

# National Gallery

## Personnel

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### Chairman

Mr Peter Scott

11.08.04 4yrs

### Director

Dr Charles Saumarez Smith

### Trustees

Prof Dawn Ades\*

01.08.03 2yrs

Mr Ranjit Sondhi

04.02.05 4yrs

Professor Julia Higgins

06.04.01 5yrs

Mr Donald Moore

05.07.01 5yrs

Lord Kerr of Kinlochard

01.03.02 4yrs

Mr James Fenton

15.11.02 4yrs

Mr John Lessore

10.02.03 4yrs

Mr Simon Burke

21.02.03 4yrs

Sir Colin Southgate

25.03.03 2yrs

Lady Hopkins

30.09.03 2yrs

Lady Normanby

02.02.04 4yrs

Mr Jon Snow

01.04.04 4yrs

Mr Mark Getty

06.09.04 4yrs

\* Tate Gallery Liaison Trustee.

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).

Resources £ millions	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
Grant-in-aid <sup>1</sup>	5.0	5.0	5.0	5.0	5.0
Other income <sup>2</sup>	-1.6	1.9	0.6	0.6	0.6
<b>Total Income</b>	<b>3.4</b>	<b>6.9</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>

<sup>1</sup> Class XI, Vote 1: Section F.

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

### Key Performance Indicators

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

### Key Achievements in 2004

Eight awards were made in the year. The most significant was £3 million to the Bodleian Library in Oxford for the purchase of the Abinger papers – a collection of manuscripts relating to the activities of the poet Shelley. Another large award, of £1,832,750, went to the National Railway Museum in York to enable them to purchase the Flying Scotsman. The other six awards were:

- £360,767 to Bolton Museum for the acquisition of an Egyptian statuette;
- £187,500 to the Victoria & Albert Museum in London for the purchase of a miniature by Jean Bourdichon;
- £768,679 to the Ashmolean Museum in Oxford for a perfume burner;
- £825,000 to Canterbury museum for a painting by Van Dyck;
- £105,500 to the Royal Air Force Museum in London to enable them to bid at auction for the VC of Norman Jackson;
- £750,000 to the National Trust for Scotland for the David Livingstone birthplace near Glasgow.

### Personnel

#### Chairman

Ms Liz Forgan OBE

01.04.04 3yrs

#### Trustees

Mrs Primrose Wilson OBE (NI trustee)

07.04.03 3yrs

Earl of Dalkeith KBE

17.06.03 3yrs

Mr Giles Waterfield

10.09.03 3yrs

Dr Mike Phillips

01.01.02 3yrs

Mr Nicholas Dodd BA MA AMA

10.09.03 3yrs

Mr James Wright CBE

01.11.03 3yrs

Dr Derek Langslow

18.02.02 3yrs

Ms Madhu Anjali

22.07.02 3yrs

Ms Catherine Graham-Harrison

20.08.02 3yrs

Sir Angus Grossart (Scottish trustee)

28.02.02 3yrs

Prof Tom Pritchard (Welsh trustee)

23.04.02 3yrs

Dr Mike Emmerich

29.07.03 3yrs

#### Director

Mrs Carole Souter

## National Lottery Commission

The National Lottery Commission is the statutory body created under the National Lottery Act 1998 that is responsible for licensing and regulating the 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 as great as possible.

### Main Activities during 2004

February saw the launch of EuroMillions, which was initially a joint venture between UK, French and Spanish lottery operators. This was the first game in the UK to be run in conjunction with other countries, with a common format and prize structure and a single prize pool. It was a major undertaking both for Camelot and the Commission. Development of the game continued in June when the Commission approved a change in the prize structure of EuroMillions, and in the autumn six new countries joined the game: Austria, Belgium, Ireland, Luxembourg, Portugal and Switzerland.

Camelot continued with its strategy of expanding the distribution channels through which players can purchase tickets for draw-based games. More of the games are now available via the internet, interactive TV and mobile telephone. The Commission also supported Camelot's plans to increase the number of all-purpose terminals within its retail estate, and has been involved in the plans to enable players to buy their tickets at supermarket checkouts (Fast Pay) in 2005.

With the increase in distribution channels, the Commission has ensured that players are protected, and in particular that sufficient safeguards are in place to prevent sales to under-16s and that the new channels will not encourage excessive play.

The 10th birthday of the National Lottery was a cause for celebration, and the Commission licensed a *Millionaire Celebration* scratchcard and approved a £10 million bonus draw to mark the occasion.

The Commission continued to monitor a range of functions vital to the integrity of the Lottery. These include: monitoring the draw; payments to prize winners and the National Lottery Distribution Fund; and security. It carried out 394 retailer visits across the country to make sure that the required information is available for players. The Commission also oversaw Camelot's implementation of *Operation Child*, under which Camelot is required to carry out test purchases at a minimum of 9,000 retailers each year.

As part of its ongoing enforcement work, the Commission recorded eight licence breaches against the operator during 2004, none of which threatened the integrity of the Lottery.

The Commission continued to provide support and advice to DCMS on the Review of Lottery Licensing and Regulation and the development of the Gambling Bill.

In preparation for the design of the next licence competition, independent research was commissioned to identify possible barriers to bidding for the next National Lottery licence. A considerable amount of work has been done to develop strategies that will overcome these barriers and encourage competition: consultation on the strategies will be a priority in the year ahead.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Income	–	–	–	–	–
Expenditure	3.3	4.1	4.3	4.6	5.1
<b>Key Performance Indicators</b>					
Responding to correspondence	99%	96%	95%	95%	95%
Payment of undisputed invoices	97%	95.4%	97.5%	97.5%	97.5%
Total number of days of staff sickness absence (average per member of staff)	6	6.16	7	7	7

## National Lottery Commission

### Personnel

Chairman		Members	
Moira Black	from 16.10.03	Timothy Hornsby	26.03.04 4yrs
Timothy Hornsby	from 16.10.04	Brian Pomeroy	26.03.04 4yrs
		Harriet Spicer	01.04.03 2yrs
		Jo Valentine	17.09.02 3yrs
		Moira Black	26.03.02 3yrs
		Salary of Chairman	£35,302
		Salary of Members	£6,819

### NLC Entry in the Administration Costs of Larger DCMS NDPBs

£ million	2002-03	2003-04	2004-05	2005-06
National Lottery Commission	3.4	3.7	4.3	4.5

## 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).

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid <sup>1</sup>	13.7	14.0	15.7	15.2	17.1
Other operating income	1.8	2.0	1.3	1.9	1.3
Trading company income	1.0	1.3	1.3	1.4	1.4
Other income	2.0	1.2	2.5	7.2	3.2
<b>Total Income</b>	<b>18.5</b>	<b>18.5</b>	<b>20.8</b>	<b>25.7</b>	<b>23.0</b>
<b>Operating costs<sup>2</sup></b>					
Operating costs <sup>2</sup>	18.0	20.0	19.5	19.5	19.3
Collections purchases	1.4	0.1	0.8	0.2	0.2
Capital expenditure	1.7	1.5	2.0	9.3	4.0
<b>Total Expenditure<sup>3</sup></b>	<b>21.1</b>	<b>21.6</b>	<b>22.3<sup>4</sup></b>	<b>29.0<sup>4</sup></b>	<b>23.5<sup>4</sup></b>

<sup>1</sup> Class XI, Vote 1: Section A.

<sup>2</sup> Operating costs include depreciation.

<sup>3</sup> Income does not match expenditure each year as non-grand-in-aid income can be retained to fund future expenditure.

<sup>4</sup> These deficits incorporate a major capital development at the Royal Observatory, Greenwich which opens to the public progressively from end 2006.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
<b>Key Performance Indicators</b>				
Visits (millions)	1.208	1.365	1.490	1.500
Child visitors (thousands)	276	276	330	340
Website visits (millions)	2.628	4.089	5.900	6.500
Children in Educational programmes (thousands)	37.1	59.8	100	100
C2DE visitors required to achieve an 8% increase on the 2002-03 baseline by 2005-06 (thousands)	205	230	410	415
Loans to England venues	84 (UK)	91	88	85

### Key Achievements in 2004

The 1.36 million visits recorded this year for the first time places the Museum among the top ten visitor attractions in Britain, with Grant-in-Aid per user now at its lowest ever figure of £2.55 per head. This year's *Tintin* exhibition has drawn an increased proportion of children while that on *William Hodges, 'Captain Cook's painter'* has catered for the art lover and been the focus of much specialist interest. Works for Time and Space, the project to redevelop the South Building at the Royal Observatory and build a new 120-seat planetarium beside it has begun. Some 60,000 children participated in on-site and outreach educational programmes and the overall number of learners was over 145,000. The Museum's website attracted over 4 million visitors many of whom viewed the greatly expanded Collections Online. At the 2003 VisitLondon Awards the website was 'Highly Commended'. Publications included *Treasures of the National Maritime Museum*, the flagship title of the Museum's new imprint, and an *Alphabet of Ships* reprinting a rare Victorian book from the Museum's collection and three significant academic conferences have been held. Plans for the forthcoming programme *SeaBritain 2005*, which the Museum instigated and has assembled more than 100 partners, are now well advanced and will maximise participation in the Trafalgar bicentenary.

## National Maritime Museum

### Personnel

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#### Chairman

Sir David Hardy

19.11.00 5yrs

#### Director

Roy Clare

#### Trustees

HRH The Duke of York KCVO ADC

15.06.00 5yrs

Admiral Sir Julian Oswald GCB

06.10.00-07.09.04

Libby Purves OBE

15.06.00-14.06.04

Victor Benjamin

12.09.01 5yrs

Ray Miles

16.04.02 4yrs

Patricia Rothman

20.08.04 4yrs

Joe Abrams OBE

20.08.04 2yrs

Professor Jocelyn Bell Burnell CBE

06.12.00 5yrs

Dr M C Faulkes

06.12.00 5yrs

Professor William Ritchie OBE

06.12.00 5yrs

Professor Martin Daunton

14.02.02 4yrs

Penny Haire

15.11.02 4yrs

Councillor Jagir Sekhon OBE

15.11.02 4yrs

Nigel Macdonald

11.03.03 4yrs

Jan Kopernicki

24.11.03 4yrs

Alan Titchmarsh MBE VMH DL

07.12.04 4yrs

Further information is available from: The National Maritime Museum, Greenwich, London SE10 9NF [www.nmm.ac.uk](http://www.nmm.ac.uk)

## National Museum of Science & Industry (NMSI)

The National Museum of Science and 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 the NMSI site at Wroughton in Wiltshire.

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

	2002-03 Outturn <sup>5</sup>	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid <sup>1,3</sup>	33.3	36.5	35.8	36.5	38.0
Invest to save funds	0.8	0.6	–	–	–
Other operating income	–	–	–	–	–
Trading company income	1.5	0.7	1.2	1.4	1.5
Other income	12.9	13.0	11.0	11.0	16.5
<b>Total Income<sup>2,5</sup></b>	<b>48.5</b>	<b>50.8</b>	<b>48.0</b>	<b>48.9</b>	<b>56.0</b>
Operating costs <sup>3,4</sup>	35.4	39.4	41.9	43.7	43.8
Collections purchases	0	0	0.1	0.1	0.1
Capital expenditure <sup>5</sup>	10.8	10.2	10.5	7.8	13.4
<b>Total Expenditure<sup>2</sup></b>	<b>46.2</b>	<b>49.6</b>	<b>52.5</b>	<b>51.6</b>	<b>57.3</b>

<sup>1</sup> Class XI, Vote 1, Section A.

<sup>2</sup> 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.

<sup>3</sup> Income and Expenditure are increased by grant to the National Coal Mining Museum of England (NCMME) of: 2000-01 £1.2m; 2001-02 £1.3m; 2002-03 £2.1m; 2003-04 £2.4m; 2004-05 £2.7m; 2005-06 £2.4m; 2006-07 £2.5m. From 2003-04 onwards they are also increased by a grant of £0.125m p.a. to the Type Museum.

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

<sup>5</sup> The transfer of the Science Museum site, NMPFT land of £96.9m and share of Blythe House (£7.2m) has been excluded.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Target
<b>Key Performance Indicators</b>				
Total visitors (millions)	4.32	4.28	3.51	3.96
Child visitors (millions)	1.49	1.41	1.51	1.53
Number of website visits (millions) <sup>1</sup>	4.7	6.3	4.9	5.6
Number of children in educational programmes (thousands) <sup>2</sup>	594	352	292	302
Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline (thousands) <sup>3</sup>	N/A	865	870	900
Number of loans to venues in England <sup>4</sup>	259	217	159	165

<sup>1</sup> From 2003-04 this target is for unique visits.

<sup>2</sup> Prior to 2003-04 this target was for adults as well as children.

<sup>3</sup> This target was introduced from 2003 onwards.

<sup>4</sup> Prior to 2003-04 this target was for loans in the UK and overseas.

## National Museum of Science & Industry

### Key Achievements in 2004

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NMSI launched two award-winning online resources, *Ingenious and Making the Modern World Online*, in June of this year. They offer unprecedented virtual access to NMSI's collections, including over 30,000 objects and photographs, and are supported by stories, animations and activities on many iconic exhibits. We published our first sustainable development review, which sets a new benchmark for the measurement and improvement of environmental performance. Another major initiative this year has been to develop a national programme of science engagement in partnership with the BA, ECSITE, the OST and DfES.

