and what their experiences were and continue to be. The aim of the project for NML is to work actively with three Liverpool migrant communities, Chinese, Somali and Yemeni, in documenting their own history, and produce online stories.

Economic Impact Study

A recent study on NML, and its impact in Liverpool and the Northwest, shows that the total expenditure of both British and overseas visitors to NML has been calculated at around £25 million (2004-05), including money spent in surrounding businesses.

Efficiency and Effectiveness

The continued development of robust performance indicators, building on the work of the Efficiency and Effectiveness Review, and setting of challenging but achievable targets are helping to deliver efficiency at NML. Improved effectiveness and efficiency is a specific objective of NML and efficiency gains for 2004-05 total £248k.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Mr Loyd Grossman OBE	21.07.03	20.07.07	
Director			
Dr David Fleming OBE			
Trustees			
Professor Drummond Bone	01.04.04	31.03.08	
Sir Neil Cossons	14.05.02	13.05.06	
The Earl of Derby	01.04.01	31.03.06	
Mr Bryan Gray MBE	29.01.04	28.01.08	
Professor Chris Green	01.04.01	31.03.06 ⁶	
Professor Margaret McKeith CBE	01.02.05	31.01.09	
Mr G Barrie Marsh	01.04.02	31.03.06	
Professor Sarah Palmer	01.02.05	30.01.09	
Mrs Alexis Redmond	24.07.03	21.07.07	
Professor Gordon McGregor Reid	01.02.01	31.01.06	
Mrs Gillian Reynolds MBE	20.07.01	19.07.06	
Ms Lorraine Rogers	29.07.04	28.07.08	
Professor John Tarn OBE	01.04.01	31.03.06	
Mrs Eva Wisemark	21.01.02	20.01.06 ¹	
Mr Brian Wong	19.04.04	18.04.08	

⁶ Reappointment in process

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.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	5.7	6.1	6.4	6.8	7.2
Other operating income	4.7	5.4	6.8	6.1	5.9
Other income	0.7	0.5	0.5	0.1	0.0
Total income	11.1	12.0	13.7	13.0	13.1
Operating costs	10.2	10.5	12.4	12.0	11.9
Collections purchases	0.7	0.7	0.7	0.7	0.7
Capital expenditure	0.9	0.1	0.3	0.2	0.3
Total expenditure	11.8	11.3	13.4	12.9	12.9

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Core Performance Indicators					
Total visits (millions)	1.426	1.469	1.450	1.550	1.550
Child visits (000s)	71.2	93.0	75.0	85.0	100.0
Website visits (millions)	2.578	4.543	6.250	6.500	6.750
Children in educational programmes (000s)	33.0	42.7	40.0	40.0	42.5
C2DE visits (000s) ¹	114	142	70	77	80

¹ From 2006-07, visits by adults from NS-SEC socio-economic groups 5-8.

Key Achievements in 2005

2005 marked another successful year for the Gallery, with the highest visitor numbers ever to St Martin's Place and the website. There were also good attendances and extensive media coverage for the *BP Portrait Award*, *The World's Most Photographed* and *SELF PORTRAIT: Renaissance to Contemporary* exhibitions and important new international partnerships were developed for future exhibitions. In the UK, the Gallery extended its national programme and created new programmes for families and young people while increasing and broadening audiences for outreach and video-conferencing activities. In December the Gallery was awarded 'analogue status' by the Arts and Humanities Research Council.

Outstanding portraits entering the collection included commissioned portraits of J.K. Rowling by Stuart Pearson Wright, Alfred Brendel by Tony Bevan and Sir Bill Morris by John Keane together with the acquisitions of The Duchess of Cleveland by Sir Peter Lely and Roger Fry by Vanessa Bell.

NATIONAL PORTRAIT GALLERY

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Sir David Scholey CBE	15.09.92	14.07.05	15.09.97 15.09.02
Professor David Cannadine FBA FRSL (Chairman from 14.07.05)	07.12.00	06.12.09	07.12.05
Chief Executive			
Mr Sandy Nairne			
Trustees			
The Rt Hon Baroness Amos	06.10.03	<i>Ex-officio</i>	
Zeinab Badawi	11.10.04	10.10.08	
Nicholas Blake QC	07.11.05	06.11.09	
Professor R F Boucher, CBE, FREng	20.06.03	19.06.07	
The Marchioness of Douro	03.09.04	02.09.08	
Amelia Fawcett CBE	20.06.03	19.06.07	
Flora Fraser	15.10.99	14.10.08	15.10.04
Professor Ludmilla Jordanova	07.12.00	06.12.09	07.12.05
Sir Nicholas Grimshaw CBE PRA	14.12.04	<i>Ex-officio</i>	
Sir Christopher Ondaatje CBE OC	19.12.01	18.12.09	19.12.05
Tom Phillips CBE RA	27.02.98	31.03.06	27.02.02
David Ross	20.02.06	19.02.10	
Professor Sara Selwood	21.05.02	20.05.06	
Alexandra Shulman OBE	15.10.99	14.10.08	15.10.04
Sir John Weston KCMG	15.10.99	14.10.08	15.10.04

NATURAL HISTORY MUSEUM

The Natural History Museum is one of the world's greatest resources for reference, research and information on the natural environment, guardians of a 70 million specimen collection of living species, fossils and minerals, a powerhouse of scientific research, an institute for inspiration and creativity that annually welcomes over three million scientists and visitors.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	39.6	39.6	41.5	42.8	45.1
Other operating income	–	–	–	–	–
Trading company income (net)	2.7	3.3	3.5	3.7	3.9
Other income	6.4	7.8	13.7	15.3	17.9
Total income	48.7	50.7	58.7	61.8	66.9
Operating costs	38.6	40.6	41.0	42.0	43.0
Collections purchases	0.1	0.1	0.1	0.1	0.1
Capital expenditure	6.9	5.2	8.0	22.0	25.0
Total expenditure	45.6	45.9	49.1	64.1	68.1

	2003-04 ¹ Outturn	2004-05 ¹ Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Key Performance Indicators					
Number of total visitors (millions)	3.1	3.3	3.0	3.21	3.35
Number of child visitors (thousands)	971	1,031	870	931	971
Number of unique users accessing website (millions)	2.7	3.1	3.265	3.450	3.625
Number of children in organised offsite and onsite educational programmes (thousands)	340	271	310	320	325
Number of C2, D and E visitors from the UK aged over 16 (thousands) ²	120	123	115	123	128

¹ Note: Some figures for 2003-04 and 2004-05 have been re-stated to account for changes in guidelines from the Department for Culture, Media and Sport.

² From 2006-07 this indicator will measure over 16 UK visitors from NS-SEC socio-economic groups 5-8.

Key Achievements in 2004-05

2004-05 was an outstanding year for the Natural History Museum. More than 3.3 million people visited South Kensington and Tring, and more virtual visitors than ever before accessed our website. The annual *Wildlife Photographer of the Year* exhibition broke its previous attendance records receiving 111,420 visitors. The summer 2004 exhibition *Hair* was the focus for an extensive programme of gallery and Darwin Centre Live learning events. At the Walter Rothschild Zoological Museum at Tring, 2004-05 was the best year on record attracting 105,000 visitors – an increase of 30% on the previous year. Numbers at Tring were boosted by two highly successful special exhibitions, *Animal Mummies of Ancient Egypt* and *Poo – A Natural History of the Unmentionable*.

The art-science exhibitions that the Museum has mounted in recent years continued in 2004 with the successful *Fabulous Beasts* – an exhibition of paintings by Mark Fairington and photographs by Giles Revell that explored and re-invented the natural engineering of insects. In 2004-05, nearly 50,000 children visited the Museum's dedicated learning space *Investigate* which has grown from strength to strength and allows children and families to discover the process of science through handling and observing real specimens, encouraged by the Museum's team of skilled Explainers. The Museum's new learning strategy was developed and started implementation in 2004-05 with a revitalised programme for schools. An extremely successful regional education partnership was entered into with the Oxford University Museum of Natural History and the Hancock Museum to explore the ways in which secondary students can be inspired and motivated to study science through to A-Level and beyond. The Museum's learning programme for family audiences was boosted by the introduction of our popular Explorer Backpacks and gallery characters, such as Charles Darwin and Dorothea Bates, who patrol the galleries explaining their scientific contribution to visitors young and old.

NATURAL HISTORY MUSEUM

The Museum's daily Darwin Centre Live sessions have proved to be a highly effective learning platform which utilises the many skills of our scientists and conservators. Over 270 Darwin Centre Live sessions were held during 2004-05 on subjects ranging from life on Mars to the botany of Brixton Market. The Museum continues to provide a key role in training the natural historians of the future. Several of our scientists teach on undergraduate and postgraduate courses at universities in the UK and abroad, while many more teach on the Museum's own postgraduate programmes. In 2004-05 a total of 152 postgraduate students studied with the Museum for PhDs, either hosted on the premises or with Museum scientists as supervisors. A further 21 postgraduate students studied for the MSc in Advanced Methods in Taxonomy and Biodiversity and the MRes in Biosystematics which are provided by the Museum in partnership with Imperial College London.

In 2004-05, comprehensive and consistent collections policies and standards were developed across the Museum. This was the first year of the EU funded SYNTHESYS programme which brings together 20 museums and botanical gardens across Europe with the aim of creating a 'super infrastructure' of 340 million specimens with common standards of collections care and improved access for visiting scientists. The Museum has the lead role in SYNTHESYS as the programme's coordinator. In 2004 the Museum launched a major initiative to migrate all electronic collections databases on to a single standardised collections management system. The Museum has also partnered with the Institute of Zoology in London and the Institute of Genetics at Nottingham University in the *Frozen Ark* initiative to create a repository of genetic information and cells of endangered animals. This will increase access to the Museum's specimens for molecular analysis. Several new databases went online during 2004-05 including the Linnaean Plant Name Typification Project which makes information available on all the plant names described by the Swedish biologist Carl Linnaeus (1707-1778), inventor of the scientific system for naming plants that is still in use today.

Three significant milestones were passed in the planning for Darwin Centre Phase Two in 2004-05. In July 2004 the Heritage Lottery Fund announced a further £5 million of funding, taking its total support to £20.5 million. In September 2004, the Museum's Board of Trustees gave its approval for the project to proceed to tender and appointed a subcommittee to oversee progress. In January 2005 the Royal Borough of Kensington and Chelsea granted planning permission and listed building consent. Phase Two will be twice the size of Phase One and will provide modern storage and research facilities for the Museum's botany and entomology collections.

The Museum continued to produce science of the highest quality in 2004-05 and highlights include:

- 512 peer reviewed papers were published.
- Our scientists undertook work in 70 countries around the world.
- The Department of Environment, Food and Rural Affairs (Darwin Initiative) awarded a major grant to the Museum for taxonomic capacity-building in support of biodiversity conservation in Thailand.
- Nearly 9,000 visiting scientists were received from the UK and overseas at both South Kensington and Tring, including several visiting under the new SYNTHESYS programme.
- Our scientists and curators dealt with more than 48,000 scientific enquiries and requests for specimen identifications from public bodies, companies, education organisations and members of the public.
- A £220,282 grant awarded by the European Commission for EDEN (Emerging Diseases in a changing European Environment).
- The Museum's Centre for Russian and Central Asian Mineral Studies (CERCAMS) completed a mineral resource assessment in Afghanistan, funded by US and international government agencies to support the country's reconstruction and development.

NATURAL HISTORY MUSEUM

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Professor Sir Keith O’Nions FRS	01.01.03	31.12.05	
Oliver Stocken (Appointed Chairman on 01.01.06)	12.02.99	31.12.09	06.02.04 01.01.06
Director			
Dr Michael Dixon			
Trustees			
Sir William Castell LVO	06.02.04	05.02.08	
Professor Dianne Edwards CBE FRS	07.02.03	06.02.07	
Professor Michael Hassell CBE FRS	12.02.99	05.02.08	06.02.04
Ian Henderson CBE	03.02.05	02.02.09	
Professor Christopher Leaver CBE FRS	01.03.97	28.02.06	01.03.02
Professor Jacqueline McGlade	01.01.02	31.12.09	
Professor Georgina Mace OBE FRS	06.02.04	05.02.08	
Dame Judith Mayhew Jonas DBE	01.05.98	30.04.06	01.05.02
Professor Linda Partridge CBE FRS FRSE	01.04.99	31.03.08	01.04.04
Sir Richard Sykes FRS	01.01.96	31.12.05	01.01.01

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

PUBLIC LENDING RIGHT (PLR)

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

PLR helps DCMS achieve its wider aims for the creative economy through the financial and moral support it provides to authors. Under the Scheme every author whose books are loaned by public libraries has an opportunity to receive payment for the use of their work and feedback on the popularity of their books with library users across the country. This helps authors to develop their talents further and achieve excellence in their work. It also supports the continued flow of new literature to libraries, thus underpinning the library community's efforts to attract new readers and broaden access.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	7.20	7.38	7.42	7.65	7.63
Other is negligible for all years					
Paybill Costs (£ thousands)					
	443,000	442,000	488,000	510,000	531,000
Key Performance Indicators					
Outturn (Target)	2003-04	2004-05	2005-06	2006-07	2007-08
PLR operating Costs – Office computer (£ thousands)	398	412	401	393	378
Money to distribute (£ millions)	6.4	6.5	6.6	6.8	6.8
Rate per loan	4.85p	5.26p	5.57p	5.57p	5.57p
Registered authors	33,659	34,525	35,822	37,122	38,422

Key Achievements in 2005

We increased the rate per loan, on which payments to authors in February 2006 were based, from 5.26 pence to a record 5.57 pence. Over 18,500 writers, illustrators, editors and translators have qualified for payment; and of these, 286 will receive £6,000, the maximum payment payable under the Scheme. During 2005 we met our running cost targets agreed with DCMS, thus freeing 89% of the PLR Fund for payment to authors; 40% of applications (up from 25% in 2004) for PLR registration from authors were received via our new online registration system; with DCMS we secured parliamentary approval for PLR's payment thresholds to be amended (minimum lowered from £5 to £1, and maximum raised from £6,000 to £6,600 with effect from 2006-07).