#### Science Museum

In July the Science Museum opened its new interactive gallery for children, *Energy – fuelling the future*, and the related object-rich *Ingenious* exhibition. Energy has been nominated for two awards – the Interactive Design BAFTA and the Design Week Award for Museums, Galleries and Visitor Attractions.

The Science Museum's Dana Centre held 75 events this year, engaging the public in a dialogue about contemporary science issues. Highlights included debates on ID cards, live brain surgery beamed from the USA and a debate hosted by Diane Abbott MP, *Black women's healthcare – no more 'one size fits all'*.

Building on its success in 2003-04, the Creative Canals project – run by the in Science Museum's education and outreach teams in partnership with the Ragged School Museum and the Canal Museum – received additional Strategic Commissioning funding to extend its work improving science literacy for all ages in a particularly deprived area of the South East.

This year the Science Museum also increased access to its stored collections by offering new public tours of Blythe House. Launched in August, the entire programme, scheduled to run until May 2005, was fully booked almost immediately.

#### National Museum of Photography, Film & Television (NMPFT)

NMPFT welcomed the new Head of Museum, Colin Philpott, from the BBC in the spring.

Programme highlights included critically acclaimed exhibitions drawn primarily from the NMPFT's own collections, supported by works loaned from peer institutions and contemporary practitioners. These included *Everything's Gone Green: Photography and the Garden*, and the first major retrospective of Tony Ray-Jones for over ten years.

NMPFT also hosted another great year of film festivals: the Bradford Film Festival, the Bite The Mango festival – which attracted a visit from the living legend of Indian cinema Dilip Kumar – and the Bradford Animation Festival (BAF). Submissions for the BAF annual awards scheme topped 1,000 – a rise of 78% – taking it into the realms of the world's largest animation festivals at Annecy and Zagreb.

#### National Railway Museum (NRM)

In April, The National Railway Museum (NRM) won its battle to save the historic rail icon *Flying Scotsman*, following an overwhelming show of public support. A successful £2.2 million bid was put forward on behalf of the nation, with the help of the National Heritage Memorial Fund and a donation from Richard Branson, ensuring the world's most famous steam locomotive stays in Britain.

Also in April, the museum hosted the launch of Museums and Galleries Month 2004. On 5 May the Rt. Hon. Charles Clarke MP, Secretary of State for Education and Skills, entered the building in style on a High Speed Train (HST) Power Car specially brought in by GNER to the NRM, to officially launch the Yorkshire Rail Academy.

#### Locomotion: the NRM at Shildon

In October the Prime Minister officially opened NMSI's new visitor attraction, Locomotion: the NRM at Shildon. Within weeks it exceeded all expectations for visitor numbers, and as it continues to bring in new visitors it is already fulfilling its promise to be a driving force in the cultural and economic regeneration of this area.

#### NMSI at Wroughton

There has been a significant rise in visitors to our Wroughton site this year, from 15,000 in 2003-04 to 35,000 in 2004-05. Staff at Wroughton have continued to work closely with local community groups and schools to increase our education and outreach services. A particular highlight has been our work with Ridgeway Secondary School. We acted as partners for its successful bid to attain science specialist status, and we have been running a competition for their pupils to design a science garden for their school, the results of which will be announced in February 2005.

This year we also completed the masterplanning work for the future of this site, construction work is underway for improved visitor and conservation facilities, and we have completed 30 hectares of woodland planting.

## National Museum of Science & Industry

### Personnel

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#### Chairman

The Rt Hon Lord Waldegrave  
of North Hill

01.07.02 4yrs

#### Trustees

Prof Ann Dowling CBE

25.08.99 5yrs  
renewed 25.08.04 4yrs

Mr Martin G Smith

25.08.99 5yrs  
renewed 25.08.04 4yrs

#### Director

Dr Lindsay Sharp

Mr Greg Dyke

03.10.00 5yrs

Dr Anne Grocock

08.03.01 5yrs

Mr David Rayner CBE

28.01.02 4yrs

Prof Rod Smith

23.04.02 4yrs

Sir Ron U. Cook

06.06.02 4yrs

Mr Richard Haythornthwaite

06.06.02 4yrs

Dr Simon Singh MBE

12.07.02 4yrs

Dr Douglas Gurr

06.06.03 4yrs

Prof Sir Martin Rees FRS

06.06.03 4yrs

Sir William Wells

06.06.03 4yrs

Dr Maggie Semple OBE

10.10.03 4yrs

Prof Kathy Sykes

10.10.03 4yrs

Michael Wilson

13.02.04 4yrs

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

Includes the Walker, the Liverpool Museum, the Merseyside Maritime Museum, the Museum of Liverpool Life, the Lady Lever Art Gallery, Sudley House, the Conservation Centre and HM Customs & Excise National Museum. NML aims to use its collections and other assets to provide the widest possible educational benefit (in line with DCMS public service objectives). NML aims to be progressive and outward looking, exciting and inspiring in ways that are inclusive and challenging.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid <sup>1</sup>	16.6	17.3	17.3	18.2	21.0
Other operating income <sup>2</sup>	1.1	1.0	1.1	1.1	1.1
Trading company income	0.1	0.1	0.1	0.2	0.2
Other income	7.6	3.6	9.2	8.0	15.5
<b>Total Income<sup>2</sup></b>	<b>25.4</b>	<b>22.0</b>	<b>27.7</b>	<b>27.5</b>	<b>37.8</b>
Operating costs (excluding depreciation)	15.9	17.0	18.9	19.9	20.6
Collections purchases	0.0	0.5	0.2	0.2	0.2
Capital expenditure <sup>4</sup>	6.9	4.1	9.9	8.3	17.7
<b>Total Expenditure<sup>3</sup></b>	<b>22.8</b>	<b>21.6</b>	<b>29.0</b>	<b>28.4</b>	<b>38.5</b>

<sup>1</sup> Class XI, Vote 1, Section A.

<sup>2</sup> Profit-making activities were transferred to a trading company in 1992-93.

<sup>3</sup> Income does not match expenditure each year as non-grant-in-aid income can be retained to fund future expenditure.

<sup>4</sup> Capital expenditure includes Lottery bid aspirations and any sums set aside in anticipation of success or applied for developmental purposes.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
<b>Key Performance Indicators</b>				
Visits (millions) <sup>1</sup>	1.24	1.53	1.47	1.50
Number of child visitors (millions) <sup>1</sup>	0.36	0.37	0.45	0.60
No of venues in England to which objects from the collection are loaned	70	65	48	80
No of C2DE visitors required to achieve an 8% increase by 2005-06 on 2002-03 baseline (millions)	0.45	0.45	0.44	0.46
Number of children in organised educational programmes both on-site and outreach (thousands) <sup>1</sup>	72	94	137	100
Website pages supplied to users (millions)	<sup>2</sup>	0.88	1.90	2.00

<sup>1</sup> Projections from 2005 onwards subject to review in light of construction affecting several venues.

<sup>2</sup> Basis of web count amended from 2003-04 following change of service provider, so 2002-03 figure is not comparable.

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

## Key Achievements in 2004

The penultimate phase of the *Into the Future* project, the Craft & Design Gallery at the Walker Art Gallery, opened to much acclaim and the long-awaited new attractions at Liverpool Museum were substantially completed for opening in April 2005. Studies were commissioned of development needs at all our venues, providing a masterplan for improvements over the next 15-20 years. With the abandonment of the proposed *Fourth Grace* development on the Liverpool waterfront, our principal attention was refocused on the prospects of constructing a new Museum of Liverpool on our freehold land at this location, along with a new museum and centre for transatlantic slavery within the Maritime Museum complex for 2007. Our long-term partnership with HM Customs & Excise for the care and display of their national collection was renewed, and several new strategic partnerships were initiated including Manx National Heritage, Knowsley Borough Council and Manchester Art Gallery.

## Personnel

### Chairman

Mr David McDonnell

01.04.00 5yrs

### Trustees

Prof Drummond Bone

01.04.04 4yrs

Sir Neil Cossons OBE

14.05.02 4yrs

The Earl of Derby

01.04.01 5yrs

Cllr Frank Doran

20.04.02 4yrs

Mr Bryan Gray MBE

29.01.04 4yrs

Prof Chris Green

01.04.01 5yrs

Mr Loyd Grossman OBE

21.07.03 4yrs

Dr Janet Kear OBE<sup>1</sup>

19.07.02 4yrs

Prof Margaret MacKeith CBE

01.02.05 4yrs

Mr G Barrie Marsh

01.04.02 4yrs

The Viscountess Mersey

01.04.01 4yrs

Prof Sarah Palmer

01.02.05 4yrs

Mrs Alexis Redmond

24.07.03 4yrs

Prof Gordon McGregor Reid

01.02.01 5yrs

Mrs Gillian Reynolds MBE

20.07.01 5yrs

Ms Lorraine Rogers

29.07.04 4yrs

Prof John Tarn OBE

01.04.01 5yrs

Mr Alan Waterworth<sup>1</sup>

01.04.99 5yrs

Mrs Eva Wisemark

21.01.02 4yrs

Mr Brian Wong

19.04.04 4yrs

<sup>1</sup> Mr Alan Waterworth retired on 31.3.04 and Dr Janet Kear OBE died on 24.11.04.

## 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.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid	5.7	5.7	6.1	6.4	6.8
Other operating income	4.9	4.7	5.6	5.6	5.6
Other income	1.6	0.7	0.2	0.2	0.1
<b>Total Income</b>	<b>12.2</b>	<b>11.1</b>	<b>11.9</b>	<b>12.2</b>	<b>12.5</b>
Operating costs	9.9	10.2	10.9	12.3	12.1
Collections purchases	1.0	0.7	0.5	0.3	0.3
Capital expenditure	1.3	0.9	0.4	0.2	0.1
<b>Total Expenditure</b>	<b>12.2</b>	<b>11.8</b>	<b>11.8</b>	<b>12.8</b>	<b>12.5</b>

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
<b>Key Performance Indicators</b>				
Total visitors (millions)	1.320	1.426	1.400	1.375
Child visitors (000s)	093.0	071.0	085.0	105.0
Website visits (unique users) (millions)	1.374	2.578	4.400	2.700
Children in educational programmes (000s)	26.6	33.0	33.0	29.0
C2DE visitors required to achieve an 8% increase on the 2002-3 baseline by 2005-6 (000s) <sup>1</sup>	5.6%	114.0	125.0	62.0
Loans to venues in England <sup>2</sup>	93 (UK)	90 (UK)	90	95

<sup>1</sup>This target was the percentage of visitors from C2DE socio-economic grouping prior to 2003-04.

<sup>2</sup>This target was for loans in the UK and overseas prior to 2003-04.

# National Portrait Gallery

## Key Achievements in 2004

2004 marked another successful year for the Gallery, with exceptionally high attendance figures for *Cecil Beaton: Portraits, We Are The People: Postcards from the Collection of Tom Phillips* and *Off the Beaten Track*. The new outreach programme, supported by the HLF, was launched, video-conferencing was extended, and a comprehensive families programme was introduced with support from the Paul Hamlyn Foundation.

Outstanding portraits entering the collection included commissioned portraits of David Beckham by Sam Taylor Wood, Dame Judi Dench by Alessandro Raho, and the Gold Medal Winners at the Sydney Paralympic Games by John Lessore, together with David Sylvester by Larry Rivers and an important portrait by Thomas Howard, 4th Duke of Norfolk.

## Personnel

### Chairman

Sir David Scholey CBE

15.09.02 3yrs

### Director

Mr Sandy Nairne

### Trustees

Ms Flora Fraser

15.10.04 4yrs

Sir John Weston KCMG

15.10.04 4yrs

Professor the Earl Russell FBA

23.06.00 5yrs<sup>1</sup>

Professor Ludmilla Jordanova

07.12.00 5yrs

Sir Christopher Ondaatje CBE OC

19.12.01 4yrs

Mr Tom Phillips CBE RA

27.02.02 4yrs

Amelia Fawcett CBE

20.06.03 4yrs

The Rt Hon Baroness Amos

ex-officio

Sir Nicholas Grimshaw CBE PRA

ex-officio<sup>2</sup>

Baroness Willoughby de Eresby DL

04.06.99 5yrs<sup>3</sup>

Alexandra Shulman OBE

15.10.04 4yrs

Professor David Cannadine FBA FRSL

07.12.00 5yrs

Sir Max Hastings

03.05.00 5yrs<sup>4</sup>

Ms Sara Selwood

21.05.02 4yrs

Professor Robert Boucher, CBE, FREng

20.06.03 4yrs

Professor Phillip King CBE PRA

ex-officio<sup>5</sup>

Marchioness of Douro

03.09.04 4yrs

Zeinab Badawi

11.10.04 4yrs

<sup>1</sup> Until 14.10.04 – deceased.

<sup>2</sup> From 14.12.04.

<sup>3</sup> Until 03.06.04.

<sup>4</sup> Until 03.09.04.

<sup>5</sup> Until 13.12.04.

## Natural History Museum

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

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

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid	38.1	39.6	39.6	41.5	42.8
Other operating income	–	–	–	–	–
Trading company income (net)	2.8	3.3	2.9	4.4	4.6
Other income	3.7	5.3	3.4	3.4	2.1
<b>Total Income</b>	<b>45.1</b>	<b>48.2</b>	<b>45.9</b>	<b>49.3</b>	<b>49.5</b>
Operating costs	37.6	38.2	42.4	41.6	42.7
Collections purchases	0.1	0.1	0.1	0.1	0.1
Capital expenditure	9.1	6.9	6.0	6.3	5.6
<b>Total Expenditure</b>	<b>46.8</b>	<b>45.2</b>	<b>48.5</b>	<b>48.0</b>	<b>48.4</b>

### Key Performance Indicators

The key performance indicators listed below are taken from the funding agreement between The Natural History Museum and the Department for Culture, Media and Sport.

Performance Indicator	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
Number of total visitors (millions)	2.9	3.1	3.0	2.85
Number of child visitors (thousands)	915	971	975	930
Number of website visits (millions)	6.2	7.7	4.6	4.6
Number of children in organised offsite and onsite educational programmes (thousands)	530	340	270	400
Number of C2, D and E visitors in order to achieve an 8% increase on the 2002-3 baseline (450,000) (thousands)	N/A	737	740	484
Number of loan venues in England	N/A	61	50	50

# Natural History Museum

## Key Achievements in 2003-04

During 2003-04 the Museum continued to attract a high number and a diverse range of visitors, supported by the permanent exhibitions, a lively and diverse special exhibitions and events programme, and the Darwin Centre. Total visitors to South Kensington and Tring amounted to 3.1m which was an increase of 9% from 2002-03. The main special exhibition *T. Rex – the Killer Question*, which explored whether T Rex was a scavenger or a predator attracted over 350,000 visitors. Other exhibitions included *The Wildlife Photographer of the Year* which ran for its 20th consecutive year, and *Earth from the Air* which first opened in the Museum's gardens in June 2002 and which has attracted an estimated 3.5m visitors. At Tring, which attracted 80,000 visitors, the exhibitions programme included *Creatures from a lost world* and *The Egg: the most perfect thing in the universe*. Included within the total visitors were 983,000 children and, an estimated 755,000 visitors from socio-economic groups C2DE. The number of children in organised educational programmes both on-site and outreach amounted to 335.

The Museum's success as a visitor attraction was recognised by two major visitor awards – Large Visitor Attraction of the Year (London Tourism Awards) and the Large Visitor Attraction of the Year ( Excellence in England Gold Award) – both of which commended the commitment to enhancing visitors' experiences and access, and in particular the Darwin Centre.

The importance and contribution of the Museum's scientific work, collections and facilities was recognised in February 2004 when the Museum was appointed as the lead partner in the SYNTHESIS project which is financed to the value of (AMOUNT NEEDED) by the European Infrastructures Programme for a period of 5 years. It involves a total of 20 European collections-based institutions with the dual aim of providing access to the collections, expertise and facilities for visiting researchers and enhancing collaboration between the institutions on key activities such as databasing and collections standards.

Other examples of where the Museum continued to produce high quality science.

- The three year MinUrals project (mineral resources of the Urals: Origin, development and environmental impact) was completed. The project provided technical and legislative tools to help rejuvenate the mining regions of the South Urals region of central Russia and for environmental management of pollution.
- In October the President of Zanzibar and representatives of the World Health Organisation attended the launch of the Schistosomiasis Control Programme in Zanzibar, which is a collaboration between the Museum and the Ministry of Health, funded by a grant from the Health Foundation.
- 525 peer reviewed papers were published.
- Approximately 11,900 visiting scientists were welcomed, visiting for a total of 19,000 visitor days.
- 58,665 scientific enquiries and specimen identifications were attended to.

Other important developments and achievements during the year included:

- major infrastructure projects for the refurbishment work to improve the building fabric and air conditioning and to remove asbestos from the Palaeontology Building, and the first phase of the data network were completed;
- following an independent audit the Museum was once again accredited under the Energy Efficiency Scheme and awarded ISO14001.

## Personnel

### Chairman

Professor Sir Keith O'Nions FRS

01.01.03 2yrs

### Trustees

Ms Jana Bennett OBE

12.02.99 5yrs<sup>1</sup>

Sir William Castell LVO

06.02.04 4yrs

Prof Diane Edwards CBE FRS

07.02.03 4yrs

Prof Michael Hassell CBE FRS

06.02.04 4yrs

Professor Christopher Leaver CBE FRS FRSE

01.03.02 4yrs

Prof Jacquie McGlade

01.01.02 3yrs

Prof Georgina Mace OBE FRS

06.02.04 4yrs

Dame Judith Mayhew DBE

01.05.02 4yrs

Lord Palumbo

01.01.00 4yrs<sup>2</sup>

Prof Linda Partridge CBE FRS FRSE

01.04.04 4yrs

Mr Oliver Stocken

06.02.04 4yrs

Sir Richard Sykes FRS

01.01.01 4yrs

### Directors

Sir Neil Chalmers (to June 2004)

Dr Michael Dixon (from June 2004)

<sup>1</sup>retired 11.02.04

<sup>2</sup>retired 31.12.04

## Office of Communications (Ofcom)

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 became fully vested with the functions of the previous regulators on 29 December 2003 (taking over from the Broadcasting Standards Commission, Independent Television Commission, Office of Telecommunications, Radiocommunications Agency and Radio Authority).

Ofcom's first report, covering the period up to April 2004 is available at [www.ofcom.org.uk](http://www.ofcom.org.uk).

	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Estimated Outturn	2006-07 Estimated Outturn
<b>Resources £ million</b>				
Grant-in-aid: community radio	n/a	nil	0.8	0.5
Grant-in-aid: media literacy	0.2	0.6	0.6	0.6

### Personnel

#### Ofcom Board: Non-Executives<sup>1</sup>

			Total remuneration <sup>2</sup>
<b>Chairman</b>			
David Currie	01.08.02	5yrs	£155,606
<b>Deputy Chairman</b>			
Richard Hooper	25.09.02	3yrs	£78,048
<b>Members</b>			
Millie Banerjee	25.09.02	5yrs	£42,207
David Edmonds	25.09.02	3yrs	£44,801 <sup>3</sup>
Ian Hargreaves	24.12.02	4yrs	£40,392
Sara Nathan	25.09.02	4yrs	£42,866

<sup>1</sup> Ofcom Non-Executive Board Members are appointed jointly by DCMS and DTI.

<sup>2</sup> Details are in the Ofcom Annual Report 2003-04.

<sup>3</sup> David Edmonds resigned with effect from 28 February 2005.

## Public Lending Right (PLR)

The Public Lending Right (PLR) 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 sector through the financial and moral support it provides to authors. Under the scheme authors whose books are read in public libraries have an opportunity to develop their talents further and achieve excellence in their work. This in turn ensures the continued flow of new literature to libraries and underpins the library community's efforts to attract new readers and broaden access.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid <sup>1</sup>	7.0	7.2	7.4	7.4	7.6
Other is negligible for all years					

<sup>1</sup> class XI, Vote 1: Section B.

	2002-03	2003-04	2004-05	2005-06	2006-07
<b>Paybill costs (£ thousands)</b>					
	425,000	443,000	457,000 <sup>2</sup>	479,000	490,000

<sup>2</sup> excludes redundancy costs.

### Key Performance Indicators

#### Outturn (Target)

PLR operating costs – office computer (£ thousands)	412 (412)	398	375	358	317
Money to distribute (£ millions)	6.1 (6.2)	6.4 (6.4)	6.5	6.5	6.5
Rate per loan	4.21p (2.67p)	4.85p (4.21p)	4.85p (4.21p)	5.26p	5.26p
Registered authors	32,339 (31,827)	33,659 (32,339)	35,000	36,393	37,600

### Key Achievements in 2004

The rate per loan, on which payments due to be paid to authors in February 2005 have been calculated, increased from 4.85 pence to 5.26 pence, the highest in PLR's history. Over 18,686 authors have qualified for payment; of these, a record 291 will receive £6,000, the maximum payment payable under the Scheme. During 2004 PLR celebrated the 25th anniversary of the 1979 PLR Act. Since the scheme's inception some £83 million has been distributed to authors.

### Personnel

#### Registrar

Dr James Parker, OBE 01.08.91 (5-year appointment renewed 01.08.01) F/T

Annual Report available from Public Lending Right, Richard House, Sorbonne Close, Stockton on Tees TS17 6DA, or on the PLR web-site at [www.plr.uk.com](http://www.plr.uk.com).

## Regional Cultural Consortiums

The Regional Cultural Consortiums were established in 1999. In 2004 they changed from advisory to executive NDPBs and were incorporated as companies limited by guarantee. Their role is to champion the whole spectrum of cultural and creative interests in the regions, including tourism and sport. They also have responsibility for implementing the regional cultural strategies and they have a role in central policy-making, regional data collection and research. The Chairs are appointed by the Secretary of State under Nolan principles.

### Living East

	2002/03 outturn	2003/04 outturn	2004/05 estimated outturn	2005/06 Plans	2006/07 Plans
<b>Resources £s</b>					
Annual expenditure from DCMS funds	110,150	180,640	199,085	215,000	215,000

### Key Achievements in 2004

Living East led on the development of a culture chapter for the East of England Plan, which was published at the end of 2004. The chapter emphasises the role culture should play in the development of the region over the next 15 years. Over the year, Living East also built on the skills work it started in 2003 with the development of a skills matrix for the Creative Industries, outlining skills gaps and training providers.

A skills research project to identify the skills and employment needs of the tourism, hospitality, leisure and heritage sectors has also been carried out and the resulting report will be published in early 2005.

Taken together these two pieces of work provide us with a comprehensive overview of the skills needs across the cultural sector in the region. In addition, Living East convenes a skills learning network whose membership includes representatives from the cultural agencies, sector skills councils and learning and skills councils. Living East has also been a key partner in the creation of a Creative Industries development strategy for the region, in partnership with the East of England Development Agency, Arts Council England East and Screen East. This is due to be published shortly, and has resulted in a number of pilot projects being initiated.

Living East has also taken a lead role in generating support for the London 2012 Olympic bid in the region. In addition Living East became a company limited by guarantee in 2004, acquired two more members of staff and reconfigured its board.

### Personnel

<b>Chairman</b>		<b>Directors</b>	
Graham Creelman	28.09.99 3yrs reappointed 28.9.02 4yrs	Dr Alan Blackwell	15.11.04 4yrs
		Anthea Case	15.11.04 4yrs
		Clare Connor	20.10.04 4yrs
<b>Chief Executive</b>		Andrea Hill	15.11.04 4yrs
Jane Edwards	01.08.03	Anthony Hudson	15.11.04 4yrs
		Irene Macdonald	20.10.04 4yrs
		Professor Bob Reeve	15.11.04 4yrs
		Mary Sanders	15.11.04 4yrs
		Marion Williams	resigned 25.02.04
		Laurie Hayward	15.11.04 4yrs
		Tess Wright	15.11.04 4yrs

## Regional Cultural Consortia

### Culture South East

Resources £s	2002/03 outturn	2003/04 outturn	2004/05 estimated outturn	2005/06 Plans	2006/07 Plans
Annual expenditure from DCMS funds	30,242	204,862	220,089	215,000	215,000

### Key Achievements in 2004

Culture South East's strategy is to:

- promote collaboration within the cultural sector;
- advocate the contribution culture makes to the achievement of regional policy priorities;
- celebrate ways in which culture is enhancing quality of life in the region.

### Collaboration

Culture South East (CSE) has appointed a new Board, been incorporated, and agreed a Memorandum of Understanding with Government Office South East (GOSE), South East England Development Agency, The Regional Assembly, The Learning Skills Council and six regional cultural agencies. Culture is identified in the Memorandum as a key component of sustainable development.

### Contribution

With partners, CSE have:

- ensured the Integrated Regional Framework and the South East Plan address the contribution of culture;
- developed a Learning and Skills Task group to highlight the contribution of culture to lifelong learning;
- helped embed culture into proposals for the three regional Growth Areas;
- begun to develop a cultural observatory;
- published a series of reports on the cultural, creative and community sectors.

### Celebration

CSE's events include:

- Common Futures – a celebration of the contribution diverse communities make to cultural life;
- Culture, Community Planning and Local Strategic Partnerships – a seminar with GOSE to promote good practice;
- The Magnetic South – two day conference with Tourism South East and cultural agencies celebrating good practice in development of Cultural Tourism.

### Personnel

Chair		Directors	
Kalwant Ajimal	04.02.03 4yrs	Mary Baldwin	01.01.04 4yrs
		Robert Collier	01.01.04 3½yrs
		Cheryl Coppell	01.01.04 3yrs
Chief Executive		Yinnon Ezra	01.01.04 3½yrs
Charles Freeman	06.10.03 3yrs	Gina Fegan	01.01.04 3½yrs
		Felicity Harvest	01.01.04 3½yrs
		Sean Holt	01.01.04 3yrs
		Helen Jackson	01.01.04 4yrs
		Linda Jasper	01.01.04 3yrs
		Marilyn Scott	01.01.04 3½yrs
		Neil Worman	01.01.04 4yrs
		David Smith	28.01.04 3yrs
		Andrew Brown	03.09.04 3yrs
		Neil McEvoy	28.06.04 3yrs
		Sarah Hohler	21.12.04 3½yrs

## Regional Cultural Consortia

### Culture North East

Resources £s	2002/03 outturn	2003/04 outturn	2004/05 estimated outturn	2005/06 Plans	2006/07 Plans
Annual expenditure from DCMS funds	92,952	197,326	260,740	215,000	215,000

### Key Achievements in 2004

The work of Culture North East (CNE) in facilitating cross-sectoral strategic planning and debate has moved on apace in 2004. The consortium has helped constitute, and acts to support, working groups that seek to address key issues for the cultural sector in the region and help meet DCMS strategic priorities. Some of these are listed below.