Personnel

Registrar

Dr James Parker, OBE

Annual Report available from Public Lending Right, Richard House, Sorbonne Close, Stockton on Tees TS17 6DA, or on the PLR website at www.plr.uk.com

ROYAL ARMOURIES

The 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.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimate Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	6.3	6.9	7.4	7.8	8.5
Other income	1.3	1.5	1.6	1.8	1.8
Total income	7.6	8.4	9.0	9.6	10.3
Operating costs	7.1	7.9	8.4	8.5	9.0
Collections purchases	0.2	0.2	0.2	0.2	0.2
Capital expenditure	0.2	0.3	0.4	0.7	0.9
Total expenditure	7.5	8.4	9.0	9.4	10.1

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Core Performance Indicators					
Total visits (000s)	394	433	425	430	435
Child visits (000s)	155	166	165	167	170
Website visits (000s)	140	157	180	200	220
Children in educational programmes (000s)	79	93	100	105	110
C2DE adult visits (000s) ¹	60	80	70	75	80

¹ From 2006-07, visits from NS-SEC socio-economic groups 5-8.

Key Achievements in 2005

The Royal Armouries maintained its visitor growth during 2004-05 and welcomed a total of 432,755 visitors across its three sites. Significant within this figure was the growth of education visits. This growth was achieved through the addition of some 3,300 hours of education as a result of a gallery based enabling scheme.

On 22 May 2004 the Royal Armouries opened its fourth site in partnership with the Frazier Historical Arms Museum (FHAM) in Louisville, Kentucky. This is the first time a UK National Museum has secured a permanent presence in the United States of America. In its first year, the FHAM welcomed 96,023 visitors through its doors.

During the period, the Royal Armouries held two exhibitions, *Hands on History* at the Tower of London, and *Life in Leeds* held in the Leeds Museum throughout the summer of 2004. Both exhibitions were well attended and demonstrated important practical gallery developments in terms of display and community involvement.

Involvement in the community became more focused through the exploration of issues relating to the twin themes of power and conflict. During the period, the Royal Armouries was awarded additional DCMS/DfES strategic commissioning funding in order to deliver three specific Power and Conflict related projects:

- *Flashpoint* – a programme aimed at developing effective alternative strategies for dealing with conflict through drama for 11-14 year-old school children.
- *Confronting Conflict within Schools* – a programme developed and delivered in conjunction with the youth charity Leap, aimed at identifying and resolving critical points that instigate conflict within a school environment.
- *Out of the Box* – a mobile gallery for school children, aimed at testing a range of hands-on exhibits within a population currently underrepresented in the museums audience.

Many of the above achievements can be attributed to the restructuring of the Royal Armouries senior management team which now comprises the Chief Executive, Museum Director, Commercial Director and Administration Director. This new senior team reports with the Chief Executive on their respective operational functions to specific sub-committees of the main Board, thus ensuring higher levels of focus and drive to developments aimed at delivering the museum's vision.

ROYAL ARMOURIES

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Mrs Ann Green (Appointed Chairman 28.04.03)	10.11.98	27.04.07	10.11.01 28.04.03
Chief Executive			
Mr Paul Evans			
Members			
Mr Francis Carnwath CBE	26.04.00	25.04.07	26.04.03
Major Gen. Sir Simon Cooper GCVO	17.07.04	16.07.08	
Mrs Patricia Langham BA MEd	04.11.04	03.11.08	
Mr Christopher Oakley CBE	26.03.02	25.03.06	
Gen. Sir Roger Wheeler GCB CBE	01.08.01	31.07.07	
Mr Bob Morton FCA	22.01.03	21.01.07	
Mr John Siddall	01.09.04	31.08.08	
Mr Jon Hammond Booth	02.12.04	01.12.08	
Mrs Marie Stevens	19.09.05	18.09.09	
Prof. Richard Holmes CBE TD JP	26.09.05	25.09.09	

Triennial Report available from Royal Armouries, Armouries Drive, Leeds LS10 1LT. Website: www.royalarmouries.org

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.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	2.6	0.8	1.1	1.4	1.0
Other operating income	1.7	0.9	0.4	1.5	0.3
Other income	0.0	0.0	0.0	0.0	0.0
Total income	4.3	1.7	1.5	2.9	1.3
Operating costs	3.5	1.7	1.5	2.5	1.3
Capital expenditure	0.0	0.0	0.0	0.4	0.0
Total expenditure	3.5	1.7	1.5	2.9	1.3

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Core Performance Indicators					
Total visitors (thousands)	94	87	87	87	87
Child visitors (thousands)	6	2.72	2.75	3	3
Number of website visits (thousands)	50	55	60	100	100
Number of children in educational programmes (thousands)	1	1.5	2	3	3
Number of C2DE visitors (000s) ¹	2.6	2.65	2.7	3	3

¹ From 2006-07 visits by adults from NS-SEC socio-economic groups 5-8.

Key Achievements in 2005

The Museum held the following three exhibitions during the year *Wright to Gehry: Drawings from the Collection of Barbara Pine*; *The Regency Country House: an exhibition of photographs from the Country Life Picture Library*; *Pistrucci's Capriccio: A Rediscovered Masterpiece of Regency Sculpture*. The Museum's paintings by William Hogarth remained on exhibition when emergency structural works necessitated the closure of Soane's Picture Room. The Museum's exhibition William West and the Regency Toy Theatre was exhibited at four regional venues in England, supported by the Heritage Lottery Fund. The Three Courtyards restoration project, supported by the Heritage Lottery Fund, and the emergency structural repairs were completed.

SIR JOHN SOANE'S MUSEUM

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Mr R Griffiths ² (Appointed Chairman on 02.10.97)	01.11.93	30.10.11	
Director			
Mr T Knox			
Trustees			
Dr T Bliss FRS	22.03.04	21.03.09	
Mrs B Cherry OBE ²	19.01.94	11.05.16	
Mr D Coombs	31.01.96	02.12.07	03.12.02
Alderman A Gowman	22.02.05	21.02.10	
Dr I Jenkins FSA	21.01.03	20.01.08	
Mr S Jervis FSA ²	01.01.99	09.01.18	
Sir R MacCormac CBE	30.10.99	29.10.09	
J Studzinski KSG ²	25.02.99	19.03.31	

² Life Trustees retire at age 75; the other Trustees are appointed for renewable five-year terms.

Annual Report available from Sir John Soane's Museum, 13 Lincoln's Inn Fields, London WC2A 3BP.

Website: www.soane.org

Another year of progress and achievement in sport

During 2005-06 Sport England celebrated 10 years as a distributor of lottery funding and passed the landmark of £2 billion of lottery investment in sport across England. Our lottery and Grant-in-Aid investment has made a huge contribution to improving and enhancing sports provision in local communities across the country, has supported sports' governing bodies and has helped build our sporting infrastructure through projects such as the Manchester Commonwealth Games and the new Wembley Stadium. September 2005 saw a clarification of our role within the wider sporting landscape focusing our efforts on community sport and talent development, ensuring that further efficiency improvements are made in the way we deliver our services and placing a greater emphasis on regional delivery.

More people playing sport

Establishing a clear and coherent delivery system for sport has been a key priority. Our nine Regional Sports Boards have worked collaboratively to nurture a national network of County Sports Partnerships (CSPs) which themselves are supporting us to create more local Community Sports Networks (CSNs) to deliver sport at a local level.

This system engages a wide range of stakeholders and is starting to ensure that resources are delivered according to the sporting needs and priorities of local communities giving sport both a bottom up and top down delivery system. By investing carefully in the capacity of this system we are beginning to make inroads into our key targets around increases in participation with a focus on priority groups.

Clubs, coaches and volunteers

The *Delivery System for Sport* focuses on delivering sport into local communities through interventions in clubs, coaches and volunteers. Some of our achievements in this field are:

- 4,587 accredited clubs within the PESSCL Club Links programme.
- 480 awards and almost £38m made under the Community Club Development Programme (CCDP).
- Significant progress towards achieving the target of 3,000 professional coaches across England by 2006.
- 60,000 young people in Sports Leadership Awards in its first two years.
- 1,500 sports festivals across England involving over 170,000 people.
- 4,000 16-19 year-olds engaged in community volunteering and supported the development of volunteering strategies across 17 national governing bodies and the 45 County Sports Partnerships.

Measuring our success

A number of instruments have been developed to drive improvement and measure performance. The most significant is the Active People survey which captures crucial performance data at local authority level. This will enable us to set targets, measure progress and identify successes and failures. This data collection work has been largely responsible for ensuring that sport and culture is appropriately recognised in the Audit Commission's proposal for the Comprehensive Performance Assessment (CPA) of local authorities.

Combined with our self-assessment tools, our support for a single professional institute, our Active Places database and our work to ensure we have a coherent set of performance indicators aligned across the entire sector we are providing a strong lead, with DCMS support, to drive improvement and focus effort on key priorities.

Increasing success

Sport England has agreed four-year funding commitments with the governing bodies of its 31 priority and development sports totalling some £315 million. Start, stay and succeed targets have been agreed for all NGBs against a portfolio of KPIs on participation, coaching, volunteers, clubs, club membership, and performance, as well as NGB governance and efficiency.

The £4 million per year Talented Athlete Scholarship Scheme (TASS and TASS 2012) has been implemented in partnership with SportsAid and other partners coordinated by Sport England.

Major projects

The 'topping out' celebration for the Wembley Arch took place in September with the Prime Minister Tony Blair and England Captain David Beckham. The magnificent arch represents another iconic landmark on the London skyline. The Stadium has also played a prominent role in respect of the successful 2012 Olympic games bid in which Sport England played an active part.

In addition to work to establish the feasibility/viability of an Olympic Aquatics Centre and Olympic Velodrome, Sport England has played a full and active roll in a number of Olympic legacy forums and were authors of the community sport legacy strategy, a document that formed the basis of the legacy section of the London 2012 candidature file. We are continuing to play our part in the development of Olympic Plans using our experience and skills in this area.

SPORT ENGLAND

Other achievements during the year included the completion of the EIS network, the near completion of the Redgrave Pincint rowing lake at Caversham, the re-development of Bisham Abbey, a long-term funding agreement with the Mountain Training Trust at the Plas-y-Brenin National Centre in Snowdonia and an agreement for Greenwich Leisure Limited to operate Crystal Palace National Sports Centre for the next five years.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	34.6	34.6	34.4	33.6	33.6
Sportsmatch	3.7	3.7	3.7	3.7	3.7
Community Club Dev Program	1.6	20	20	20	20
Club & Talent Development	0	4.5	4.5	4.5	4.5
Step Into Sport	0	3.8	4	4	4
Sports Bursaries & Scholarships	0	2.8	3	0	0
Coaching Task Force	1.8	7.6	14.1	14.1	14.1
School Club Links	0.3	–	–	–	–
NASD	0.1	–	–	–	–
Reform Money	2.5	–	–	–	–
Competition Managers	–	–	0.3	0.1	0.1
National Sports Foundation	–	–	0	14.5	20
Football Foundation	–	–	0	21	21
Depreciation & Cost of Capital	–	–	4.9	4.9	4.9
Other income	9.8	9.3	8.5	8.5	8.5
Total income	54.4	86.3	97.4	128.9	134.4

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Analysis of Grant-in-Aid £ millions					
Salary costs	5.4	6.8	6.8	6.8	6.8
Other running costs	6	3.2	3.2	3.2	3.2
Current grants to other bodies	21	40.7	49.6	81.1	86.6
Other current expenditure	11	10	8	8	8
Capital grants to other bodies	1.6	15	20	20	20
Capital expenditure	1.3	1.3	1.3	1.3	1.3
Total Grant-in-Aid	46.3	77.0	88.9	120.4	125.9

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Lord Carter of Coles	27.11.02	26.11.06	
Chief Executive			
Roger Draper ¹			
Board members			
David Geldart	25.10.99	24.10.05	25.10.02
David Ross	29.10.99	28.10.05	29.10.02
Sir Andrew Foster	10.07.03	09.07.06	
Karen Brady	21.03.05	20.03.09	
Michael Farrar	21.03.05	20.03.09	
Ashia Hansen	01.01.06	21.12.08	
Dr Jack Rowell OBE	01.01.06	31.12.08	
Tim Cantle-Jones ²			
Mary McAnally ²			
Andy Worthington MBE ²			

¹ Sport England's Director of Sport, Stephen Baddeley, has been appointed interim Chief Executive and Accounting Officer.

² The chairs of the nine Regional Sports Boards serve on a rotational basis on the main Sport England Board, with at least three chairs serving at a time, for a minimum of nine months. The four Regional Sports Board chairs listed above served on the main Sport England Board during 2005-06. It is likely that a further rotation of Regional Sports Chairs on the main Sport England Board will take place from May 2006.

Tate houses the national collection of British art from 1500 and the national collection of international modern and contemporary art from 1900. 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; to broaden the social and geographic composition of its audiences; to develop external partnerships and demonstrate leadership in key fields; and to maximise the value, role and potential of its collections through acquisition, display, conservation and research.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	30.3	29.9	31.8	34.0	35.9
Other operating income	14.4	15.0	16.6	15.0	15.0
Trading company income	2.7	3.5	4.8	4.2	4.1
Other income	6.4	10.3	2.3	2.3	2.3
Total income¹	53.8	58.7	55.5	55.5	57.3
Operating costs	45.1	43.4	48.8	48.0	49.1
Collections purchases	4.0	4.8	4.3	3.8	3.8
Capital expenditure	1.4	3.7	2.0	3.3	4.3
Total expenditure	50.5	51.9	55.1	55.1	57.2

¹ Income does not match expenditure each year as capital fundraising can be retained for future capital expenditure.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Core Performance Indicators					
Total visits (millions)	6.2	6.3	6.0	6.0	6.0
Child visits (000s)	839	870	840	840	840
Website visits (millions)	3.4	5.5	6.0	7.0	8.0
Children in educational programmes (000s)	222	278	220	220	220
C2DE adult visits (000s) ²	633	753	619	619	619

² From 2005-06, NS-SEC socio-economic groups 5-8.

Key Achievements in 2005

More than 12 million people will have participated in Tate's programmes by the end of 2005-06 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 amongst others: *Frida Kahlo, Jeff Wall and Henri Rousseau: Jungles in Paris* at Tate Modern; *Turner Whistler Monet, A Picture of Britain, Degas, Sickert and Toulouse Lautrec – London and Paris 1870-1910* at Tate Britain; *Summer of Love: Art of the Psychedelic Era* and *Sarah Lucas* at Tate Liverpool; and *Richard Deacon* and *Tacita Dean* at Tate St. Ives. Seventeen of our exhibitions will have been shown in different venues in the UK and abroad.

Our education programmes will have attracted over 430,000 learners across our four sites. Our efforts and hard work have been recognised and Open Tate Community Programme received a High Commendation for Most Innovative Learning Resource at the Skills and Care National Awards.

Beyond the programme, Tate has continued to acquire works for the Collection; the highlights of this year include works by Sir Joshua Reynolds and John Latham.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Mr Paul Myners CBE (Chairman since 01.04.04)	29.04.03	28.04.07	
Director			
Sir Nicholas Serota			
Trustees			
Prof Dawn Ades	13.04.95	12.04.05	13.04.00
Ms Helen Alexander	13.01.03	12.01.07	
Ms Victoria Barnsley	01.08.98	31.07.07	01.08.03
Ms Melanie Clore	27.04.04	26.04.08	
Sir Howard Davies	20.05.02	19.05.06	
Mr Anish Kapoor	22.11.05	21.11.09	
Prof. Jennifer Latto	01.08.98	31.07.07	01.08.03
Ms Patricia Lankester	13.04.05	12.04.09	
Mr Chris Ofili	22.11.00	21.11.05	
Mr Julian Opie	23.10.01	22.10.06	
Mr Jon Snow ³	01.04.99	31.03.08	01.04.04
Mr John Studzinski	01.08.98	31.07.07	01.08.03
Ms Fiona Rae	08.03.05	07.03.09	

³ National Gallery Liaison Trustee

Biennial Report 2002-04 available from www.tate.org.uk

UK FILM COUNCIL

The UK Film Council is responsible for all DCMS funding, both Lottery and Grant-in-Aid, for film – including the British Film Institute (*bfi*) – 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 £ millions	2003-04 Outturn	2004-05 Outturn	2005-06 Anticipated Outturn	2006-07 Plans	2007-08 Plans
Grant-in-Aid	24,110,000	24,110,000 ¹	23,110,000 ^{1,2}	25,110,000 ²	24,110,000
Other income	30,749,000 ³	31,204,000 ³	32,705,000 ³	26,206,000 ^{3,4}	25,409,000 ^{3,4}
Total income	54,859,000	55,314,000	55,815,000	51,316,000	49,519,000

¹ Grant-in-Aid excludes the modernisation awards made to the *bfi* by the DCMS and administered by UK Film Council (2004-05: £800,000 : 2005-06: £1,000,000).

² Grant-in-Aid includes the transfer of £1m agreed with DCMS from 2005-06 into 2006-07.

³ Figures do not include a delegation from Arts Council England of £15 million for investment in cinema related projects, to be drawn down throughout the above period.

⁴ Key reason for the fall is the anticipated drop in our share of lottery proceeds and investment returns on our NLDF balance as it is utilised.

Key Achievements in 2005-06

- 212 Cinemas, (249 screens), received awards under the Digital Screen Network which is using £11.7 million of National Lottery funding to install state-of-the art digital film projectors and related equipment in cinemas across the UK. The network will reach around 30 million people throughout the UK with an expected increase in specialised film screenings of up to 165,000 in four years. Up to the end of December 2005, 22 screens had already been installed.
- The Charter for Media Literacy was launched in December 2005. Drawn up by the Media Literacy Task Force, which is chaired by UK Film Council Board Member Heather Rabbatts and comprises representatives of the BBC, The British Film Institute, Channel Four, Skillset and the UK Film Council. The aim of the Charter is to raise the profile of media literacy as a significant portfolio of skills, knowledge and understanding needed by every citizen in the 21st century.
- Through the *bfi*, Screenonline continues to deliver to schools and other institutions online access to over 300 hours of film footage. By the end of December 2005, over 4,400 institutions were subscribers.
- London UK Film Focus event was held in London which brought to the UK 200 international buyers and distributors from 33 countries.
- Lottery backed films continued to perform well both critically and at the box office, notably with short Film *Wasp* winning Best Short Film (Live Action) at the 2005 Annual Academy Awards (the Oscars), *The Constant Gardener* screened at the 2005 Venice International Film Festival and was selected to open the London International Film Festival. In addition, two films supported by UK Film Council, *The Constant Gardener* and *Mrs Henderson Presents*, were nominated for a total of six awards at the 2006 Oscars.
- Major elements of the Film Skills Training Strategy – A Bigger Future – were delivered in the period, notably the establishment of the six 'Screen Academies' and the Film Business School. Other schemes and programmes delivered included the Guiding Lights mentoring programme for 25 individuals and the New Entrants courses. To date over 6,600 individuals have benefited.
- The *bfi* restored Mitchell & Kenyon series on BBC2 and subsequently on other channels drew audiences of over six million in total in the period.
- The nine English Regional Screen Agencies continue to serve the needs of their local regions through the Lottery Funded Regional Investment Fund for England (RIFE). In 2004-05 the Regional Screen Agencies have enabled approximately 500,000 people to benefit from schemes and initiatives aimed at promoting access to and understanding of film.
- 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 9,000 young people from a range of backgrounds have directly benefited.
- The Times *bfi* London Film Festival, the largest public film festival in Europe, saw the highest ever attendances for the event at 114, 025. The NFT hosted the 19th London Lesbian and Gay Film Festival and attracted the highest ever attendance of 23,000.
- In 2005, film production spending in the UK totalled more than £559 million, whilst British films accounted for 34% of the UK box office revenue, the highest in ten years.

UK FILM COUNCIL

Personnel	Start date	End date	(if applicable)
Chairman			
Stewart Till CBE	30.07.04	29.07.08	
Chief Executive			
John Woodward			
Directors			
Colin Brown	26.02.04	25.02.07	
Gurinder Chadha	26.02.04	25.02.07	
Mark Devereux	26.02.04	25.02.07	
Andrew Eaton	20.10.04	19.10.08	
Nigel Green	07.10.02	06.10.09	07.10.05
Stephen Knibbs	07.10.02	06.10.09	07.10.05
Anthony Minghella CBE	01.01.03	31.12.05	
Alison Owen	20.10.04	19.04.07	
Heather Rabbatts CBE	20.02.04	25.02.07	
Marc Samuelson	20.10.04	19.10.07	
Iain Smith	01.01.99	31.08.07	01.09.01 01.09.04
David Sproxton	20.10.04	19.10.08	
Parminder Vir OBE	05.11.99	31.08.05	

UK SPORT

UK Sport's mission is to work in partnership to lead sport in the UK to world-class success. Its three main areas of work are in relation to World Class Performance, Worldwide Impact and World Class Standards.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	23.175	23.500	29.305	52.105	63.005
Other income	1.730	7.826	0.800	0.900	0.900
Total income	24.905	31.326	30.105	53.005	63.905

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Analysis of Resources £ millions					
Salary costs	3.242	3.184	3.595	3.674	3.930
Running costs	2.226	1.738	2.874	2.693	2.400
Operations	5.065	8.059	7.933	8.139	7.950
Current grants	15.099	18.383	15.436	38.143	49.500
Capital expenditure	0.157	0.411	0.267	0.356	0.125
Gross total	25.789	31.775	30.105	53.005	63.905
Less receipt (current)	1.730	7.826	0.800	0.900	0.900
Net total	24.059	23.949	29.305	52.105	63.005

1. World Class Performance

Funding

The DCMS announced last year that responsibility for the World Class Potential Programme for Olympic and Paralympic sports, TASS and TASS 2012 scholarships and the funding and directing of the work of the English Institute of Sport will transfer from Sport England to UK Sport with effect from 1 April 2006. UK Sport will also be responsible for the performance element of non-Olympic sports. Overall funding invested by the World Class Performance Programme in the 'Beijing' Cycle (2005-09) stands at £98 million and in 2005, UK Sport's Performance Adviser, Peter Keen, developed the 'No Compromise' approach to funding elite athletes, with a model that targets resources and activity predominately at those athletes capable of delivering medals. National Governing Bodies then use the Programme funds to cover coaching, sports science and training facilities and UK Sport makes personal awards directly to athletes to assist them with basic living costs, personal training and sports equipment.

Elite Coach & Fast Track Practitioner Programme

Nine coaches were inducted into the 2005 intake of UK Sport's Elite Coach scheme and included former Olympic medallists Chris Boardman and Kate Howey. The Fast Track Practitioner programme – placing high calibre graduates into high performance sport and provide them with opportunities to develop – increased from 13 in 2004-05 to 25 in 2005-06.

UK Sport's research and innovation

Several ground breaking projects including working with the Scottish Institute of Sport and The University of Edinburgh to develop a curling 'sweep ergometer', and with British Diving and Frazer-Nash to develop a trampolining-based diving harness, a first for any European country.

World Champions in UK Sport-funded sports

Criteria	Target	Actual
World Champions in Olympic and Non-Olympic sports	12	10
World Champions in Paralympic sports and Non-Paralympic sports	50	37

Notes

The number of World Champions will fluctuate from year to year depending on which events feature in the World Championship calendar for that year.

Supporting winning athletes

Criteria	Target	Actual
Priority National Governing Bodies (NGBs) to have moved to a one-stop plan system	10	10
Other modernisation programmes to have been implemented in NGBs between April 2003 and April 2005	40	Over 100

2. Worldwide Impact

Major Events

Sixteen grants awarded by UK Sport through its Lottery-funded World Class Events Programme, which supports the bidding for and staging of major sporting events in the UK. The success rate of securing events now stands at 80%. Significant awards included up to £250,000 for the 2006 Paralympic World Cup in Manchester, and up to £202,000 for the 2006 World Cup Trampoline and Tumbling, Birmingham. In 2005, 11 highly successful events were staged with support from WCEP, including the UCI World Track Cup Classic, the Bearingpoint Rowing World Cup, and the Inaugural Paralympic World Cup.