North East Culture and Education Forum (NECEF) – established in 2004 to advocate at the highest level for the integration of culture and creativity in educational and learning environments.

Diversity North East (DNE) – brings together regional cultural and strategic agencies to raise awareness, and celebrate through culture, heritage and the arts, cultural diversity in the North East.

Regional Cultural Agencies Research Group (RCARG) – acts as a clearing house for information, identifies and prioritises cross-cultural research, acts as a steering group for the commissioning of new research, and leads the regional cultural research agenda on behalf of the sector. Recent commissions have included:

- a Scoping exercise exploring the impact of cultural activities on educational aspiration, engagement and attainment;
- an examination of the diversity and distinctiveness of the retail environment in the North East of England;
- a Scoping exercise exploring the impact of cultural activities on economically inactive adults;
- benchmarking and then monitoring the performance of the cultural sector in the North East of England.

In 2004 CNE led the review of the Regional Cultural Strategy, achieving consensus around a series of key principles that partners and stakeholders believe are critical to the future success and sustainable development of the region. A new *Cultural Manifesto for the North East of England* provides a framework for the cultural sector to continue to address some of the fundamental challenges and opportunities facing the North East.

### Personnel

Chair		Directors	
Olivia Grant OBE DL	05.01.03 4yrs	Prof Chris Bailey	Appointed 2002, reappointed 03.11.04
		Carol-Ann Hunter	Appointed 2002, reappointed 03.11.04
		Gordon Bates	Appointed 2002, reappointed 03.11.04
<b>Chief Executive</b>		Jane Blackburn	Appointed 2002, reappointed 03.11.04
Pauline Beaumont	01.11.03	Prof Roy Boyne	Appointed 2002, reappointed 03.11.04
		Tim Cattle-Jones	Appointed 2002, reappointed 03.11.04
		Patrick Conway	Appointed 2002, reappointed 03.11.04
		Cllr David Faulkner	Appointed 2002, reappointed 12.11.04
		Tom Harvey	Appointed 2002, reappointed 03.11.04
		Cllr Mick Henry	Appointed 2002, reappointed 12.11.04
		Cllr Winnie Lowes	Appointed 2002, reappointed 03.11.04
		Tony Pender	Appointed 2002, reappointed 12.11.04
		Mark Scrimshaw	Appointed 2002, reappointed 20.10.04
		Jacqui Taylor	Appointed 2002, reappointed 12.11.04
		Sue Underwood	Appointed 2002, reappointed 03.11.04
		Julie Ward	Appointed 2002, reappointed 03.11.04

## Regional Cultural Consortiums

### Culture Northwest Ltd

	2002/03 outturn	2003/04 outturn	2004/05 estimated outturn	2005/06 Plans	2006/07 Plans
<b>Resources £s</b>					
Annual expenditure from DCMS funds	93,686	207,915	200,000	215,000	215,000

### Key Achievements in 2004

Some of Culture Northwest's achievements:

- Cross-Departmental and Sectoral Delivery. Regional Events included Culture & Health Think Tank with Department of Health, The Business of Culture seminar with the CBI, Northern Lights event on culture & lifelong learning with DfES Education, Culture Block seminar with The Audit Commission.
- Two Stakeholder Events, six Regional Seminars, eight Key speaker engagements, two Star Turn Awards, five Member Updates, three Strategic Research surveys, six Strategic Policy consultations.
- Three year deal on RDA core cost funding commitment. This enables CNW delivery of Partnership Development and Policy Formation.

### Personnel

<b>Chair</b>		<b>Directors</b>	
Loyd Grossman	01.06.04 4yrs	Phil Craven	16.12.04 3yrs
		Marc Etches	Appointed Dec 02, reappointed 16.12.04 2yrs
<b>Chief Executive</b>		Bryan Gray	03.12.04 3yrs
Libby Raper	15.10.01	Charles Lauder	Appointed Dec 02, reappointed 03.12.04 1yr
		Kath Robinson	03.12.04
		Lorraine Rogers	03.12.04 3yrs
		Anil Ruia	Appointed Dec 02, reappointed 03.12.04 1yr
		Andy Spinoza	Appointed Dec 02, reappointed 03.12.04 1yr
		Sue Woodward	Appointed Dec 02, reappointed 03.12.04 2yrs
		Robert Woof	Appointed Dec 02, reappointed 03.12.04 2yrs
		Cecilia Wong	03.12.04 3yrs

## Regional Cultural Consortia

### Yorkshire Culture

Resources £s	2002/03 outturn	2003/04 outturn	2004/05 estimated outturn	2005/06 Plans	2006/07 Plans
Annual expenditure from DCMS funds	131,450	208,324	229,116	215,000	215,000

### Key Achievements in 2004

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.

Yorkshire Culture's formal arrangements with Yorkshire Forward and the Yorkshire and Humber Assembly and their work with the region's 22 local authorities have seen cultural projects supported through the regional and sub-regional investment plans, through numerous regional strategies and policies covering tourism, Olympics 2012, spatial planning, European Regional Development Fund, Local Strategic Partnership engagement, creative industries development and others. This work will be supported through the evidence base created by the regional cultural observatory, funded in partnership across the DCMS agencies.

As a result of this activity we have facilitated support for projects as diverse as the Tour of Britain cycle race and the location of the Flying Scotsman at the National Railway Museum. 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

#### Chair

Clive W Leach CBE 27.03.01 3yrs, reappointed 27.03.04 4yrs

#### Chief Executive

Gary Topp 02.09.02 2yrs  
17.08.04 – 01.03.04 when became employee of  
Yorkshire Culture

#### Directors

Ms Ruth Churchill Dower Appointed 11.10.02 2yrs, reappointed 3yrs  
Mrs Helen Schroeder Appointed 11.10.02 2yrs, reappointed 3yrs  
Ms Louise Hampson Appointed 11.10.02 2yrs, reappointed 3yrs  
Ms Jane Grenville Appointed 11.10.02 2yrs, reappointed 3yrs  
Mr Narendra Bajaria Appointed 11.10.02 2yrs, reappointed 3yrs  
Mr Robin Smith Appointed 11.10.02 2yrs, reappointed 3yrs  
Councillor Michael Pye Appointed 11.10.02 2yrs, reappointed 3yrs  
The Very Reverend George Nairn Briggs Appointed 11.10.02 2yrs, reappointed 3yrs  
Mr Abi Ekoku Appointed 11.10.02 2yrs, reappointed 3yrs  
Mr John Davies Appointed 11.10.02 2yrs, reappointed 3yrs  
Mr Michael Beverley Appointed 11.10.02 2yrs, reappointed 3yrs

## Regional Cultural Consortiums

### Culture East Midlands

	2002/03 outturn	2003/04 outturn	2004/05 estimated outturn	2005/06 Plans	2006/07 Plans
<b>Resources £s</b>					
Annual expenditure from DCMS funds	108,880	141,267	234,820	215,000	215,000

### Key Achievements in 2004

Scoping work has begun towards the establishment of a potential cultural observatory for the region. Also, four cultural research strands have emerged, including: Regeneration, Health, Young People, and Faith.

The Regeneration research maps the evidence of the value of culture for use as an introduction and guide for those involved in regeneration work. A regional Cultural Infrastructure Group has emerged from this work focusing on local authority staff development for group members.

The Health and Well Being Research reviews regional, national and international evidence of the beneficial impact of cultural activities on public health, mental wellbeing and self-esteem. The report outlines how best to progress and maximise the health and wellbeing of citizens in the region.

The Young People research aimed to cover best practice in relation to the consultation of young people in the development of cultural provision and infrastructure.

The Faith research examines the links between faith or places of worship in the region and culture and makes recommendations on the dissemination of good practice.

In partnership with East Midlands Development Agency and Arts Council England East Midlands, Culture East Midlands (CEM) is developing research to scope the development of cultural provision and infrastructure in rural parts of the region.

With stakeholders, CEM has led the development of the cultural section of the Integrated Regional Strategy Toolkit, to enable decision makers, planners and developers throughout the region to evaluate the impacts of their plans, policies and projects on the region's sustainable development objectives.

With Regional Development Agencies in the East and West Midlands and West Midlands Life, an inward investment DVD focusing on regional culture has been produced to attract jobs and business activity to the East Midlands.

In partnership with West Midlands Life, Living East and the Audit Commission we have established a joint consultation event on the forthcoming *Culture Block* of the Audit Commission's Comprehensive Performance Assessment.

### Personnel

Chair		Directors	
Ted Cassidy	06.08.02 3yrs	Shona Powell (Vice Chair)	19.02.03 3yrs, reappointed 04.10.04 4yrs
		Peter Shelton	19.02.03 3yrs, reappointed 04.10.04 4yrs
<b>Chief Executive</b>	17.11.03 2yrs, reappointed 01.04.05	Chris Hughes	19.02.03 3yrs, reappointed 04.10.04 4yrs
Sukhy Johal		Tot Brill	19.02.03 3yrs, reappointed 04.10.04 4yrs
		Heather Broughton	19.02.03 3yrs, reappointed 04.10.04 4yrs
		Councillor Ian Croft	19.02.03 2yrs, reappointed 04.10.04 4yrs
		Canon Richard Davey	19.02.03 2yrs, reappointed 04.10.04 4yrs
		Vijay Sharma	19.02.03 3yrs, reappointed 04.10.04 4yrs
		John Hallsworth	19.02.03 3yrs, reappointed 04.10.04 4yrs
		Councillor Ross Willmott	04.10.04 4yrs
		Sir Richard Fitzherbert	04.10.04 4yrs
		Wendi Jarrett	04.10.04 4yrs

## Regional Cultural Consortia

### Culture South West

Resources £s	2002/03 outturn	2003/04 outturn	2004/05 estimated outturn	2005/06 Plans	2006/07 Plans
Annual expenditure from DCMS funds	152,725	205,988	211,612	215,000	215,000

### Key Achievements in 2004

*Appointment of Research Officer: Cultural Sector (South West)* – funded by seven partners for three years, based with South West Observatory Research.

*Resourcing Culture in the South West (2004)*.

*Brunel 200 South West* – an audit of the potential for a regional celebration in 2006.

*2020 Vision: Cultural and Creative Futures for the South West*.

### Creative Industries:

*Regional Mapping and Economic Impact Study of the Creative Industries in the South West* (with South West RDA).

*Creative Industries: key questions on regional impact* (South West). Established (with partners) sub-sector forums for Design, Crafts, Music Industries, Theatre and Dance Industries, and Preparation of Sector Strategy for (non-media) Creative Industries Development.

### Cultural sector skills:

Launch of (partnership-funded) pilot year of Creating Cultural Leadership: South West – a professional development programme for 30 cultural leaders in the South West.

### Culture Works conferences:

*Culture and Community Planning in the South West* (February 2004), *Back to the Future: culture and regeneration in the South West* (July 2004).

### Partnership initiatives:

Memorandums of Understanding agreed with South West Regional Assembly, South West RDA, regional cultural agencies. Publication of *Mists, Myths and Aspirations: a cultural sector guide to the South West of England Regional Development Agency*.

### Key input to:

*State of the South West (2004)*.

*Just Connect*: an integrated regional strategy for the South West 2004 – 2026.

Regional Spatial Strategy for the South West 2006-2026 through research project Culture and the *Regional Spatial Strategy for the South West*.

### Personnel

#### Chair

Adrian Vinken 29.09.99 3yrs, reappointed 29.09.02 4yrs

#### Chief Executive

Sue Kay 19.06.02

#### Directors

Jim Clarke	09.06.03	4yrs, reappointed	08.10.04	4yrs
Nick Capaldi	19.06.03	4yrs, reappointed	08.10.04	4yrs
Sam Hunt	19.06.03	4yrs, reappointed	08.10.04	4yrs
Robin Bush	19.06.03	4yrs, reappointed	08.10.04	4yrs
Lynne Staley Brookes	19.06.03	4yrs, reappointed	08.10.04	4yrs
Caroline Norbury	19.06.03	4yrs, reappointed	08.10.04	4yrs
Judith Reynolds	19.06.03	4yrs, reappointed	08.10.04	4yrs
Jeremy Payne	09.06.03	4yrs, reappointed	08.10.04	4yrs
Edward Gillespie	19.06.03	4yrs, reappointed	08.10.04	4yrs
Martyn Heighton	19.06.03	4yrs, resigned	01.02.05	
Malcolm Bell	19.06.03	4yrs, reappointed	08.10.04	4yrs
Stephen Wray	19.06.03	4yrs, reappointed	08.10.04	4yrs

## Regional Cultural Consortiums

### West Midlands Life

Resources £s	2002/03 outturn	2003/04 outturn	2004/05 estimated outturn	2005/06 Plans	2006/07 Plans
Annual expenditure from DCMS funds	120,100	223,217	175,000	215,000	215,000

### Key Achievements in 2004

West Midlands Life (WML) successfully completed several projects during 2004, including researching and publishing the leaflet *100+ Cultural Ideas*, a map of the region promoting cultural venues and activities which was distributed throughout the region in public places and cultural venues. WML worked in partnership with Culture East Midlands and the Regional Development Agencies (RDA) to commission a DVD designed to showcase the region's cultural offer as a means of stimulating inward investment. This project has helped to lay the foundations for further collaboration in support of the Midlands Way initiative.