Staging world-class events in world-class style

Criteria	Target	Actual
Success rate in the number of events secured in an internationally competitive situation	50%	80%

International Relations

2005 saw the revival of UK Sport's charitable trust, the International Development through Sport UK (IDSUK), which aims to deliver sports programmes in the world's developing areas. Over the course of the year, IDSUK and UK Sport's International Development programmes have worked on several projects including: 'Kicking AIDS Out! Network' – a pan-African programme that aims to use sport to deliver key messages about the disease and its prevention, and 'Go Sisters' – a Zambian programme which gives girls and young women the chance to participate in sport. UK Sport staged its first 'International Postholders Conference' in London, an event aimed at ensuring Britain's voice is heard in the decision-making mechanisms of the global sporting infrastructure. The UK and South Africa signed a memorandum of understanding (MOU) in February. UK Sport Chair Sue Campbell was elected as Chair of the Commonwealth Advisory Body on Sport (CABOS), which aims to facilitate and encourage the sharing of best practice across the Commonwealth.

Greater influence in international decision making

Criteria	Target	Actual
Percentage of partner sports to have an international strategy of at least four years' outlook by 2006	75%	50-60%
Percentage increase in the number of UK representatives holding positions of authority in international federations and organisations	10%	33%
Establishment of a UK Sport International Development Assistance Programme	To successfully launch programme	Programme launched

3. World Class Standards

Drug Free Sport

UK Sport, in its role as national anti-doping organisation, conducted over 6,500 drug tests in 2005 across more than 40 sports. 98.5% of the tests were negative. Launch of new National Anti-Doing Policy in May 05 to bring the UK in line with the Code, accompanied by a set of Model Rules designed to help governing bodies of sport to comply fully with all mandatory provisions of the Code.

Anti-Doping Scrutiny Panel

Recommendations from the 2004 PMP review were also put in place, with the establishment of this independent Panel, created to carry out constructive and objective scrutiny of UK Sport's anti-doping work and effective implementation of the World Anti-Doping Code.

100% ME

UK Sport launched its 100% Me programme on 25 May 2005, with the objective of 'creating a generation of sportsmen and women who know they don't need to use prohibited substances or methods to be successful'. Direct contact with over 2,500 athletes and support personnel through workshops and outreach.

UK SPORT

Information services

Target

Achieve access to drug-free sport information services for athletes in the international and national testing pool.

Achievements include

- Partnership agreement in place with Canadian Centre for Ethics in Sport to establish the global Drug Information Database.
- 100% ME – the National Campaign for Drug-Free Sport successfully launched in May 2005. Campaign includes: National Outreach Programme (six events since launch reaching over 3,000 athletes); Tutor Training programme (over 100 accredited tutors across all four Home Countries); 32 athlete ambassadors for 100% Me signed up in 22 sports.

Appropriate system in place

Target

UK system meets agreed international certification standards and number of sports/governing bodies compliant with the national policy and WAD Code

Achievements include

- ISO 9001:2000 certification maintained through BSI audit. Successful audit in October.
- UK Sport has signed WAD Code and is listed as a signatory on WADA website. UK National Anti-Doping Policy includes Code requirements and standards. Launch of new Policy and Model Rules for Governing Bodies in May 2005.
- Governing Bodies consulted on the NGB Anti-Doping Agreement. Agreement finalised and circulated to all sports for signature. Full cooperation and support of HCSC's secured.
- Scrutiny Panel established and chair and members recruited. Two meetings held and reports published on UK Sport website.

Test distribution planning

Target

Effective test distribution planning to increase deterrence. For high and medium risk sports (covering all Olympic and Paralympic sports GB competes in) achieve specified targets of minimum % volume of testing, using blood and urine testing as relevant in and/or out of competition.

Achievements include

- WADA Compliant blood testing protocol in place.
- Overall Testing Programme for 2005-06 to be divided 50/50 across competition and out of competition testing.
- Drug Testing Database (DTD) Computer System – Athlete Whereabouts and TUE Computer System tendering completed.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Sue Campbell	19.09.03	18.03.09	19.03.05
Chief Executive			
Mr John Steele			
Members			
Mr Alistair Dempster	01.07.99	30.06.05	01.07.02
Professor Eric Saunders OBE	07.03.00	31.03.07	01.04.03
Mr Nick Bitel	14.11.02	13.11.08	14.11.05
Ms Louise Martin CBE	14.11.02	13.11.08	14.11.05
Laura McAllister	14.11.02	13.11.05	
Ms Constance St Louis	14.11.02	13.11.05	
Lord Carter	27.11.02	26.11.06	27.11.05
Mr Philip Carling	01.02.04	31.01.07	
Mr Rod Carr	19.09.05	18.09.08	
Mr Chris Holmes	19.09.05	18.09.08	
Ms Julia Bracewell OBE	01.07.05	30.06.09	

VICTORIA AND ALBERT MUSEUM

The purpose of the Victoria and Albert Museum (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.

The Museum's four key strategic objectives are as follows:

- **Access and Audience**
To provide optimum access to collections and services for diverse audiences, now and in the future.
- **National and International**
To be acknowledged and respected as the world's leading museum of art and design.
- **Creative Design**
To promote, support and develop creativity in individuals and in the economy.
- **Efficiency and Effectiveness**
To operate with the greatest possible financial and organisational efficiency.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	34.84	36.19	38.23	39.11	41.78
Other operating income	5.88	4.28	4.02	4.10	4.10
Trading company profit	1.83	0.88	1.15	1.63	1.90
Other income	8.32	13.66	14.55	10.22	15.18
Total income	50.87	55.01	57.95	55.06	62.96
Operating costs	49.69	51.53	55.13	50.87	58.56
Collections purchase	1.87	1.29	1.64	1.64	1.64
Capital expenditure	2.31	9.19	2.50	2.50	2.50
Total expenditure	53.87	62.01	59.27	55.01	62.70

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Core Performance Indicators					
Total visitors (millions)	2.7	2.5	2.1	2.3	2.55
Child visitors (thousands)	310	365	235	245	320
Number of website visits (millions)	4.1	6.5	10	12	14
Number of children on and off-site organised sessions (thousands) ¹	284	309	–	–	–
Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline (thousands) ²	249	238	170	175	220

¹ Under 16s. At time of publishing the guidelines for this PI had been changed and a new estimate for 2005-06 and plans for 2006-07 and 2007-08 had not been calculated. These targets can be found in the Museum's 2005-06 - 2007-08 Funding Agreement online on the DCMS website at the link below:
http://www.culture.gov.uk/museums_and_galleries/Sponsored_Bodies.htm

² This measure was a Funding Agreement core target for 2003-04 and 2004-05. Revised from 2005-06 onwards to reflect over 16 UK C2DE visitors only. From 2006-07 indicator will measure over 16 UK visitors from NS-SEC socio-economic groups 5-8.

Key Achievements 2005-06

- Successful fundraising from external sources has enabled completion of major projects under **FuturePlan**, the V&A's long-term re-development strategy to open up the Museum galleries and public spaces:
 - *The John Madejski Garden* – Designed by Kim Wilkie and opened in July 2005.
 - *Sacred Silver & Stained Glass Gallery* – Designed by John Ronayne and featuring stained glass display screens designed by Wendy Ramshaw, opened in November 2005.
 - *Sculpture in Britain* – Designed by Eva Jiricna. To open in March 2005.
 - *Central Hall Shop* – To open March 2005 to offer improved facilities for visitors in a new, central location.The V&A Museum of Childhood closed for c.12 months from October 2005 to enable phase 2 of its redevelopment to proceed, and substantial progress was made on other major projects such as: Medieval & Renaissance Galleries; Education Centre; Islamic Middle East gallery; Jewellery gallery; Ceramics Galleries and Restaurants.
- The V&A maintained a rich and diverse public programme:
 - V&A websites began to achieve over 1 million visits per month, with a record-breaking 1.25 million in January 2006.
 - Headline temporary exhibitions received 225,000 visits: *International Arts & Crafts*; *Diane Arbus: Revelations*; *Between Past and Future: New Photography and Video from China*.
 - Major Contemporary exhibitions received 120,000 visits: *Spectres* (free); *Touch Me* (charge); *Import-Export* (free).
 - The V&A Museum of Performance opened *Unleashing Britain: 10 years that shaped a nation 1955-1964* in November 2005, and *Oliver Messel: Making and Doing*, to mark the acquisition of the Oliver Messel archive.
 - The V&A Museum of Childhood showed *Beatrix Potter's Garden*, *On your Marks* and *Think and Wonder-Wonder and Think*.
 - V&A Publications published 12 new books and seven re-issues in paperback.
- Touring exhibitions continued to make V&A collections accessible to people in Britain and around the world. A total of nine touring exhibitions were shown in 26 venues. The V&A also lends objects extensively from its collections:
 - Internationally, four exhibitions were shown at 11 different venues and attracted 560,000 visits.
 - In the UK, six exhibitions have travelled to 15 venues from Sunderland to Bristol, and attracted more than 170,000 visits.³
- The V&A UK Partnership with museums services in Tyne & Wear, Manchester, Sheffield, Birmingham and Brighton & Hove continued to develop. Joint projects include the DCMS-DfEs-funded strategic commissioning project, *Image & Identity*, which also includes NCH, the children's charity; the Culture Online project, *Every Object Tells a Story*; and the competition for part-time adult learners in art and design, *Inspired By*.
- Advances in research that underpins all the Museum's public outputs in the form of galleries, exhibitions, books, web content etc.
 - *Academic Analogue status with the Art & Humanities Research Council (AHRC)* – This achievement offers significant opportunities to further develop the V&A's research capacity.
 - *Eight AHRC Collaborative Doctoral Awards* – An exceptionally high number of awards in collaboration with several Higher Education institutions.
 - *Centre for Excellence in Teaching & Learning in Design (CETLD)* – A partnership with the University of Brighton and the Royal College of Art.
- Award of £978,000 by the Heritage Lottery Fund for a three-year cultural diversity project called 'Capacity Building and Cultural Ownership', part of a larger, long-term, cross-museum programme of Access, Inclusion and Diversity that aims to embed these principles in all areas of V&A activity. 'Capacity Building and Cultural ownership' has three major strands:
 - *Hidden Histories* – object research and collections development;
 - *Access, Social Inclusion and Cohesion* – gallery developments and public programmes for new, culturally diverse audiences;
 - *Capacity Building and Cultural Ownership* – training initiatives which strengthen the skills of black and Asian sectors and individuals.
- The V&A agreed an International Strategy, under which it is forging alliances with a number of museums and other organisations in Asia, the US and Europe.
- The V&A was part of a consortium of 10 national museums that successfully bid to the Treasury's *Invest to Save* budget in 2005-06 to fund a three-year project to increase use of the web as a learning resource.
- Significant acquisitions included:
 - A pair of flintlock pistols made in the royal workshops of Tipu Sultan of Mysore, India, in 1795-6, by the leading armourer of the time, Sayyid Ma'sum (supported by the National Art Collection Fund (NACF)).
 - The design for the baptismal font at Canterbury Cathedral. Executed by the sculptor and mason, John Christmas, in 1638-39, the drawing is made with pen and watercolour on vellum, and is a rare survival from the Renaissance period (supported by the NACF).
 - A coat designed by Elsa Schiaparelli: one of the best examples of her close artistic collaboration with French artist, poet and film maker Jean Cocteau (supported by the Friends of the V&A).

³ Not all visitor figures received from touring venues at time of writing.

VICTORIA AND ALBERT MUSEUM

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Paula Ridley OBE	01.11.98	31.10.07	1.11.03
Director			
Mark Jones			
Trustees			
Mr Jonathan Altaras	17.12.03	16.12.06	
Professor Margaret Buck	01.10.00	30.09.06	02.11.04
Mr Rob Dickins CBE	01.10.00	30.09.07	01.10.04
Professor Sir Christopher Frayling MA PhD	<i>ex officio</i>		
Mrs Jane Gordon Clark	01.10.00	30.09.06	01.10.02
Ms Betty Jackson MBE	06.12.04	05.12.08	
Professor Lisa Jardine PhD	17.12.03	16.12.07	
Mr Rick Mather	31.10.00	30.10.08	31.10.02 31.10.05
Mr Peter Rogers	06.08.99	05.08.08	06.08.04
Mr Paul Ruddock	03.05.02	02.05.06	
The Rt Hon Sir Timothy Sainsbury	17.12.03	16.12.07	
Dame Marjorie Scardino DBE	07.02.03	06.02.07	
Mr Samir Shah OBE	06.12.04	05.12.08	

The British Tourist Authority (BTA) and the English Tourist Board (ETB) were established under the development of Tourism Act 1969 (the Act).

On 1st April 2003, activities of the ETB (trading as the English Tourism Council, ETC) were merged with those of BTA and BTA assumed responsibility for the domestic marketing of England as well as the international marketing of Britain. To reflect this enhanced remit, BTA adopted the new trading name of *VisitBritain*, although it remains incorporated under the Act as the BTA and this is also its legal name. Similarly, the ETB remains incorporated under the Act and acts as the England Marketing Advisory Board (EMAB).