In 2004, WML expanded their operational team by recruiting a full time administrator and jointly funding a post of International Officer with Arts Council England. As part of this project, WML commissioned Euclid UK Ltd. to undertake a study to investigate the International Cultural Opportunities for the region in more detail and to advise on the work programme for the International Officer over the next two years.

WML is also leading a steering group supported by a study by the Centre for Urban and Regional Studies at Birmingham University examining options for the effective development and co-ordination of cultural research in the region.

Further research in partnership with Advantage West Midlands (RDA) is planned following participation in the Creative Industries snapshot study. This supports the joint project funded by the RDA and European Regional Development Fund and led by WML which aims to promote the contribution of the cultural sector to the regions economic strategy

Along with the launch of the new website, WML began work on an *Actions Update* of the Regional Cultural Strategy. This document, to be launched in the Spring of 2005 sets out the priority actions for 2005-6 and kick starts the process of strategy review.

### Personnel

Chair		Directors	
Brian Woods-Scawen	09.01.03 4yrs	Councillor Ian Ward	Appointed June 03, reappointed 20.01.05
		Professor Susan Bassnett	Appointed June 03, reappointed 20.01.05
		Paul Udenze	Appointed June 03, reappointed 20.01.05
		Martyn Green	Appointed June 03, reappointed 20.01.05
		Anthony Priddis	Appointed June 03, reappointed 20.01.05
		Dorothy Wilson	Appointed June 03, reappointed 20.01.05
		Liz Roberts	Appointed June 03, reappointed 20.01.05
		Anita Bhalla	Appointed June 03, reappointed 20.01.05
		Sir William Lawrence	Appointed Sept 03, reappointed 20.01.05
		Professor George Caird	Appointed June 03, reappointed 20.01.05
		Maureen Compton	Appointed Sept 03, reappointed 20.01.05
		Jonnie Turpie	Appointed June 03, reappointed 20.01.05

## 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.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid	6.2	6.3	6.9	7.3	7.7
Other income	1.4	1.3	1.5	1.6	1.8
<b>Total Income</b>	<b>7.6</b>	<b>7.6</b>	<b>8.4</b>	<b>8.9</b>	<b>9.5</b>
Operating costs	7.0	7.1	7.7	8.0	8.5
Collections purchases	0.2	0.3	0.3	0.3	0.3
Capital expenditure	0.2	0.2	0.4	0.5	0.6
<b>Total Expenditure</b>	<b>7.4</b>	<b>7.5</b>	<b>8.4</b>	<b>8.8</b>	<b>9.4</b>

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
<b>Performance Indicator</b>				
Total visitors (000s)	398	394	437	430
Child visitors (000s)	149	155	165	150
Website visits (000s) (unique users)	500	140	230	280
Children in educational programmes (000s) <sup>1</sup>	51.0	60.0	78.0	100.0
C2DE visitors required to achieve an 8% increase on the 2002-03 baseline by 2005-06 (000s) <sup>2</sup>	28%	122	136	142
Loans to venues in England <sup>3</sup>	135	99	99	100

<sup>1</sup> This target was for all educational visitors prior to 2003-04.

<sup>2</sup> This target was the percentage of visitors from C2DE socio-economic grouping prior to 2003-04.

<sup>3</sup> This target was for loans in the UK and overseas prior to 2003-04.

### Key Achievements in 2004

During 2003-04 the Royal Armouries welcomed 394,000 visitors to its galleries. Within this number, the Royal Armouries increased the proportion of visitors from the C2, D and E socio-economic groups to 122,000 and visitors aged under 16 increased by 6.5% to 155,000. The provision of education hours was raised to 3,148 and the number of individuals taking part in educational programmes reached 77,500.

The Royal Armouries was awarded the accolades of Best Specialist Museum of the Year, 2004, by the Good Britain Guide and Visitor Attraction of the Year by Yorkshire Tourism. *The Knight is Young* exhibition was short-listed for the Gulbenkian Award, the UK's most prestigious arts award, and attracted over 820,000 visitors while it was on show in the White Tower at the Tower of London. Growth of the loan programme meant that the Royal Armouries' objects were enjoyed by at least 4 million visitors in the UK and worldwide.

A major strategic initiative was the creation of partnerships with like-minded organisations, such as Reading Matters for Life, a charity which trains adult volunteers to help young people aged from 11 to 16 in secondary schools who are struggling with reading and West Yorkshire Youth Arts, who worked with young people from disadvantaged areas on a project based on the idea of 'reputation'. The Royal Armouries have partnerships with a number of schools in West Yorkshire and worked with over 200 pupils and students on areas as diverse as drama, history, technology, life and work skills and material science. The benefits received in return were wider social inclusion and audience development; opportunities to develop and grow educational provision in such areas as leisure and tourism, business studies and health and social care; and establishing museums and the Royal Armouries in particular as social enterprises that are vital to the life of the community.

## Royal Armouries

### Personnel

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#### Chairman

Mrs Ann Green

28.04.03 4yrs

#### Chief Executive

Mr Paul Evans

#### Members

Sir Blair Stewart Wilson

01.10.01 2½yrs

Professor John Childs

15.02.04 1yr

Mr Francis Carnwath CBE

26.04.03 4yrs

Major General Sir Simon Cooper

17.07 04 4yrs

Mrs Patricia Langham

04.11.04 4yrs

Mr Christopher Oakley CBE

26.03.02 4yrs

General Sir Roger Wheeler

01.08.01 5yrs

Mr Bob Morton

22.01.03 4yrs

Mr John Siddall

01.09.04 4yrs

Mr Jon Hammond Booth

02.12.04 4yrs

Triennial Report available from Royal Armouries, Armouries Drive, Leeds LS10 1LT. Website [www.royalarmouries.org](http://www.royalarmouries.org)

## Royal Household

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

### Grant-in-aid for the maintenance of the Occupied Royal Palaces

	2002-03 Actual	2003-04 Actual	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid	15.4	16.1	14.5	15.1	15.0
Other income	1.5	1.4	1.9	2.2	2.2
	<b>16.9</b>	<b>17.4</b>	<b>16.4</b>	<b>17.3</b>	<b>17.2</b>
Royal communications	0.5	0.5	0.5	0.5	0.5
Marlborough House	0.6	0.6	0.6	0.6	0.6
<b>Total Income</b>	<b>18.1</b>	<b>18.5</b>	<b>17.5</b>	<b>18.4</b>	<b>18.3</b>
<b>Total Net Expenditure</b>	<b>17.8</b>	<b>17.2</b>			

### 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 thirteen years net cash expenditure has been reduced by 25% in absolute terms and by 58% in real terms.

Two projects were completed or in progress during 2003-04 with a construction cost in the year of £250,000 or more. These were the refurbishment of Clarence House, and improvements to the staff welfare area at Buckingham Palace.

Performance Indicators	2002-03	2003-04	2004-05
Fee / Work ratio (target)	19.2% 18.0%	17.7% 18.0%	18.0% 18.0%

  

Visitor numbers (thousands)	2002-03 Actual	2003-04 Actual	2004-05 Estimated Outturn
Buckingham Palace	335	315	294
Windsor Castle	935	858	908

## Sianel Pedwar Cymru (S4C)

Sianel Pedwar Cymru (S4C) is the statutory authority responsible for providing and regulating Welsh language public service television. The 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.

Resources	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
Grant-in-aid <sup>1</sup>	80.2	85.2	92.2	92.2

<sup>1</sup>Class XI, Vote 1: Section 1

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 uprated in line with the Retail Prices Index.

### Main Activities

On analogue the Welsh Authority required to provide the fourth channel in Wales, S4C. Its remit is as a broad range of high quality and diverse programming, a substantial proportion of which are in Welsh (with the programmes broadcast in peak hours consisting mainly of programmes in Welsh and the English programmes normally being the best of Channel 4's output). 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 2004, S4C broadcast an average of 39 hours a week of Welsh language programmes on S4C and 84 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 on its digital television service, S4C2. The joint venture SDN holds the license to operate the third digital terrestrial television multiplex.

### Personnel

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

#### Chair

Professor Elan Closs Stephens CBE  
Reappointed to 31.03.06

#### Chief Executive

Mr Huw Jones

#### Members

Ms Enid Rowlands	01.04.99	4yrs
<i>Reappointed to 31.03.07</i>		
Mrs Carys Howell	01.01.03	4yrs
Mr Roger Jones	24.11.03	4yrs
Mr Winston Roddick QC	01.09.04	4yrs
Mrs Eira Davies	01.11.01	4yrs
Dr Christopher Llewelyn	01.11.01	4yrs
Mr Dafydd Wigley	24.11.03	4yrs
Mr John Walter Jones	01.09.04	4yrs

#### The following retired

Mr Cefin Campbell & Mr Nic Parry 30.04.04

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

## 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.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid <sup>1</sup>	0.7	1.0	0.8	1.0	1.2
Other operating income	0.5	1.7	0.3	0.3	0.3
Other income	0.0	0.0	0.0	0.0	0.0
<b>Total Income<sup>2</sup></b>	<b>1.2</b>	<b>4.3</b>	<b>1.1</b>	<b>1.3</b>	<b>1.5</b>
Operating costs	1.1	3.5	1.0	1.1	1.3
Capital expenditure	0.0	0.0	0.0	0.2	0.2
<b>Total Expenditure<sup>2</sup></b>	<b>1.1</b>	<b>3.5</b>	<b>1.0</b>	<b>1.3</b>	<b>1.5</b>

<sup>1</sup> Class XI, Vote 1, Section A

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

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
<b>Key Performance Indicator</b>				
Total visitors (thousands)	86.5	94	87	87
Child visitors (thousands)	5.3	2.7	2.72	2.75
Number of website visits (thousands)	51	50	55	60
Number of children in educational programmes (thousands)	1.3	1	1.5	2
Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline (thousands) <sup>1</sup>	6.9	2.6	2.65	2.7
Number of loans to venues in England <sup>2</sup>	8	3	3	3

<sup>1</sup> This target was introduced from 2003-04 onwards.

<sup>2</sup> This target was for loans in the UK and overseas prior to 2003-04.

### Key Achievements in 2004

The Museum held the following three exhibitions during the year *William West and the Regency Toy Theatre; Saving Wotton: The Remarkable Story of a Soane Country House; Raymond Erith 1904-1973: Progressive Classicist*. The Museum's Rake's Progress paintings by William Hogarth were exhibited in the Museum's Gallery. *Tea and Coffee Towers* by Alessi were also exhibited in the Museum. The Museum arranged for an exhibition of books from its library to be held at Nottingham – *Hooked on Books: The Library of Sir John Soane, Architect, 1753-1837* was supported by the Designation Challenge Fund. Work continued on the Heritage Lottery-funded project to restore the Three Courtyards.

### Personnel

<b>Chairman</b>		<b>Trustees</b>	
Mr Richard Griffiths	1993 Life	Mrs Bridget Cherry	1994 Life
		Mr John Studzinski	1999 Life
<b>Curator</b>		Mr Simon Jervis	2002 Life
Mrs Margaret Richardson		Mr David Coombs	12.12.02 5yrs
		Alderman Sir Gavyn Arthur	17.12.02 5yrs
		Dr Ian Jenkins	21.01.03 4yrs
		Sir Richard MacCormac	31.10.03 5yrs
		Dr Timothy Bliss	12.09.03 5yrs

## Sport England

In the last 18 months, Sport England has implemented a radical modernisation of the organisation, with progress and achievement in the following key areas:

**Framework for sport:** building on the Government's strategy for sport, *Game Plan*, we have developed a new framework (including 9 regional and 30 whole sport plans) with clear priorities for achieving a simple vision for sport: **making England an active and successful sporting nation**. Our customers rated our leadership of sport at 7 out of 10, whilst recent media surveys provided a 91% leadership approval rating.

**Efficiency:** we have reduced overall organisational operating expenditure from £42m in 2003-04 to £34m in 2004-05, redirecting £40m of back office costs to front line investment in the nations sporting future, in the 5 years through to 2009. This included a headcount reduction from 573 to 265.

**Customer focus:** we have established 2 investment streams (national and community) to replace 75 programmes, as we package our support to meet sports priorities. 88% of our customers understand and support the vision for sport in England.

**Less bureaucracy:** we have created one grants regime to replace 15 grant application processes, with a 25% improvement in the speed of response to grant applications in the last 12 months

**Effective delivery:** we have delivered key products and front line investment programmes, including Active England (£108.5m programme with 240 projects due to complete by December 2005), and Active Places, an online public information resource on 10,000 places to access sport.

**Improved systems, processes and internal control:** we have implemented a new annual business cycle, with monthly and quarterly monitoring of organisational and financial performance, and a focus on continuous improvement.

### Key Achievements

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Key events during the past 12 months.