VisitBritain's mission is to build the value of inbound tourism to Britain and domestic tourism to England. This is carried out through the following six objectives:

- Promote Britain overseas as a tourist destination, generating additional revenue throughout Britain and throughout the year.
- Grow the value of the domestic market in England by encouraging people in Britain to spend more on tourism throughout the year, informed by advice from the England Marketing Advisory Board.
- Help the UK tourism industry to address international and domestic markets more effectively.
- Provide advice to the Government on matters affecting tourism to Britain and contribute to wider government objectives.
- Work in partnership with the devolved administrations and the national and regional authorities.
- The development and implementation of a domestic marketing strategy for England, informed by advice from EMAB, working with private sector, regional and local government partners.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	51.1	48.4 ¹	48.9 ²	49.9 ³	49.9 ⁴
Other income	18.7	16.3 ⁵	21.7	22.25	22.25 ⁶
Total income	69.8	64.7	70.6	72.15	72.15

¹ 2004-05 the core GIA was £48.4 (including £300k for capital). Included in this was additional GIA of £2.5m comprising challenge funding for England Marketing of £1.5m and funding for EnglandNet of £1m. The overall split was £35.5m to promote Britain overseas as a tourist destination and £12.9m used for domestic and international marketing of England.

² 2005-06 GIA includes £35.5m to promote Britain overseas as a tourist destination (of which £1m to be used in 10 agreed emerging markets), £13.4m for domestic and international marketing of England.

³ 2006-07 GIA includes £35.5m to promote Britain overseas as a tourist destination, £14.4m for domestic and international marketing of England.

⁴ 2007-08 GIA includes £35.5m to promote Britain overseas as a tourist destination, £14.4m for domestic and international marketing of England.

⁵ In 2004-05 although there has been an overall reduction in other income, VisitBritain raised £2.8m collateral marketing and 'in-kind' support for domestic marketing which is not recognised as an income in the accounts.

⁶ The estimated and planned increase of other income from 2005-06 onwards is expected from the increase of funds, which can be generated by VB on its online and other activities around the world.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Britain International Key Performance Indicators					
International					
Incremental spend target (£m)	994	1,030 ⁷	1,065 ⁸	1,065	1,065
Incremental spend generated (£m)	1,080	1,669	–	–	–
England domestic Key Performance Indicators					
Domestic					
Incremental spend target (£m)	104	141.9 ⁹	160.8	187.2	201.6
Incremental spend generated (£m)	62.4	145.5	–	–	–

⁷ In 2004-05, VisitBritain conducted over 60% more marketing activity evaluation than in 2003-04. Such a large increase of marketing activity evaluation identified that VisitBritain was achieving much greater ROI than previously thought. Because of this, the lower targets that were set for 2005-06 and 2006-07 to reflect the impact that the NTB agency model* and new and emerging markets would make have now been revised.

⁸ VisitBritain expects to make an ROI of at least 30:1 for the coming three years (from 2006-07 to 2007-08). However, it may exceed this target as it did in the year 2004-05.

⁹ Additional tourism expenditure of £145.5m for England was generated from domestic visitors which is a return on investment of 11.3:1 on Grant-in-Aid of £12.9m.

*In four priority European markets (France, Germany, Ireland and the Netherlands) VB now offers an agency model to the National Tourism Boards (NTB) to market their respective countries without having to maintain a network of overseas offices. The NTB agency model includes VisitScotland, Wales Tourist Board, Visit London and England Marketing. The growing maturity of these four near-European markets has led to increased levels of awareness of Britain's individual countries and destinations. This maturity has meant that VisitBritain could stop all proactive marketing of Britain and instead only market for Visit London, VisitScotland, England Marketing and the Wales Tourist Board when they chose to work directly in one of these markets.

Key Achievements in 2004-05

International Marketing

VisitBritain's three-year strategy for international marketing was launched in October 2002. The strategy focuses on redefining the organisation's approach to overseas marketing and developing new and innovative marketing techniques. The strategy, which runs from 2003-04 to 2005-06, focuses on four areas:

- Brand: sharpening the brand position of Britain.
- Marketing: honing marketing skills and exploiting the potential of new media.
- Stakeholders: engaging public and private stakeholders in the marketing of Britain.
- Culture: aligning the culture and organisation to deliver these objectives.

In 2004-05, VisitBritain's International marketing achieved the following:

- The Britain brand values (developed in partnership with VisitScotland, the Wales Tourist Board, Visit London and England's Regional Tourist Boards during 2003-04) were embedded in all communications (four million pieces of print, 30 campaigns, 70,000 web pages).
- Strategies were implemented in four new markets (China, Poland, Russia and South Korea), local language websites were developed and PR networks and trade contacts established.
- In January 2005, the Chinese government granted the UK, Approved Destination Status (ADS), which simplifies exit procedures for Chinese tourists. This paves the way for a significant increase in Chinese visitors over the next decade and in order to maximise the potential of this market, VisitBritain has opened a pan-Asia contact centre, based in Hong Kong, which will provide information on Britain in English, Cantonese and Mandarin. VisitBritain has also opened offices in Shanghai and Beijing to support its marketing activities.
- VisitBritain continued to develop online and customer relationship management (CRM) strategies throughout 2004-05. Over five million customer records are now held in the international database and VisitBritain is on track to achieve its target of 6.3 million contacts on the database by the end of 2005-06.
- The www.visitbritain.com family of websites (39 sites with 20 in local languages) was re-launched and was voted the 'World's Leading Tourism Authority Internet Site' at the annual World Travel Awards.
- The *So British* magazine (circulation 200,000) was launched in the US and Russia. The glossy 120+ page magazine is aimed at the luxury end of the visitor market and is dedicated entirely to Britain and British products. The magazine is the primary vehicle for VisitBritain's Good Living campaign in the USA, which positions Britain as a premier luxury destination.
- Preparation began to create new ways for working in near-European markets with VisitScotland, the Wales Tourist Board, Visit London and England Marketing, under the new National Tourist Board Model. The NTBs and the England Marketing Division within VisitBritain will lead on marketing the individual destination brands in four priority markets – France, Germany, Ireland and the Netherlands.
- The core international campaigns delivered by VisitBritain in 2004-05 were: Short Breaks (Cities), Main Stay (Touring), Gay & Lesbian and Youth.

England Marketing

VisitBritain launched its three-year domestic marketing strategy for England in October 2003. Its overall aim is to grow the value of the domestic market by encouraging the British to spend more on tourism throughout the English regions and throughout the year. The strategy, which runs from 2003-04 to 2005-06, focuses on six areas:

- Insights: understanding market potential.
- Relationships: engaging with private and public stakeholders in England.
- Products and brands: communicating destination appeal.
- Distribution: making it easy to access information and book holidays in England.
- Quality: defining market needs to enable the customer to make informed choices.
- Resources: aligning culture and organisation.

In 2004-05, England Marketing achieved the following:

- Following extensive research and consultation, the England brand values were established as Real, Fun and Indulgent. The brand values have been communicated to all stakeholders.
- Two national enjoyEngland campaigns and three lifestyle campaigns were launched – Waterside, Taste and Justrelax. The Waterside campaign supports the SeaBritain 2005 nationwide festival.
- www.visitengland.com was developed as the definitive domestic tourism site with extensive information and special offers from partners. The website achieved over one million visitors during 2004-05.
- Successful partnership working was established with key travel trade industry representatives and relationships were strengthened with regional delivery partners.
- Work continued towards expanding the national consumer database and a CRM strategy was developed.
- References to quality-accredited products were included in campaign activity and the quality of the England product was promoted to ensure the consumer is able to make informed choices on accommodation in England. England Marketing also promoted quality to the consumer and recognised excellence through the enjoyEngland Excellence Awards, which achieved worldwide media coverage.
- In December 2005 VisitBritain launched its new Britain international and enjoyEngland strategies that will take effect from 1 April 2006.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Lord Marshall of Knightsbridge	02.01.05	01.01.08	
Chief Executive			
Tom Wright (appointed as Chief Executive 01.08.03)	01.06.02		
Board members – VisitBritain			
Lord Marshall of Knightsbridge	02.01.05	01.01.08	
Penelope, Viscountess Cobham	07.04.03	06.04.06	
Martin George	01.11.03	resigned 31.12.05	
Alan Parker	01.04.03	31.03.06	
Kumar Muthalagappan	01.03.02	28.02.06	
Moir Lockhead OBE	11.07.05	10.07.09	
Philip Evans CBE	<i>ex-officio</i>		
Hugh Taylor	<i>ex-officio</i>		
Peter Lederer CBE	<i>ex-officio</i>		
Board members – EMAB			
Hugh Taylor (Chairman)	01.04.05	31.03.09	
Suzanne Bond	01.05.03	30.04.06	
Tim Cantle-Jones	01.08.03	31.07.06	
Nick Cust	01.09.03	31.08.06	
John Govett	01.05.03	30.04.06	
Sir William Lawrence Bt. OBE	01.02.04	31.01.07	
Brian Summers	01.05.03	30.04.06	

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, understandable and encouraging the study of 18th century French art and 19th century collecting.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	3.0	2.6	2.6	3.5	4.2
Other operating income	0.4	0.4	0.4	0.4	0.4
Other income	1.0	1.6	1.7	1.0	1.0
Total income¹	4.4	4.6	4.7	4.9	5.6
Operating costs	3.2	4.2	3.9	3.9	4.1
Capital expenditure	0.7	0.6	1.0	1.0	1.5
Total expenditure	3.9	4.8	4.9	4.9	5.6

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

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Core Performance Indicators					
Total visitors (millions)	0.236	0.288	0.21	0.255	0.26
Child visitors (millions)	0.016	0.017	0.014	0.017	0.0175
Number of website visits (millions)	0.43	0.457	0.5	0.55	0.65
Number of children in educational programmes (000s)	11.3	11.884	12.0	12.5	13.0
Number of C2DE visitors ²	16.5	11.52	13.0	14.5	15.0

² From 2006-07 visits by adults from NS-SEC socio-economic groups 5-8.

Key Achievements in 2005-06

2005-06 was another exciting year for the Wallace Collection. Although visitor numbers were down this year, this was no great surprise following the high of 2004-05 with the landmark Freud and Boucher exhibitions. The July bombings in London also affected visitor numbers to all attractions across the capital. The two main exhibitions this year however achieved notable critical and public acclaim. *Salvator Rosa: Wild Landscapes* was well received, whilst *Dancing to the Music of Time: The Life and Work of Anthony Powell* attracted a different literary crowd to the Wallace Collection and also received excellent media coverage. The main publication this year was the sumptuous Scala Publication of *The Wallace Collection*. This built on the work of the previous year's *Illustrated Picture Catalogue* to provide a detailed study of the entire diverse collection. Despite the disappointment of the overall visitor numbers, the innovative work of the Education department ensured that we continued to attract high numbers of children and adults into the wide variety of programmes offered. Expansion was also achieved through the successful regional partnership programmes. The exciting Collections Management System, now dubbed Wallace Live, also moved closer to fruition with the purchase of the new system. 2006-07 will see the population of the system with a view to going live in 2007-08. The Conservation team also had an incredible year, partly in support of the Wallace Live project by cleaning 450 items of arms and armour, ready for photography. Other major conservation works included the restoration of the Mandarin Warrior.

WALLACE COLLECTION

<u>Personnel</u>	<u>Start date</u>	<u>End date</u>	<u>Date reappointed (if applicable)</u>
Chairman			
Mr John Ritblat	01.01.05	31.12.08	
Director			
Miss Rosalind Savill			
Trustees			
Sir Geoffrey de Bellaigue	03.03.98	02.03.06	03.03.01
Dr Fram Dinshaw	28.03.01	27.03.06	
Lady Irvine of Lairg	16.02.00	15.02.09	16.02.05
Mr Martin Drury CBE	25.04.01	24.04.06	
Miss Carole Stone	25.02.00	24.02.09	25.02.05
Sir Timothy Clifford	08.08.03	07.08.07	
Mr Richard Dormant	15.07.03	14.07.07	
Hon Barbara Thomas	08.08.03	07.08.07	

YORKSHIRE CULTURE

Yorkshire Culture was established in 1999, and in 2004 changed from an advisory to an executive NDPB and was incorporated as a company limited by guarantee. Its role is to champion the whole spectrum of cultural and creative interests in the region, including tourism and sport, and it has responsibility for implementing the regional cultural strategy. In addition, it has a role in central policy-making, regional data collection and research. The Chair is appointed by the Secretary of State under Nolan principles.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £s					
Annual expenditure from DCMS funds ¹	208,324	238,951	220,737	215,000	215,000

¹ Figures shown reflect estimated outturn from DCMS Grant-in-Aid funds. A full breakdown of all annual income and expenditure is available in Yorkshire Culture Annual Report & Audited Accounts 2004-05, information available on request, see www.yorkshire-culture.co.uk

Key Achievements in 2005

Yorkshire Culture has continued to champion the value of the DCMS sectors as part of broader regional development through practical and pragmatic relationships across the sectors and key regional agencies.

This year has enabled Yorkshire Culture to consolidate and develop formal and informal partnerships with the DCMS agencies, the local authorities and the key regional agencies. The consortium has focused on the critical changes in the tourism sector, the establishment of the regional cultural observatory and, most critically, a deeper and collective understanding of the region's key cultural assets and the structures and investments needed for sustainability and growth. As a result, there is emerging agreement around priorities, a better determination of impacts (cultural, social, economic) and this work is increasingly reflected in the region's investment strategies and policies. Yorkshire Culture's role as advisor to Yorkshire Forward, as a member of the Yorkshire and Humber Assembly, as steering group member for many regional developments including, for example, Yorkshire's support for the London 2012 Olympics, have seen the Consortium's influence and impact grow.

As a result of this activity, Yorkshire Culture has facilitated support for projects and programmes as diverse as Building Schools for the Future, the Tour of Britain cycle race and is leading cultural feasibility work for the Northern Way. This work will ensure the continued recognition of the value of the cultural sector in the development of future regional regeneration and growth in the Yorkshire and Humber.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Clive W Leach CBE	27.03.04	26.03.08	
Chief Executive			
Gary Topp			
Board members			
Ms Ruth Churchill Dower	12.10.04	11.10.07	
Mrs Helen Schroeder	12.10.04	11.10.07	
The Very Reverend George Nairn Briggs	12.10.04	11.10.07	
Mr John Davies	12.10.04	11.10.07	
Mr Michael Beverley	12.10.04	11.10.07	
Dr Adam Carey	12.04.05	11.04.08	
Mr Colin Jeynes	21.06.05	20.06.08	
Mrs Leigh-Anne Stradeski	12.04.05	11.04.08	
Councillor Michael Pye	12.10.04	11.10.07	
Mr Robin Smith	12.10.04	11.10.07	
Mr Narendra Bajaria	12.10.04	11.10.07	
Ms Louise Hampson	12.10.04	11.10.07	

The following directors resigned during this period;

Mr Abi Ekoku	12.10.04	21.06.05
Ms Jane Grenville	12.10.04	26.09.05

PUBLIC CORPORATIONS

A Public Corporation is similar to an executive NDPB but it is mainly a trading body, receiving more than 50% of its income from fees and charges to customers.

BRITISH BROADCASTING CORPORATION (BBC)

The 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 2004-05, total licence fee income was £2,940 million. The total turnover of the BBC's commercial activities was £624.3 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 2004-05 the BBC broadcast 50,243 hours of programmes on terrestrial and digital television, and 344,882 hours on national and local radio.

The BBC provides a range of digital services including: BBC One and BBC Two in widescreen, BBC News 24, BBC Parliament, Cbeebies, CBBC, BBC Three and BBC Four. The BBC also provides five digital radio stations, available on DAB Digital Radio, Freeview, Satellite and via the internet: Five Live Sports Extra, 6 Music, the Asian Network, 1Xtra and BBC 7.

Personnel ¹	Start date (if applicable)	End date	Date reappointed
Chairman Michael Grade CBE	17.05.04	16.05.08	
Director-General (appointed by the Board of Governors) Mark Thompson			
Vice-Chairman Anthony Salz	01.08.04	31.07.08	
Governors Ranjit Sondhi CBE	01.08.98	22.10.06	Reappointed 23.10.02
Professor Fabian Monds CBE	01.08.99	31.07.07	Reappointed 13.06.03
Dermot Gleeson	01.11.00	31.09.08	Reappointed 01.08.04
Baroness Deech DBE (Ruth)	23.10.02	22.10.06	
Angela Sarkis CBE	23.10.02	22.10.06	
Professor Merfyn Jones	01.01.03	31.12.06	
Deborah Bull CBE	01.08.03	31.07.07	
Richard Tait	01.08.04	31.07.08	
Jeremy Peat	01.01.05	31.12.08	
Sir Andrew Burns KCMG	01.07.05	31.12.06	
The following resigned Dame Pauline Neville-Jones DCMG	01.01.98	Resigned 31.12.04 (Reappointed 13.6.03)	
Sir Robert Smith	01.08.99	Resigned 31.12.04 (Reappointed 13.6.03)	

¹ The Secretary of State for Culture, Media & Sport announced in March 2005 that the Board of Governors is to be abolished and replaced by a new Trust. Further information about the composition of the Trust is expected in the Government's White Paper on the BBC's new charter, due for publication in 2006.

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.

In addition to the core channel, Channel 4 also operates a range of digital TV channels, including E4, More4 and FilmFour, and a growing portfolio of broadband services at channel4.com, including FourDocs.

Resources

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

Main Activities

In 2004 Channel 4 broadcast 8,784 hours of programmes. It made a post tax profit of £46.0 million on a group turnover of £841.4 million.

Personnel	Start date	End date	Date reappointed (if applicable)
Non-executive Members¹			
Chairman			
Luke Johnson	28.01.04	27.01.07	
Deputy Chairman			
Lord Puttnam of Queensgate	01.02.06	31.01.09	
Barry Cox	01.01.98	31.12.05	01.01.03
Sue Ashtiany	01.07.03	30.06.07	
Karren Brady	19.07.04	30.06.07	
Tony Hall	01.04.05	31.03.09	
Stephen Hill	01.01.06	31.12.08	
Martha Lane Fox	01.02.06	31.01.09	
Andy Mollett	19.07.04	30.06.07	
Ian Ritchie	01.01.00	31.12.05	01.01.04
Robin Miller	01.02.99	31.01.06	01.02.03 01.02.05
Executives			
Andy Duncan	Chief Executive since July 2004		
Anne Bulford	Group Finance Director since July 2005		
Rod Henwood	New Business Director since July 2005		
Kevin Lygo	Director of Television since November 2003		
Andy Barnes	Sales Director; member of Board since 1997		

¹ The Chairman, Deputy Chairman and other non-executive members of the Corporation are appointed by Ofcom with the approval of the Secretary of State.

Annual Report available from Channel 4, 124 Horseferry Road, London SW1P 2TX, or from the Channel 4 website at www.channel4.com.

HISTORIC ROYAL PALACES

Historic Royal Palaces is a charity established by Royal Charter in 1998. Its Cause is to help everyone to explore the story of how monarchs and people together have shaped society in some of the greatest palaces ever built. Historic Royal Palaces has responsibility for five Royal Palaces: Hampton Court with its gardens and park, the Tower of London, Kensington Palace State Apartments with its immediate gardens, the Royal Ceremonial Dress Collection and Orangery, Kew Palace with Queen Charlotte's Cottage and the Banqueting House, Whitehall. Historic Royal Palaces is a self financing charity receiving no Grant-in-Aid. Historic Royal Palaces was redefined as a Public Corporation with effect from 1 April 2005 (previously an NDPB).

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant	nil	nil	nil	nil	nil
Total Income	45.6	46.0	42.0		

	2003-04 Actual	2004-05 Actual	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Key Performance Indicators					
Finance					
Year end cash £m	12.6	12.0	5.5		
Free Reserves (new target 2005-06 shown)			3.2		

	2002-03	2003-04	2004-05 target	2005-06	2006-07
Visitor Satisfaction ratings					
Value for Money	1.14	0.87	1.07	Greater than 0.7	tbd
Enjoyment of Visit	1.45	1.33	1.39	Greater than 1.25	tbd
Helpfulness/friendliness of staff	1.53	1.45	1.44	Greater than 1.25	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 2005-06

Invest at least £2 million in the conservation of our palaces, including successful delivery of the following projects:

- HCP Lead roofs, phase 1
- ToL Byward Tower, masonry repairs
- Kew Palaces external decorations

Access and Learning Targets 2005-06

Customer satisfaction with education services at HCP Achieve survey results:

- Enjoyments – above 1.00
- Quality of service – above 1.00
- Quality of sessions – above 1.00

HISTORIC ROYAL PALACES

Key Achievements for 2005

- An over-arching cause was developed for Historic Royal Palaces (see above) and a three year strategy with a wealth of creative ideas was generated as a result of it.
- In improving the visitor experience, we have launched major new exhibitions: *Soldiers, Suffragettes and Servants*, *Gunpowder Treason* and *Diana, Princess of Wales* by Mario Testino. This last project was made possible through the biggest sponsorship we have ever secured – from HSBC Private Bank.
- Our two major projects – Kew Palace and the Clore Learning Centre at Hampton Court have progressed well and we look forward especially to the re-opening of Kew in 2006.
- We also have other new projects, *Henry VIII* and the re-presentation of Kensington Palace, both starting to take shape.
- We have set a clear aim to make more of an impact in the world and become better known for the work we do. *Tales from the Palaces* on the BBC has been a great showcase for this.
- Our new membership scheme has been launched together with a new volunteer programme and the visual identity which emerged as part of the cause is starting to be used in our communications.
- Internally, we have designed a performance framework founded on our Cause that clearly sets out the way we will expect everyone to perform in their jobs.
- With no public funding, the financial challenge was clear in our strategy and became more acute after 7/7. The impact of this has been an estimated loss in visitor income of about £5 million this year. Some of this loss has been offset by increased income from functions and events: the first music festival and ice rink at the Tower, new functions happening in the State Apartments at Kensington, another record year for business at the Banqueting House while the undoubted highlight was the EU Heads of Government Conference at Hampton Court in October. However we have also had to make cuts and savings which will impact significantly on our plans for 2006-07.

Personnel	Start date	End date	Date of reappointment (if applicable in 2005/06)
Chairman			
Sir Nigel Mobbs (Trustee since 29.07.02, Died in October 2005)	01.01.03	23.09.05 (resigned due to ill health)	
Chief Executive			
Michael Day			
Trustees			
Under the current Royal Charter, Trustees are appointed for a three-year term and may be reappointed for a further two three-year terms. The Board consists of a Chairman and eight Trustees, five of whom are appointed by the Secretary of State and one of those must be the Constable of the Tower of London. A further three trustees are appointed by HM The Queen.			
Bridget Cherry OBE FSA	01.01.03	31.12.08	01.01.06
John Hamer	27.05.05	26.05.08	
Angela Heylin OBE	01.04.98	31.03.07	
Field Marshal The Rt. Hon. Lord Inge KG GCB DL ¹ (Deputy and appointed Acting Chairman on 01.10.05 following the resignation of Sir Nigel Mobbs)	01.04.98	30.06.06	01.10.05
Malcolm Reading	04.04.05	03.04.08	
Alan Reid ¹	01.08.02	31.07.08	01.08.05
Sir Hugh Roberts KCVO FSA ¹	01.04.98	31.03.07	
General Sir Roger Wheeler GCB CBE ²	01.08.01	31.07.07	25.10.05

¹ Appointments determined by The Queen

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

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

HORSE RACE 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 race-goers 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. Originally under the regulation of the Home Office, the Tote was transferred to the Department for Culture, Media and Sport (DCMS) in 2001. The Secretary of State for DCMS 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 2nd December 2003 and received Royal Assent on the 28th October 2004.

Key Achievements in 2004-05

The business operates via the following channels:

- Totepool racecourse – operates pool betting at all of Britain's 59 racecourses.
- Totesport retail – operates 71 betting shops at 42 racecourses, 460 betting shops off-course.
- Totesport telephone- takes six million calls per year, offices at all racecourses.
- Totesport internet – over 100,000 customers. Offers fixed odds bets, totepool bets and gaming products.
- Tote Direct – offers pool betting at 5,100 betting shops off-course.

2004-05 saw continued growth with turnover of £1,889 million, an increase of 28% on 2003-04. Despite improved turnover performance, a run of poor results resulted in lower profit margins which in combination gave rise to a group operating profit of £24.2 million, down 5.9% on the previous year.

The racecourse division's performance was in line with previous year with turnover up 0.4% to £123 million. Despite the extra fixtures, from 1,245 to 1,310, average attendances on racecourses fell by 0.5% with a 2.0% fall in average real spend per customer.

The retail division turnover rose by over 40% in 2004-05 to £1,404 million. Unlike recent years, fewer opportunities to make attractive acquisitions of betting shops presented themselves. Despite this a number of new licences and transfers to better trading positions were effected strengthening the overall quality of the retail estate.

Totesport telebetting business for the first quarter of 2004-05 was badly hit by the temporary loss of 'AttheRaces' TV coverage with turnover falling in that period by 15% and was down 3.4% for the year. For the first time in 20 years the Tote is again represented on the rails following the purchase of a number of racecourse pitches in June 2004.

The internet division delivered a satisfactory performance with turnover up by 32% to £40.6 million. In January 2005 the Tote introduced the fixed odds gaming channel, but is legally constrained from providing a fully competitive casino product.