- **The Foster Report** – Sir Andrew Foster, appointed by UK Sport and Sport England to lead a review into athletics in the UK, published in May 2004 his findings and recommendations in *Moving On: A Review of the need for change in athletics in the UK* ("The Foster Report"). The Foster Report's recommendations aim to address the management and organisation of athletics throughout the UK to achieve greater participation in schools and the community as well as elite international success.
- **Everyday Sport Campaign** – In July 2004 Sport England rolled out the Everyday Sport pilot in the North East region. The campaign was a Government-backed, community-supported and celebrity-endorsed public awareness campaign. The North East was specially selected for this four-month test case because the region has some of the lowest levels of participation in physical activity and sport in the country. It is estimated that physical inactivity costs this country £8.2 billion every year – the equivalent to 410 brand new secondary schools being built in the North East. By taking part in just a little bit more activity in their daily lives, the people of the North East can dramatically improve their health and the quality of their lives.
- **New Facilities Management Deal for Crystal Palace National Sports Centre** – Sport England and the London Development Agency (LDA) announced in September 2004 that a new facility management contract for Crystal Palace Sports Centre has been signed with Greenwich Leisure Ltd (GLL). The deal reflects the strong level of commitment to the future of Crystal Palace and follows Sport England's £1.5m investment in the stadium, including the new athletics track.
- **Bisham Abbey reopens for business** – Sport England has invested £10 million of Lottery funding into the state of the art redevelopment of Bisham Abbey's 43-acre site to create an excellent foundation for elite and community sporting achievement. The redevelopment has been designed according to the requirements of the sporting bodies, which predominantly use the centre. Judo and hockey, in particular, have worked with Sport England in all four stages of Bisham Abbey's redevelopment to create unrivalled training facilities, which enable them to achieve their performance training targets. The new elements include: a dedicated judo training hall and video analysis unit; a water-based synthetic hockey pitch; two squash courts; 11 tennis courts, including four indoor; one gymnasium and one strength and conditioning hall; and a nine-hole golf course. Changing rooms, sauna and steam rooms are also featured, along with shared administrative offices for the principal governing bodies.
- **Equality in Sport** – Sport England is encouraging and supporting its partners to adopt and implement the new Equality Standard. It believes that the new Standard will help our partner organisations increase the level of participation in sport and physical recreation. The Equality Standard is a framework for Sport for all sports agencies, clubs, partnerships and leisure services to eliminate barriers and widen access to participation. Lord Carter of Coles, Sport England Chair, launched the standard at a major conference in November. All national governing bodies in England have agreed to implement the Standard as an integral part of their business plans – *Whole Sport Plans – going forward*. They are committed to achieving the preliminary level of the Standard by March 2006. Sport England is also encouraging other agencies, including local authorities, to do the same.

## Sport England

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid	34.7	34.6	34.6	34.6	34.6
Sportsmatch	3.6	3.7	3.7	3.7	3.7
School Sport Co-ordinators	15.0	0	0	0	0
Invest to Save	0	0	0	0	0
Commonwealth Games	27.0	0	0	0	0
Community Club Dev Prog	0	1.6	20.0	20.0	20.0
Club & Talent Development	0	0	4.5	4.5	4.5
Sports Bursaries & Scholarships	0	0	2.8	3.0	3.0
Coaching Task Force	0	1.8	7.6	14.1	14.1
School Club Links	0	0.3	0	0	0
NASD	0	0.1	0	0	0
Reform Money	0	2.5	0	0	0
Other Income	11.3	9.8	10.8	10.7	10.7
<b>Total Income</b>	<b>91.6</b>	<b>54.4</b>	<b>84</b>	<b>90.4</b>	<b>90.4</b>

	2002-03 Plans	2003-04 Plans	2004-05 Plans	2005-06 Plans	2006-07 Plans
<b>Analysis of Grant-in-aid £ millions</b>					
Salary costs	7.3	5.4	6.8	6.8	6.8
Other running costs	6.7	6.0	3.2	3.2	3.2
Current grants to other bodies	62.0	21.0	54.0	43.0	43.0
Other current expenditure	21.0	11.0	16.0	8.0	8.0
Capital grants to other bodies	0	1.6	20	20	20
Modernisation	4.1	0	0	0	0
Capital expenditure	0.4	1.3	1.3	1.3	1.3
Gross receipts	91.6	54.4	84.0	90.4	90.4
Less receipts (current)	-11.3	-9.8	-10.7	-10.7	-9.7
<b>Net Total</b>	<b>80.3</b>	<b>44.6</b>	<b>73.3</b>	<b>79.7</b>	<b>79.7</b>

### The Sport England Board and Executive Team

#### Chair

Lord Carter of Coles

#### Chief Executive

Mr Roger Draper

#### Board Members

Ms Tessa Sanderson (CBE)

Ms Brigid Simmonds

Sir Andrew Foster

Mr Garth Crooks

Mr David Ross

Mr David Geldart

Mr Len Jackson (Regional chair – East Midlands)

Mr Ged Roddy (Regional chair – South West)

Mr Peter Price (Regional chair – Yorkshire)

#### Executive Members

Mr Clive Heaphy (Director of Finance)

Mr Ian Fytche (Director of Operations and Strategy)

Ms Joanne Robinson (Director of Regions)

Ms Kate Wallace (Director of Communications)

Mr Stephen Baddeley (Director of Sport)

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

## Tate

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

The aim of Tate is: to increase public awareness, understanding and appreciation of British art from the 16th century to the present day and of modern and contemporary art from around the world; 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.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid <sup>1</sup>	27.8	30.3	29.9	32.3	33.5
Other operating income	16.2	14.4	14.0	14.9	12.7
Trading company income	4.6	2.7	3.5	4.7	4.3
Other income	11.0	6.4	1.5	2.3	2.3
<b>Total Income<sup>2</sup></b>	<b>59.6</b>	<b>53.8</b>	<b>48.9</b>	<b>54.2</b>	<b>52.8</b>
Operating costs	45.3	45.1	45.1	47.6	46.2
Collections purchases	7.1	4.0	2.3	4.3	3.8
Capital expenditure	3.2	1.4	1.5	2.0	2.8
<b>Total Expenditure</b>	<b>55.6</b>	<b>50.5</b>	<b>48.9</b>	<b>53.9</b>	<b>52.8</b>

<sup>1</sup> Class XI, Vote 1, Section A.

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

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
<b>Key Performance Indicator</b>				
Total visitors (millions)	6.3	6.2	4.9	4.9
Child visitors (000s)	941	839	700	700
Website visits (millions)	2.1	3.5	2.1	2.2
Children in educational programmes (000s)	211	222	140	140
C2DE visitors required to achieve an 8% increase on the 2002-03 baseline by 2005-06 (000s)	642	732	550	600
Loans to venues in England <sup>1</sup>	60 (UK)	69	40	40

<sup>1</sup> This target was for loans in the UK and overseas prior to 2003-04.

# Tate

## Key Achievements in 2004-05

More than 10 million people will have participated in Tate's programmes by the end of 2004-05 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, in the last year, included: *Edward Hopper, Donald Judd and Constantin Brancusi* at Tate Modern; *Art of the Garden; Pre-Raphaelite Vision: Truth to Nature* and *Anthony Caro* at Tate Britain; *A Secret History of Clay: from Gauguin to Gormley* and *The Liverpool Biennial 2004* at Tate Liverpool; and *Trevor Bell and David Nash* at Tate St. Ives.

Our exhibitions have been shown at eight different venues in the UK through our National Partnership Scheme and our touring shows. At the international level, Tate exhibitions have toured to sixteen venues in eight countries.

Our education programmes will have attracted over 400,000 learners across our four sites.

Beyond the programme, Tate has continued to acquire work for the Collection; the highlights of this year include works by Richard Parkes Bonington, Bruce Nauman and Chris Ofili.

Aside from the Collection, we have continued to invest in our other assets, as with the Millennium Commission-funded Arrivals Project at Tate Modern where we have improved visitor information and orientation points in the building. We have also continued to respond to external developments which we believe will play an important part in our fortunes in the coming years. Amongst other things we continue to play an active role in the development of Liverpool Capital of Culture 2008, the bid in Liverpool.

Our efforts and hard work have been recognised. During this financial year Tate Online received the International Museums and the Web award for Best Research Site; Tate Britain won a Drawing Inspiration Award from the Campaign for Drawing; and Tate Liverpool won the Tourism for All award. In addition to this, five Tate catalogues were nominated for this year's AXA/Art Newspaper Award, with the Donald Judd catalogue being awarded a second prize.

## Personnel

### Chairman

Mr Paul Myners CBE  
Chairman since 01.04.04

29.04.03 4yrs

### Trustees

Prof Dawn Ades	13.04.00 5yrs (2nd term)
Ms Helen Alexander	13.01.03 4yrs
Ms Victoria Barnsley	01.08.03 4yrs (2nd term)
Ms Melanie Clore	27.04.04 4yrs
Sir Howard Davies	20.05.02 4yrs
Prof Jennifer Latto	01.08.03 4yrs (2nd term)
Mr Chris Ofili	22.11.00 5yrs
Mr Julian Opie	23.10.01 5yrs
Mr Jon Snow*	01.04.04 4yrs (2nd term)
Mr John Studzinski	01.08.03 4yrs (2nd term)
Ms Gillian Wearing	08.03.00 5yrs

\* National Gallery Liaison Trustee.

Biennial Report 2000-2002 available from: Tate Britain Shop, Millbank, London SW1P 4RG.  
Website: [www.tate.org.uk](http://www.tate.org.uk)

## Tyne and Wear Museums

Tyne & Wear Museums (TWM) 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.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid	1.0	1.1	1.2	1.7	1.9
Other operating income	4.6	4.7	5.1	5.3	5.5
Other income	5.4	7.3	6.5	5.0	5.1
<b>Total Income</b>	<b>11.0</b>	<b>13.1</b>	<b>12.8</b>	<b>12.1</b>	<b>12.4</b>
Operating costs	8.5	9.2	9.8	8.6	8.9
Capital expenditure	2.5	3.8	3.0	3.5	3.5
<b>Total Expenditure</b>	<b>11.0</b>	<b>13.1</b>	<b>12.8</b>	<b>12.1</b>	<b>12.4</b>

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
<b>Key Performance Indicators</b>				
Total visitors (million)	1.28	1.34	1.6	1.57
Child visitors (thousands)	818	636	778	754
Website visits (thousands) <sup>1</sup>	157	262	320	340
No. of children in organised educational programmes (thousands) <sup>2</sup>	94	97	110	116
Number of C2DE visitors required to achieve an 8% increase in the 2002-03 baseline <sup>3</sup>	498	565	701	567
Number of loans to venues in England <sup>4</sup>	41	44	45	45

<sup>1</sup> Unique users from 2003-04.

<sup>2</sup> This target was for all educational visitors prior to 2003-04.

<sup>3</sup> This target was % of total visitors from C2DE socio-economic grouping prior to 2003-04.

<sup>4</sup> This target was for loans in the UK and overseas prior to 2003-04.

Note: Performances for 2002-03, 2003-04 reflect the closure or part closure of venues during redevelopment.

## Tyne and Wear Museums

### Key Achievements in 2004

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2004 has been Tyne & Wear Museums' most successful year ever: in-person visits increased by 35% to 1,662,389, whilst virtual visits increased by 57% to 285,817.

Two major capital developments were completed: **Discovery Museum's** £12 million redevelopment was launched at February half-term. Nearly 30,000 visitors visited over this period. A week later, **South Shields Museum** was reopened following a refurbishment funded by the Heritage Lottery Fund; 7,000 people visited on the first Saturday.

2004 marked the **Laing Art Gallery's** Centenary. The refurbished Gallery reopened to the public in April. Improvements included the reinstatement of the original 1904 stained glass window on the main staircase, new colour schemes and lighting, refurbished picture galleries and a dedicated watercolour gallery.

At the **Shiplay Art Gallery**, *New International Quilts* was the third and final exhibition in a series of quilt-themed shows. Work from some of the UK's leading quilt makers, as well as work from China, Denmark, Egypt, India, Japan, Norway and South Africa was represented, adding a truly international dimension to the exhibition.

In North Tyneside, a new dedicated education facility was opened at **Stephenson Railway Museum**, and new frescoes were completed in the Bath House at **Segedunum Roman Fort, Baths & Museum**.

The Earthwatch Institute won the Wedgwood Sponsorship Award at the British Archaeological Awards for its long-term support of the excavations at **Arbeia Roman Fort**.

**Sunderland Museum and Winter Gardens** continued its partnership working with national museums. Highlights included the visit of the *Queen of the Night*, in March, from the British Museum and *Self Portrait UK 14-19*, in November, in partnership with the National Portrait Gallery, Channel 4, Media 19, and the Arts Council England North East.

At the **Hancock Museum**, the new *Fossil Zone* gallery opened. The display provides a unique insight into the history of life on Earth and showcases over 800 fossils from the Museum's collections. These are interpreted through a series of bespoke interactive databases.

TWM (as Hub Leader) was instrumental in the development and implementation of the North East Regional Museum Hub operational plan. *Renaissance in the Regions* funding has created around 30 new posts across the service, several of which have an explicitly regional role, and are delivering benefits to Hub and non-Hub museums alike. TWM, in particular, has increased education and conservation provision as well as its capacity to engage in community outreach, ICT and contemporary collecting projects, all with a focus on improving the museum experience for its clients.

*Imagine* (Images Museums and Galleries in the North East), is an exciting, interactive web site which provides access to over 5,000 objects from TWM's collections. It was launched in September and has attracted extensive usage and plaudits.

TWM has built partnerships with the region's business community for over a decade. A new business development programme was launched in 2004: *Connecting through Culture* enables businesses to support the work of TWM and connect with clients, customers and communities as business members or sponsors.