Tote Direct estate grew in size, with over 5,100 shops trading into the pools. Turnover for the year ended 31 March 2005 was £100.6 million compared to £96.5 million in the previous year. In May 2005 the Tote purchased the shares held by Coral and Ladbrokes in Tote Direct and has traded as a wholly owned subsidiary since that date.

HORSERACE TOTALISATOR BOARD (TOTE)

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Peter Jones	01.08.97	31.07.07	01.08.00 01.08.03 01.12.05
Chief Executive			
Trevor Beaumont			
Board members			
Tom Phillips	29.04.91	01.01.06	
Joe Scanlon	01.05.02	30.04.06	
Gerry Grimstone	01.07.99	30.06.06	01.07.02
Fiona Driscoll	01.07.99	30.06.06	01.07.02
Sir Eric Parker	01.05.02	30.04.06	01.05.04
Noel Harwerth	16.01.06	15.01.08	
Ian Good	16.01.06	15.01.08	

An annual report is available from the Horserace Totalisator Board, Douglas House, Tote Park, Chapel Lane, Wigan WN3 4HS

OFFICE OF COMMUNICATIONS

The Office of Communications (Ofcom) is the independent regulator for the UK communications industries, with responsibilities across television, radio, telecommunications and wireless communications services. It is a public corporation, operating principally under the terms of the Communications Act 2003 and the Office of Communications Act 2002.

Ofcom's annual report, covering the period April 2004 – March 2005, is available at www.Ofcom.org.uk.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid: Community radio	nil	nil	0.4	0.5	0.5
Grant-in-Aid: Media Literacy	nil	0.6	0.6	0.6	0.6

Key Performance Indicators

Grant-in-Aid: Community radio	2005-06	Ofcom awarded over 93 community radio licences across the UK, of which around 20 stations have commenced broadcasting. Further licences will be awarded in the future. Ofcom made the first awards from the community radio fund to community radio licence holders in 2006; early indications suggested that funding was used to support core functions such as management, administration, fundraising to support the station, community outreach and volunteer organisation and support.
Grant-in-Aid: Media literacy	2004-05	Ofcom undertook a public consultation on its strategy and priorities for the promotion of media literacy which resulted in the publication of Ofcom's Media Literacy Statement in November 2004. Ofcom also launched a dedicated media literacy section on its website.
	2005-06	Ofcom commissioned an extensive Media Literacy Audit, a major piece of work aimed at benchmarking current media literacy across the UK, changes to which can then be tracked over time. The core report was published in March 2006, with additional reports on different groups, including each nation, published during 2006. In addition, Ofcom has produced quarterly media literacy bulletins and supported a wide range of media literacy programmes and events, such as Adult Learners Week 2005.
	2006-07	Ofcom will continue to undertake key research and support local and national media literacy activity across the UK.

OFFICE OF COMMUNICATIONS

Personnel	Start date	End date	Date reappointed (if applicable)
Non-Executive Board members¹			
Chairman			
David Currie ²	01.08.02	31.07.09	20.01.06
Deputy Chairman			
Richard Hooper	25.09.02	31.12.05	
Philip Graf	01.01.06	31.12.08	
Members			
Millie Banerjee	25.09.02	30.09.07	
Ian Hargreaves	24.12.02	31.12.06	
Stephanie Liston	01.09.05	31.08.08	
Sarah Nathan	25.09.02	30.09.06	

¹ Ofcom Non-Executive Board members are appointed jointly by DCMS and DTI.

Further information is available in the Ofcom Annual Report 2004-05.

² David Currie's current term originally ended on 31.07.07. He has been reappointed until 31.07.09.

SIANEL PEDWAR CYMRU (S4C)

Sianel Pedwar Cymru is the statutory authority responsible for providing and regulating Welsh language public service television. The Authority's main function is to provide television programme services for the dissemination of information, education and entertainment with a view to their being available for reception wholly or mainly by members of the public in Wales.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	85.2	92.2	92.2	92.2	92.8

Note: S4C is funded by Grant-in-Aid from DCMS, the level of which is set by statute as a sum equivalent to its 1997 grant updated in line with the Retail Prices Index.

Main Activities

On analogue the Welsh Authority is required to provide the fourth channel in Wales, 'S4C'. Its remit is to provide a broad range of high quality and diverse programming, a substantial proportion of which is in Welsh (with the programmes broadcast in peak hours consisting mainly of programmes in Welsh and the English programmes normally being Channel 4 programmes). On the digital service, 'S4C Digidol', the remit is to simulcast the Welsh language elements of the analogue service and provide a broad range of high quality and diverse programming in a service in which a substantial proportion of the programmes consists of programmes in Welsh.

During 2005 S4C broadcast an average of 41 hours a week of Welsh language programmes on 'S4C' and 86 hours a week on 'S4C Digidol'. S4C commissioned 88% of its original programming output (excluding hours received from the BBC, ITV and in-house production) from the independent production sector in Wales.

In addition to its public service television services S4C provides coverage of the National Assembly of Wales and additional services on its digital television service, 'S4C2'.

Personnel¹	Start date	End date	Date reappointed (if applicable)
Chairman			
Professor Elan Closs Stephens	01.04.98	31.03.06	01.04.02
Chief Executive			
Ms Iona Jones			
Members			
Ms Enid Rowlands	01.04.99	31.03.07	01.04.03
Mrs Carys Howell	01.01.03	31.12.07	
Mr Roger Jones	24.11.03	23.11.07	
Mr Winston Roddick QC	01.09.04	31.08.08	
Mrs Eira Davies	01.11.01	31.10.09	01.11.05
Dr Christopher Llewelyn	01.11.01	31.10.09	01.11.05
Mr Dafydd Wigley	24.11.03	23.11.07	
Mr John Walter Jones	01.09.04	31.08.08	

¹ The Chair and the members of the S4C Authority are appointed by the Secretary of State.

The S4C Annual Report is available from S4C, Parc Ty Glas, Llanishen, Cardiff CF14 5DU or the website: www.s4c.co.uk

OTHER BODIES

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.

Royal Communications is the annual funding for communication and information services in connection with official royal functions and engagements.

The Grant-in-Aid also includes funding for property maintenance and security at Marlborough House, which is occupied by the Commonwealth Secretariat. The Royal Household maintains Marlborough House in effect as the Department's contractor, and the expenditure is not a cost of the Monarchy.

A windfall receipt for the sale of land was received by the Department during 2005-06, £2m of which has been made available as capital expenditure for the Royal Household. In addition the Treasury has announced that £2m of the proceeds from the sale of a £5 coin to commemorate the 80th birthday of Her Majesty The Queen, will be made available to fund the design and construction of a Memorial to Queen Elizabeth The Queen Mother. The Treasury and The Department have requested that the Royal Household manage this project on their behalf.

Grant-in-Aid for the maintenance of the Occupied Royal Palaces

	2003-04 Actual	2004-05 Actual	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid	16.0	14.5	15.1	15.0	15.0
Other income	1.4	1.8	2.0	2.0	2.0
	17.4	16.3	17.1	17.0	17.0
Royal Communications	0.5	0.5	0.5	0.5	0.5
Marlborough House	0.6	0.6	0.6	0.6	0.6
Total income	18.5	17.4	18.2	18.1	18.1
Total net expenditure	17.2	17.4	17.2	17.1	16.8
Exceptional funding					
Capital Fund	–	–	–	1.0	1.0
Queen Mother Memorial Fund	–	–	–	1.2	0.8
Total exceptional expenditure	–	–	–	2.2	1.8

Key Achievements

The Property Services Grant-in-Aid was set up on 1 April 1991 when management and operating responsibility was transferred to the Royal Household. Over the past 14 years net cash expenditure has been reduced by 34% in absolute terms and by 66% in real terms.

ROYAL HOUSEHOLD

<u>Performance Indicators</u>	<u>2003-04 Actual</u>	<u>2004-05 Actual</u>	<u>2005-06 Estimated</u>
Fee/Work ratio	17.7%	17.0%	18.0%
(target)	18.0%	18.0%	18.0%

<u>Visitor numbers (thousands)</u>	<u>2003-04 Actual</u>	<u>2004-05 Actual</u>	<u>2005-06 Estimated Outturn</u>
Buckingham Palace	315	300	261
Windsor Castle	858	914	931

TYNE AND WEAR MUSEUMS (TWM)

Tyne & Wear Museums is a major regional museum and art gallery service. It is a joint service funded by the five councils within the former metropolitan county of Tyne & Wear. The Councils are: 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) through annual Grant-in-Aid. TWM leads the North East Regional Museums Hub through *Renaissance in the Regions* programme.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Resources £ millions					
Grant-in-Aid ¹	1.10	1.20	1.71	1.86	2.33
Other operating income	4.67	5.12	5.46	5.46	5.57
Other income	7.29	5.56	5.66	6.16	5.25
Total income	13.06	11.88	12.83	13.48	13.15
Operating costs	9.24	10.94	11.19	11.57	11.55
Capital expenditure	3.82	0.94	1.14	1.31	0.60
Total expenditure	13.06	11.88	12.33	12.88	12.15

¹ Includes £0.5m in 2005-06, £0.6m in 2006-07 and £1.0m in 2007-08.

	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Core Performance Indicators					
Total visitors (million)	1.34	1.67	1.60	1.58	1.56
Child Visitors (thousands)	636	823	783	770	760
Website Visits (thousands)	262	429	536	420	440
No. of children in organised educational programmes (thousands)	97	112	134	120	123
Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline ²	153	183	98	99	100

² Revised from 2005-06 to reflect adult C2DE visitors only. From 2006-07 measures adults from NS-SEC socio-economic groups 5-8.

Note: Performances for 2003-04 and forward plans reflect the closure or part closure of venues during redevelopment.

Key Achievements in 2005

In 2005, the annual number of users exceeded two million for the first time ever. In-person visits accounted for 1.67 million visits, whilst virtual visits increased by 113% to 608,677.

TWM achieved full Museums Accreditation from the Museums, Libraries and Archives Council for all its sites, bar one (Monkwearmouth Station Museum received provisional Accreditation as it is currently closed for refurbishment).

2005 was the first full operational year for the North East Museums Regional Hub. Key facts include: the increased investment led to the creation of 60 new posts amongst Hub partners (TWM, Beamish, The Bowes Museum and Hartlepool Museums); and 268 volunteers contributing 3,365 working days. Flagship projects include the development of a Core Museums Skills Training Programme and the creation of Innovart, a collaborative venture between art & design teachers and museum educators. The additional investment has led to a 24.7% increase in visits by children and young people in education, 23.1% increase in all visits and an exponential increase in outreach engagement.

TYNE AND WEAR MUSEUMS

Five TWM sites benefited from the award winning and innovative *Look, Touch, Listen, Smell* project which was launched in July 2005. The project increased physical and intellectual access to sites and collections for all, but in particular for blind and partially sighted visitors and was jointly funded by the DCMS/Wolfson Foundation and the HLF.

The Laing Art Gallery was judged North East Large Visitor Attraction of the Year. During 2005, the Gallery displayed works of art by Titian and Picasso in the *Venus Rising* exhibition and Damien Hirst, Grayson Perry and Tracey Emin in *Revelation: Reflecting British Art in the Arts Council Collection*.

In 2005, 440,968 people visited Discovery Museum, making it the most visited museum in the region. The opening of the new *Revolutions* Gallery was the latest phase of the building redevelopment. Neville Hails, one of Discovery's museum assistants won the individual award for Outstanding Customer Service at the North East Tourism Awards.

At the Shipley Art Gallery, a re-hang of over 80 oil paintings collection entitled *The Artistic Impulse* rescued works from stores for the first time in many years. The exhibition *Star Portraits*, as featured in the BBC television programme of the same name, brought record numbers of visitors during September and October.

The highlight at Segedunum Roman Fort, Baths and Museum was the collaborative exhibition with the British Museum *Across the Board – Around the World in 18 Games*. Twenty-four of the famous Lewis Chessmen held centre stage in the displays, which brought together games from around the world from the earliest times to the present day. The project was funded through the Strategic Commissioning programme.

In July, a *Harry Potter* themed day at Stephenson Railway Museum attracted 1,600 visitors.

At South Shields Museum and Art Gallery, innovative projects continued to capture the imagination: *Destination South Tyneside* explored the experiences of people who have arrived in the area from all over the world as well as the experience of leaving South Tyneside to live abroad.

TimeQuest, the interactive gallery and only educational resource for archaeology of its type in the north-eastern region, reopened at Arbeia Roman Fort following refurbishment and enlargement. 2005 was also the 28th year of continuous archaeological digging at the site, with the local community hosting some 85 volunteers from all over the globe.

In Sunderland, Sunderland Museum and Winter Gardens was the only non-national venue to stage the *BP Portrait Award* exhibition, organised by the National Portrait Gallery. Meanwhile, Monkwearmouth Station Museum closed at the end of August for a £1 million refurbishment. Funding has been secured from the HLF, DCMS/Wolfson Foundation and Sunderland City Council.