TWM participated in three Strategic Commissioning projects. *The Isabella Project: Take One Picture North, East, South and West* linked the National Gallery, the **Laing Art Gallery** and the City Museum and Art Gallery, Bristol. *Claim to Fame*, an exhibition at **Sunderland Museum and Winter Gardens**, was the result of a partnership with the National Portrait Gallery. *Engaging Refugees and Asylum Seekers*, was a collaboration with National Museums Liverpool.

A further development of real importance was the creation of an Outreach Team. During 2004 the TWM/HUB Outreach Team worked with a diverse range of under-represented groups including, disaffected young people, pupil referrals units, BME communities, asylum seekers and refugees, older people, people with disabilities, and youth groups.

# Tyne and Wear Museums

## Personnel

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### Director

Alec Coles

## Committees

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### Tyne & Wear Museums Joint Committee at 31 March 2004

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#### Gateshead Council

##### Councillors

D Anderson

J McElroy

J Mitchinson

GK Wilson

#### Newcastle City Council

##### Councillors

J Angus

G Bell

GW Douglas

I Proud

B Rice (Chair)

P Wilson

#### North Tyneside Council

##### Councillors

TC Cruikshanks

LJ Goveas

MO Hall

M Huscroft.

#### South Tyneside Council

##### Councillors

R Reynolds

CA Ridgeway

B Scorer

M Smith

#### Sunderland City Council

##### Councillors

W Craddock (Vice Chair)

GQ Dent

W Lundgren

M Speding

J Walton

### Hancock Museum Management Committee at 31 March 2004

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#### University of Newcastle upon Tyne

Dr EGN Cross (Chair)

Professor P.S. Davis

Dr CLJ Frid

Ms S Underwood

#### Natural History Society of Northumbria

Dr D Gardner-Medwin

Mr I Moorhouse

Mr D Noble-Rollin

Dr BJ Selman

## UK Film Council

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

Resources £s	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
Grant-in-aid	24,110,000 <sup>1</sup>	24,110,000 <sup>2</sup>	24,110,000 <sup>3</sup>	24,110,000 <sup>3</sup>	24,110,000
Other income	33,218,000	30,749,000 <sup>2</sup>	29,000,000 <sup>2</sup>	27,550,000 <sup>2</sup>	28,995,000
<b>Total Income</b>	<b>57,328,000</b>	<b>54,859,000</b>	<b>53,110,000</b>	<b>51,660,000</b>	<b>53,105,000</b>

<sup>1</sup> Grant-in-aid includes a transfer of £1,350,000 from the Arts Council of England.

<sup>2</sup> Figures do not include a delegation from the Arts Council of England of £15 million for investment in cinema-related projects through 2006-07.

<sup>3</sup> Grant-in-aid 2004-05 excluding the modernisation award of £800,000 made to the BFI by DCMS and administered by the UK Film Council.

### Key Achievements in 2004-05

The UK Film Council brought together representatives from across the UK film industry in an Anti-Piracy Taskforce aimed at tackling illegal film copying and distribution and its consequent damage to industry and profit. In December 2004 the taskforce published the anti-piracy report, *Film Theft in the UK*. The report outlined recommendations to both the UK Government and film industry on how the issue might be tackled, and fed in directly to the deliberations of the Government's Creative Industries Intellectual Property Rights Forum. The value of the black market in pirate DVDs in the UK is estimated between £400 million and £500 million in 2003 and is expected to exceed £1 billion within three years.

Film production investment in the UK totalled more than £800million in 2004, which is the second best year for film production spend in the UK after 2003. There was UK involvement in the production of 132 features with a budget of over £500,000. This included 27 UK feature films, 20 inward investment films produced in UK and 85 co-productions. The overall number of films, although down on 2003 (173), was 11% higher than 2002 (119). Total inward investment in 2004 was 30.4% lower than 2003 but was 46.8% higher than in 2002;

Lottery-backed films continued to perform well both critically and at the box office.

- *Vera Drake* has been critically acclaimed around the world and received multiple award nominations, with 11 BAFTA and 3 Academy Award (Oscar(r)) nominations. The film has already won numerous accolades including 6 British Independent Film awards and a European Film Award.
- *Touching the Void* became the most profitable UK documentary of all time and the second most successful documentary released in the UK to date after *Fahrenheit 9/11*.

New National Lottery-funded programmes were established. The Digital Screen Network gives cinemas throughout the UK the chance to apply for state of the art digital projection equipment, with the aim of increasing the breadth and range of films available to UK audiences, by improving the distribution of specialised films. The DSN aims to install digital equipment in 200 screens in around 150 cinemas and is funded through £13 million of National Lottery money. This sum is part of the £15 million delegation from the Arts Council of England as identified in the table above.

The UK Film Council's Lottery-funded Specialised Print and Advertising Scheme provides a range of programmes aimed at the different sectors of distribution and exhibition, but all with the overall objective of increasing access. The success of the Fund is underlined by the results from an evaluation of the Specialised Prints and Advertising (P&A) Fund, which highlighted that the £1 million a year initiative has helped give around 2 million cinemagoers the chance to see critically acclaimed films, which have brought in almost £15 million at the UK box office. It enables cinemagoers in areas that normally miss first run titles such as *Whale Rider*, *Goodbye Lenin!* and *The Station Agent* to enjoy them at the same time as audiences in major cities like London, Manchester, Bristol and Edinburgh.

The 9 English Regional Screen Agencies continue to serve the needs of their local regions through the Lottery-funded Regional Investment Fund for England (RIFE). To date in 2004-05 they have enabled more than 431,500 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 7,700 young people from a range of backgrounds have directly benefited.

The Times *BFI* London Film Festival, the largest public film festival in Europe, saw an increase of 3% attendance on last year to 112,594: the highest ever attendance. In addition to its public attendances the festival was attended by 514 filmmakers, 660 press delegates from 48 countries and 885 industry delegates. More than 180 feature films and 100 shorts from over 50 countries were screened in 364 screenings with over half of those sold out.

The UK Film Council's Research and Statistics Unit (RSU) published the 2003 Statistical Yearbook in September which contained data across a wide range of film related activity. The main highlights emanating from the research were:

- although 2003 saw fewer cinema admissions (down nearly 5% on 2002) more films were released in the UK in 2003 (423 in total);
- distributors spent nearly 13% more advertising their films;
- there was continued expansion in the exhibition sector with 60 more cinema screens around the country;
- DVD sales continued to climb, to a total of 145 million units;
- the presence of recent UK films on television remained slight;
- the level of activity in the UK production sector soared in 2003 with record levels of inward investment as previously reported in our Quarterly Report; and
- the number of people employed in the film industry rose from 50,971 in 2002 to 57,429 in 2003.

# UK Film Council

## Personnel

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### Chairman

Stewart Till CBE  
Sir Alan Parker CBE

appointed Chairman 30.07.04  
retired on 30.07.04

### Chief Executive

John Woodward

### Directors

Tim Bevan  
Colin Brown  
Gurinder Chadha  
Mark Devereux  
Andrew Eaton  
Nigel Green  
John Hill  
Stephen Knibbs  
James Lee  
Anthony Minghella CBE  
Alison Owen  
Heather Rabbatts CBE  
Marc Samuelson  
Iain Smith  
David Sproxton  
Parminder Vir OBE

retired on 31.08.04  
appointed 26.02.04  
appointed 26.02.04  
appointed 26.02.04  
appointed 20.10.04  
appointed 07.10.02  
retired 01.10.04  
appointed 07.10.02  
retired on 31.08.04  
appointed 01.01.03  
appointed 20.10.04  
appointed 26.02.04  
appointed 20.10.04  
appointed 01.01.99  
appointed 20.10.04  
appointed 01.09.02

## UK Sport

UK Sport (the United Kingdom Sports Council) was established by Royal Charter on 19 September 1996 and became fully operational on 1 January 1997.

UK Sport's mission is to work in partnership to lead sport in the UK to world-class success. To achieve this it focuses on World-Class Performance, thereby ensuring athletes can access the support they need to compete and win at the highest level.

This primary goal is supported by work in the areas of Worldwide Impact (building Britain's reputation on the global sporting scene) and World-Class Standards (ensuring British athletes succeed fairly and cleanly).

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

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid	16.321	23.175	27.310	29.305	29.305
Other income	2.297	1.730	7.083	0.800	0.900
<b>Total Income</b>	<b>18.618</b>	<b>24.905</b>	<b>34.393</b>	<b>30.105</b>	<b>30.205</b>

	2002-03	2003-04	2004-05 Plans	2005-06 Plans	2006-07 Plans
<b>Analysis of Grant-in-aid tables</b>					
Salary costs	3.163	3.242	3.405	3.537	3.674
Running costs	1.467	2.226	2.495	2.276	2.924
Operations	5.141	5.065	8.998	8.485	8.139
Current grants	8.318	15.099	18.927	15.682	15.343
Capital expenditure	0.808	0.157	0.568	0.125	0.125
<b>Gross Total</b>	<b>18.897</b>	<b>25.789</b>	<b>34.393</b>	<b>30.105</b>	<b>30.205</b>
Less receipt (current)	2.297	1.730	7.083	0.800	0.900
<b>Net Total</b>	<b>16.600</b>	<b>24.059</b>	<b>27.310</b>	<b>29.305</b>	<b>29.305</b>

Notes: The excess of expenditure over receipts in 2003-04 will be offset against carry-over of end-year flexibility from 2002-03.

### Key Performance Indicators

Below is a summary of the details of UK Sport's performance against the targets set out in its funding agreement with the DCMS for the period from 2003-2006. The full funding agreement can be found on the UK Sport website – [www.ukssport.gov.uk](http://www.ukssport.gov.uk)

## UK Sport

### World-class performance

#### 1. Olympic and Paralympic success

Criteria	Target	Actual
Summer Olympic 2004: Team GB place in final medal table as measured by number of gold medals	8th-10th	10th
Summer Paralympic 2004: Team GB place in final medal table as measured by number of gold medals	1st	2nd
Rising number of athletes finishing in top three, top 10, top 20 of the highest level of competition	N/A	Increasing trend towards category A athletes (world top 3) – 23.06% of WCPP athletes in Nov 2004 compared with 13.57% in Apr 2001.

#### 2. World Champions in UK Sport-funded sports

Criteria	Target	Actual
World Champions in Olympic and Non-Olympic sports	12	7
World Champions in Paralympic sports and Non-Paralympic sports	50	Not available at time of going to print.

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.

#### 3. Supporting winning athletes

Criteria	Target	Actual
Priority NGBs to have moved to a one-stop plan funding system as a result of a modernisation programme, including at least one in each home country by April 2006	10	10
Other modernisation programmes to have been implemented in NGBs between April 2003 and April 2006	40	Over 100
Number of management audit results offering either limited or no assurance of an NGB's organisational health by April 2006	Decrease of 75%	N/A

### Worldwide impact

#### 1. 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%	100%
Percentage of all bids and events funded by UK Sport that are evaluated by independent assessors	50%	20%

Notes: The 2004 figure falls short of the target because the scale and nature of the events meant that UK Sport officer and NGB assessments were deemed to be the most efficient and cost-effective means of evaluation.

## UK Sport

### 2. 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 at start of financial year Currently reviewing activities to assess the requirements for the next financial year

### World-class Standards

#### 1. Information services

##### Target

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

##### Achievement

- Online athlete registration has been developed for athletes in the registered testing pool.
- Drug Information Database improved to provide more drug information accessible to athletes training and competing around the world (record number of hits prior to Olympics/Paralympics).
- Partnership agreement in place with Canadian Centre for Ethics in Sport to establish a global Drug Information Database.
- Start Clean 2004 education programme for young athletes aged between 13 and 17 years funded by the European Commission, UK Sport and Hull University launched.
- National Outreach Programme launch being prepared for February 2005 in and will be delivered in partnership with National Governing Bodies and the World Anti-Doping Agency at selected major events across the UK to raise awareness of drug-free sport.
- Pilot Register of accredited athlete tutors planned to deliver drug-free sport education sessions to athletes and support personnel in the UK.
- Core group of athlete ambassadors and sporting role models identified to promote drug-free sport.
- A comprehensive pre-Games education programme was run which included ensuring all Olympic and Paralympic athletes and athlete support personnel attending the Games had appropriate information. This included giving them all a Pre-Games Guide and the opportunity to attend an education workshop. In addition all athletes received packs of permitted medication.

#### 2. Appropriate System in Place

##### Target

UK system meets agreed international certification standards and number of sports/governing bodies compliant with the national policy and World Anti-Doping Code.

##### Achievement

- ISO 9001:2000 certification maintained through BSI audit.
- UK Sport has signed WADA Code and is listed as a signatory on WADA website.
- Draft UK National Anti-doping Policy includes Code requirements and standards. An extensive consultation exercise with key stakeholders completed and the feedback evaluated. The new Policy and Model Rules for Governing Bodies will be published at the end of January 2005.
- Briefings with each sport on WAD Code requirements well underway, a few Winter Olympic sports remaining to be covered.
- Compliance by sports with existing UK Statement of National Anti-doping Policy being monitored until new Policy in force in early 2005. (Timetable has slipped due to a number of factors outside UK Sport's control.)
- A consultant has been commissioned to work with the BPA and Paralympic Sports to assist them achieve compliance with the Code.
- Online athlete whereabouts system for athletes in registered testing pool has been piloted and has now gone live with a number of sports.
- National Standard on Therapeutic Use Exemptions to meet requirements of WAD Code and International Standard agreed.
- Independent Therapeutic Use Exemption Committee in place and reviewing Standard Therapeutic Use Exemption applications.
- System in place for managing Abbreviated Therapeutic Use Exemptions which meets the International Standard.
- SDRP commissioned to provide a costed options appraisal looking at optimum arrangements for the management of the results and disciplinary processes. Recommends the creation of a new independent National Tribunal Service. The report is being evaluated and a number of detailed issues are being followed up.
- Terms of reference and job descriptions for the Drug-Free Sport Scrutiny Panel are being developed with the help of a specialist consultant. The consultant is also advising on the recruitment procedure.