At the Hancock Museum, undoubtedly the most important and exciting development was the Stage 1 approval of an £8.75 million award from the HLF towards the complete redevelopment of the Museum as part of the Great North Museum project. The development of the project also resulted in the historic decision to remove admission charges in February 2005.

Partnership working continued to be very important in 2005. TWM participated in seven Strategic Commissioning projects: *Across the Board* at Segedunum in partnership with the British Museum; *Engaging Refugees and Asylum Seekers* at Sunderland Museum and Winter Gardens in partnership with National Museums Liverpool; *Take One Picture: North, East, South, West* at the Laing Art Gallery in partnership with the National Gallery; *Portrait North East* at Sunderland Museum and Winter Gardens in partnership with the National Portrait Gallery; *Image and Identity* at the Shipley Art Gallery with the V&A; *Evolution Workshop* at the Hancock Museum with the Natural History Museum; and *Visual Dialogues* at the Laing art Gallery with Tate Britain. Other partnerships included: The Laing Art Gallery staging *Stuff of Life*, the fourth in the series of exhibitions with the National Gallery and Bristol's Museums, Galleries and Archives. (Funding has now been secured to develop the partnership for a further three years. The principal funders are the HLF, the Esmée Fairbairn Foundation and the Northern Rock Foundation); *Buried Treasure, Egypt Revealed* and *Changing Face* from the British Museum were displayed at the Hancock Museum; *Self Portrait UK 14 -19* organised with Media 19 and the National Portrait Gallery was staged at Sunderland Museum and Winter Gardens; TWM also participated in *Culture Online: Every Object Tells a Story* with the V&A, Brighton and Birmingham museums and *Inspired By* – with the V&A, NIACE and Museums Manchester.

TYNE AND WEAR MUSEUMS

Personnel

Director

Alec Coles

Committees

Tyne and Wear Museums Joint Committee

Gateshead Council

Councillors

D Anderson
JW Hamilton
J McElroy
J Mitchinson

Newcastle City Council

Councillors

P Allen
S Bailey
G Bell (Chair)
D Faulkner
R Morl
W Thorkildsen

North Tyneside Council

Councillors

LJ Goveas
M Huscroft
KJG Johnston
S Mortimer

Hancock Museum Management Committee

University of Newcastle upon Tyne

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

South Tyneside Council

Councillors

J Capstick
J Foreman
B Scorer
M Smith

Sunderland City Council

Councillors

RA Bell
KM Rolph
C Shattock
M Speding (Vice Chair)
JW Walton

Natural History Society of Northumbria

Dr D.Gardner-Medwin
Mr I Moorhouse
Mr. D. Noble-Rollin
Dr B.J. Selman

ADVISORY NON-DEPARTMENTAL PUBLIC BODIES

An advisory non-departmental public body (NDPB) is a body independent of government, set up to provide expert advice and input into policy making on behalf of ministers or civil servants. Those appointed to the body are drawn from outside the public sector. Appointments are made by ministers, by officials on behalf of ministers, the Prime Minister, the Queen on the advice of ministers or, in some cases, by the bodies themselves.

An advisory NDPB does not usually have its own staff or its own budget. It has a secretariat usually provided by the sponsoring department and any costs incurred are part of the sponsoring department's expenditure.

The body is a standing body (i.e. in existence for more than two years) and meets at least once a year. Ministers are ultimately answerable for the performance of advisory NDPBs.

ADVISORY COMMITTEE ON HISTORIC WRECK SITES (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.

<u>Personnel</u>	<u>Start date</u>	<u>End date</u>	<u>Date reappointed (if applicable)</u>
Chairman			
Tom Hassall	20.06.02	20.06.06	
Secretary			
Mary Gandy			
Members			
Dr Colin Martin	07.07.04	06.07.08	
Dr Mark Redknapp	01.04.98	31.03.06	31.03.01
Elizabeth Blackburn QC	07.07.04	06.08.08	
Stuart Bryan	01.03.02	28.02.06	
Dr Lucy Blue	30.06.99	30.06.07	30.06.03
Robin Daniels	28.02.99	31.03.07	31.03.03
Alexandra Hildred	01.06.02	31.05.06	
Prof Michael Collins	06.07.04	06.07.08	
Suzanne Pleydell	16.02.04	28.02.08	
Rear Admiral Richard Hill	14.06.04	13.06.08	
Amanda Sutherland	08.10.04	08.10.08	

Members of the committee are unpaid but may claim travel expenses.

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 of the Government Art Collection, on acquisitions policy and on particular purchases and commissions for the Collection.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Julia Somerville	02.09.03	01.09.07	
Secretary or equivalent			
Mr Malcolm Steer	<i>ex-officio</i>		
Members			
Sir Nicholas Serota	<i>ex-officio</i>		
Dr Charles Saumarez-Smith	<i>ex-officio</i>		
Mr Sandy Nairne	<i>ex-officio</i>		
Mr Alan Davey	<i>ex-officio</i>		
Ms Penny Johnson	<i>ex-officio</i>		
Margot Heller	01.08.00	30.07.07	02.08.03
Dr Penelope Curtis	10.04.03	09.04.07	
Ms Sarah Shalgosky	10.04.03	09.04.07	
Mr Nick Hackworth ¹	01.01.06	30.12.09	
Mr Richard Dorment	01.01.96	31.12.05	01.01.99 01.01.02

¹ Mr Nick Hackworth replaced Mr Richard Dorment who completed the 10-year maximum term on 31.12.05

The Committee meets three times a year, and members are not remunerated.

ADVISORY COUNCIL ON LIBRARIES (ACL)

The Advisory Council on Libraries was established under the Public Libraries and Museums Act 1964. The duty of the ACL is to advise the Secretary of State upon matters connected with the provision and use of library facilities as they think fit, and upon any questions referred to them by her. This includes advice on: taking forward policy work; an effective performance management framework for public libraries; and the securing of effective links between public libraries and other library sectors and stakeholders.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman Vacant			
Secretary Craig Westwood			
Members Vacant			

- ACL members are not remunerated for their services – they are eligible for travel and subsistence costs.
- Membership arrangements are under review, and procedure to appoint new membership is at an advanced stage at time of press. Appointees will include public librarians and non-librarians to provide the widest range of experience.
- Appointments will be made for terms of between one and four years.

ENGLAND MARKETING ADVISORY BOARD

The England Marketing Advisory Board (EMAB) was 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 people 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 at the national, regional and local levels by commitment to England's brand and marketing strategy.
- Economic vitality: to promote sustainable English domestic tourism by achieving a greater seasonal and rural/urban spread.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Mr Hugh Taylor	01.04.03	31.03.09	01.04.05
Members			
Ms Suzanne Bond	01.05.03	30.04.06	
Mr Tim Cattle-Jones	01.08.03	31.07.06	
Mr Nick Cust	01.09.03	31.08.06	
Mr John Govett	01.05.03	30.04.06	
Sir William Lawrence OBE	01.02.04	31.01.07	
Mr Brian Summers	01.05.03	30.04.06	

EMAB does not receive any funding. Its expenses are met entirely from VisitBritain's financial resources.

An Annual Report is available from VisitBritain.

LEGAL DEPOSIT ADVISORY PANEL

Members of the Legal Deposit Advisory Panel (LDAP) were appointed in September 2005. The Panel was created to advise the Secretary of State on the implementation of the Legal Deposit Libraries Act 2003, through recommendations on the timing and content of regulations relating to the deposit of non-print material.

Personnel	Start date	End date	Date reappointed (if applicable)
Chair			
Dr Ann Limb	01.09.05	31.08.09	

The Chair receives an Honorarium of £300 for each equivalent full day of work undertaken for LDAP, up to a maximum of 25 days per annum (£7,500).

Secretary

Fran Love (DCMS)

Members

Andrew Yeates	01.09.05	31.08.08
Nina Barakzai	01.09.05	31.08.09
Trevor Fenwick	01.09.05	31.08.09
Nicholas Higham	01.09.05	31.08.08
Sally Morris	01.09.05	31.08.09
Hugh Jones	01.09.05	31.08.08
Robin Adams	01.09.05	31.08.08
Peter Fox	01.09.05	31.08.09
Simon Tanner	01.09.05	31.08.09
Adrienne Muir	01.09.05	31.08.08

Ex-officio members

Clive Field
Andrew Green
Martyn Wade
Angela Mills Wade

Members of the committee are unpaid but may claim travel expenses.

PUBLIC LENDING RIGHT ADVISORY COMMITTEE

The Public Lending Right (PLR) Advisory Committee advises the PLR Registrar and the Secretary of State. The Committee reviews the operation of the PLR Scheme and makes proposals for changes to the legislation when necessary. The Committee consists mainly of authors, along with specialists from the fields of librarianship, publishing, and intellectual property rights.

Personnel	Start date	End date	Date reappointed (if applicable)
Chairman			
Mr Simon Brett	07.08.03	06.08.07	
Members			
Dr Maggie Gee	06.08.03	05.08.07	06.08.03
Mr Robert Froud	20.01.03	19.01.07	
Ms Miranda McKearney	16.05.02	15.05.06	16.05.02
Mr Anthony Bradman	08.11.04	07.11.08	
Mr Barry Turner	01.03.04	29.02.08	
Ms Gill Coleridge	29.10.01	28.10.07	29.10.05
Dr James Parker, OBE	<i>Ex-officio</i>		

Members of the committee are unpaid but may claim travel expenses.

REVIEWING COMMITTEE ON THE EXPORT OF WORKS OF ART AND OBJECTS OF CULTURAL INTEREST (RCEWA)

The Reviewing Committee is a non-statutory, advisory body consisting of eight permanent members appointed by the Secretary of State for Culture, Media and Sport. It considers all cases where refusal of an export licence for a work of art or object of cultural interest is suggested on the grounds of national importance. The Secretariat of the Reviewing Committee is based at the Museums, Libraries and Archives Council (MLA).

Personnel	Start date (if applicable)	End date	Date reappointed
Chairman			
Lord Inglewood	01.12.03	30.11.07	
Secretaries (jobshare)			
Ms Helen Loughlin			
Ms Nicki Fox			
Members			
Amanda Arrowsmith	01.02.02	31.01.09	01.02.06
Professor David Ekserdjian	14.11.02	13.11.06	
Dr Catherine Johns	19.02.03	18.02.07	
Mr Timothy Knox	14.03.02	13.03.09	14.03.06
Mr Martin Levy	01.03.97	28.02.07	01.03.00 01.03.03 01.03.05
Professor Pamela Robertson	02.12.03	01.12.07	
Mr Johnny van Haften	28.06.01	27.06.08	28.06.04

Members of the Committee are unpaid but can claim travel expenses.

An Annual Report is available from The Stationery Office Limited or can be found on the Museums, Libraries and Archives Council (MLA) website: www.mla.gov.uk.

SPOLIATION ADVISORY PANEL

The Spoliation Advisory Panel helps to resolve claims for cultural objects that may have been looted during the Nazi era, between 1933-1945. 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. The Panel was established on 13 April 2000.

<u>Personnel</u>	<u>Start date (if applicable)</u>	<u>End date</u>	<u>Date reappointed</u>
Chairman			
The Rt Hon Sir David Hirst	13.04.00	12.04.06	13.04.04
Secretary			
Hillary Bauer			
Members			
Peter Oppenheimer	13.04.00	12.04.07	13.04.04
Professor Richard Evans	13.04.00	12.04.07	13.04.04
Sir Donnell Deeny	13.04.00	12.04.07	13.04.04
Professor Peter Jones	13.04.00	12.04.07	13.04.04
Baroness Warnock	13.04.00	12.04.06	13.04.04
Professor Norman Palmer	13.04.00	12.04.06	13.04.04
Sir Terry Heiser	13.04.00	12.04.07	13.04.04
Martin Levy	13.04.00	12.04.06	13.04.04
Anna Southall	13.04.00	12.04.07	13.04.04
Dr Liba Taub	13.04.00	12.04.06	13.04.04

The Chairman receives a daily rate of £318 per day, based on an eight hour day. The members of the Panel receive a daily rate of £204 each time they attend a meeting. The Panel held four meetings during 2005-06.

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.

<u>Personnel</u>	<u>Start date (if applicable)</u>	<u>End date</u>	<u>Date reappointed</u>
Chairman			
Professor Norman Palmer	03.05.01	03.05.06	
Secretary or equivalent			
Laura Dance			
Members			
Dr Jack Ogden	01.04.96	31.03.06	01.04.01
Mr Trevor Austin	19.12.03	18.12.07	
Mrs May Sinclair	03.05.01	02.05.08	03.05.04
Mr Thomas Curtis	03.05.01	02.05.07	03.05.05
Dr Arthur MacGregor	03.09.01	02.09.06	

Members of the Committee are unpaid but can claim travel expenses. An Annual Report is published each autumn.

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