# UK Sport

## 3. 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

- Blood testing protocols drafted and in use.
- DCO training programme continues with new e-learning package being developed.
- Updated DCO manual issued which complies with the World Anti-Doping Code.
- The overall Testing Programme targets have been revised downwards slightly (from 7,000 to 6,500 tests) for 2004-05 to reflect the operational difficulties caused by the transition to the new systems required by the Code.
- Work is underway with each sport to define the National Testing Pool of athletes which will determine the future testing programme.
- Pre-Olympic and Paralympic Testing Programmes, were highly successful. Over 1,000 tests conducted making it the most comprehensive programme conducted to date. A very high percentage of Olympic and Paralympic final teams were tested (99.6% Olympic, 92.8% Paralympic) a significant advance on Sydney and no positive cases for GB athletes.
- The first phase of the new Drug Testing Computer System is about to go live following user testing and will provide increased capacity to handle the planned expansion of the testing programme as well as improved management information reporting.
- A number of new systems and processes have been developed to ensure the testing process is compliant with the WADC and National Standards.
- UK Sport recruited as adviser to WADA on the development of its computer management and Clearing House system (ADAMS).

## Key Achievements in 2004

### World Class Performance

The main focus of the year was on Athens for the Olympic Games in August and the Paralympic Games in September. In the Olympics, the British team, backed by over £70 million of Lottery funding from UK Sport's World Class Performance Programme, finished tenth in the medal table with nine gold, nine silver and 12 bronze medals. Britain's Paralympic team were only topped by China in the final medal table. The team which won an impressive 94 medals – 35 gold, 30 silver and 29 bronze – was backed by Lottery funding of over £15 million from UK Sport since the Sydney Games.

Prior to the Games, UK Sport announced details of a new partnership agreement with the British Olympic Association which would ensure that future Olympians benefit from a truly world-class support network. The partnership was cemented with UK Sport investing £800,000 in Team GB's pre-Games preparation camps in Cyprus and Barcelona.

The launch of a new business plan provided UK Sport with the opportunity to strengthen its focus on world-class performance, ensuring British athletes have all they need to compete and win at the highest level. This includes the backing of world-class support personnel which has led to the launch of two key initiatives.

- **The Practitioners Development Programme**, which aims to help high calibre sports medicine and sports science graduates develop the competencies required to work with world-class athletes. The Programme provides one-year internships for successful applicants covering structured learning and on-the-job training in their particular field.
- **The Elite Coach Programme**, which UK Sport hopes will produce 60 elite British coaches by 2012. The first intake of eight coaches were inducted in 2004 on the scheme which will see tailor-made programmes developed for each of them covering not just technical skills but also leadership skills and other qualities required of 'world-class personnel'.

### World-wide Impact

A total of 13 grants were 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 most significant awards made over the course of the year were

- £950,000 to the 2008 World Short Course Swimming Championships in Manchester
- £750,000 to the 2007 European Indoor Athletics Championships
- £365,000 to the 2006 World Youth Sailing Championships in Weymouth
- £350,000 to the 2005 Rowing World Cup in Eton
- £300,000 to the 2005 Paralympic World Cup in Manchester.

It was a successful year in terms of bidding for major events with a number of key successes, including Glasgow winning the right to host badminton's Sudirman Cup in 2007 and Manchester winning the battle for the 2008 World Short Course Swimming Championships.

Meanwhile, the economic benefits of hosting major events were confirmed in a report published by UK Sport. *Measuring Success 2: The Economic Impact of Major Sports Events* analysed data from 16 World and European level events held in the UK between 1997 and 2003. It confirmed that staging major sporting events on home soil results in considerable, direct economic impacts on local communities, with nine of the 16 events studied generating additional expenditure in excess of £1.45 million.

To maintain and advance the UK's influence in world sport, UK Sport continued to provide financial support and assistance to around 500 British post-holders carrying positions of influence within international sports federations.

UK Sport also continued to play a key role in the global development of sport through the support of projects overseas, exchange visits and information-sharing with other nations. During 2004, UK Sport's Development Assistance Programme has strengthened its international outreach through a series of partnership agreements. Projects across the globe are being delivered with the likes of the British Council, Youth Sports Trust, Foreign and Commonwealth Office, the Football Association, Voluntary Service Overseas (VSO) and Sport Relief.

## UK Sport

### World-Class Standards

UK Sport, in its role as national anti-doping organisation, conducted over 6,000 drug tests in 2004 across more than 40 sports. Around 98.5% of these produced a negative finding.

In the six months leading up to Athens, UK Sport embarked on the most comprehensive pre-Games testing programme ever conducted on Britain's Olympic and Paralympic athletes. Over 1,000 tests were conducted on competitors during this period, none of which produced a positive finding. In total, all but one of Britain's Olympic team were tested at least once, compared with 81% prior to Sydney, and 92.8% of the Paralympic team compared with just 30% before the Sydney Games.

At the start of the year, UK Sport's anti-doping work was reviewed by independent consultants PMP with the aim of ensuring the most effective structure and operation for the UK's national anti-doping programme was in place. During the course of the review, PMP gathered information through a variety of methods, including 39 face-to-face meetings with partner organisations and governing bodies. PMP concluded that UK Sport was doing an effective and efficient job and should therefore maintain its role as anti-doping agency, although areas where improvements are required were identified.

In April 2004, UK Sport's anti-doping work received a boost with the news that an additional £1.2 million per year of Exchequer funds had been allocated to the cause. One area to particularly benefit was education and information provision to athletes and support staff which saw a threefold increase in budget.

Outside of drug-free sport, golf became the latest sport to sign up to UK Sport's Sporting Conduct programme, whilst a new report – *Sporting Conduct: An International Perspective* – was published which examined global initiatives that have been developed to promote the concept of fair play. Another publication – *The Equality Standard: A Framework for Sport* – was also launched. The Standard, which aims to guide sports and community organisations towards achieving equality, was a collaboration of the four home country sports councils and UK Sport.

### Personnel

#### Chair

Ms Sue Campbell

02.03.05 4yrs

#### Members

Mrs Tanni Grey-Thompson OBE

23.11.98

Term ended 22.11.04

Ms Zahara Hyde-Peters

23.11.98

Term ended 22.11.04

Mr Adrian Metcalfe OBE

23.11.98

Term ended 22.11.04

Mr Gavin Stewart

23.11.98

Resigned 10.05.04

Mr Alistair Dempster

01.07.98

3yrs (extended to 30.06.05)

Professor Eric Saunders OBE

07.03.00

3yrs (extended to 31.03.07)

Mr Nick Bitel

14.11.02

3yrs

Ms Louise Martin CBE

14.11.02

3yrs

Ms Laura McAllister

14.11.02

3yrs

Ms Constance St Louis

14.11.02

3yrs

Lord Carter

27.11.02

3yrs

Mr Philip Carling

22.01.04

3yrs

#### Chief Executive

Mrs Liz Nicholl

(acting from 18.12.03)

## Victoria and Albert Museum

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

	2002-03 <sup>1</sup> Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid	34.8	34.8	36.1	37.7	39.6
Other operating income	4.6	5.9	5.9	5.9	5.9
Trading company profit	1.3	1.8	1.2	1.3	1.4
Other income	7.5	8.3	8.4	8.5	8.6
<b>Total Income</b>	<b>48.2</b>	<b>50.9</b>	<b>51.7</b>	<b>53.4</b>	<b>55.5</b>
Operating costs	51.3	49.7	50.5	52.5	54.0
Collections purchase	1.4	1.9	1.6	1.6	1.6
Capital expenditure	4.1	2.3	2.5	2.5	2.5
<b>Total Expenditure</b>	<b>56.7</b>	<b>53.9</b>	<b>54.6</b>	<b>56.6</b>	<b>58.1</b>

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
<b>Key Performance Indicators<sup>2</sup></b>				
Total visitors (millions)	2.5	2.7	2.3	2.3
Child visitors (thousands)	348	310	320	315
Number of website visits (millions) <sup>3</sup>	3.0	4.1	5.0	6.5
Number of children in organised educational programmes both on-site and outreach (thousands) <sup>4</sup>	N/A	284	220	235
Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline (thousands) <sup>5</sup>	182	249	195	180
Number of loans to venues in England <sup>6</sup>	315	255	236	250 <sup>7</sup>

<sup>1</sup>The 2002-03 figures have been rebased.

<sup>2</sup>The figures for 2002-03 include the Wellington Museum, except those for UK C2DE visits. Figures for 2003-04, 2006-07 and all UK C2DE figures exclude the Wellington Museum.

<sup>3</sup>Unique user sessions from 2003-04.

<sup>4</sup>Under-16s.

<sup>5</sup>This measure was % of UK visitors from C2DE socio-economic grouping prior to 2003-04.

<sup>6</sup>This target was for loan agreements in the UK and overseas prior to 2003-04.

<sup>7</sup>Target amended from 270 to 250, January 2005.

# Victoria and Albert Museum

## Key Achievements 2004-05

The V&A was named Large Visitor Attraction of the Year and the Museum of Childhood won the People's Award for Favourite Children's Attraction at the 2004 Visit London Awards.

The V&A's varied major exhibitions programme was attended by a diverse audience and was well received by the public and critics: *Bill Brandt: A Centenary Retrospective*; *Vivienne Westwood*; *Christopher Dresser 1834-1904: A Design Revolution*; *Encounters: The Meeting of Asia and Europe 1500-1800*. Each exhibition was accompanied by a strong programme of events and excellent publications. The V&A won the first prize of The Art Newspaper & AXA Art Exhibition Catalogue Award for 2004 for *Gothic: Art for England 1400 – 1547*.

The Contemporary Programme continued to offer a wide range of innovative exhibitions, events and displays. *Shhh...Sounds in Space* was the Museum's first audio tour featuring new music created in response to the V&A by an eclectic mix of internationally renowned musicians and artists. *Black British Style* was the first exhibition of its kind in the UK and attracted over 40,000 visitors. The Friday Late programme continued to be very popular. The *Black British Style* evening attracted a record 4,700 visitors and the two Fashion in Motion catwalk shows by Vivienne Westwood and Swarovski were oversubscribed. The second COLLECT art fair was held at the V&A from 12-17 January 2005. It was organised by the Crafts Council and showcased the best in contemporary applied and decorative arts from around the world.

Successful fundraising enabled much progress to be made on the FuturePlan, the V&A's 10-year development strategy. 2004 saw the reopening of the tunnel that connects the V&A to the public subway to the South Kensington Underground station, the opening of the Gilbert Bayes Sculpture Gallery, the V&A/RIBA Study Room and Stores and the new Architecture Gallery. The latter project is a collaboration between the V&A and Royal Institute of British Architects (RIBA) and is the only permanent gallery in the UK dedicated to architecture. Other projects that were completed include the Metalware Gallery, a new Members Room and the Contemporary Glass Gallery. The Works on Paper and Miniatures Galleries are due to open shortly and plans for other FuturePlan projects are progressing well.

At the Museum of Childhood (MOC) plans for Phase 2 of its redevelopment were finalised and it was awarded a Stage 2 HLF pass. The plans include a new entrance, more space for schools and teaching and improved visitor facilities. MOC visitor figures have been high throughout the year and it will have achieved 200,000 visitors by the end of 2004-05. This is due to the successful exhibitions it has held (*Uncaged*, *Grimms' Fairy Tales*, *Must-Have Toys* and *Beatrix Potter's Garden*) and a strong community and education programme.

The Theatre Museum (TM) has maintained high visitor figures and it will also have attracted over 200,000 visitors by the end of 2004-05. It's temporary exhibitions included shows on design for theatre and performance, the making of the West End and *Peter Pan: 100 years old and still flying*. The Museum hosted a range of popular early evening *Inside Theatreland* events and has a good community and education programme. The PeoplePlayUK website has received much praise from users.

The Wellington Museum at Apsley House was transferred from the V&A to English Heritage in April 2004.

By the end of 2004-05 the V&A website will have been visited by a record 5 million visitors. The site was relaunched in 2004 and it is now easier to navigate. Content is continually increased and includes information on 25,000 objects, some of which can be explored in 3D, and strong interactive elements.

The V&A continues to be very active throughout the UK. It has received further funding from DCMS/DfES and other grants for the second year of the *Image & Identity* Project and it is working with five partner museums in the regions and NCH, the Children's Charity. The V&A's close partnership with the Sheffield Galleries & Museums Trust continues. The Millennium Galleries in Sheffield showed *The Biggest Draw and Aspects of Architecture* for which the V&A was the major lender. Other significant exhibitions of V&A objects included *Depth of Field: the place of relief in the time of Donatello* at the Henry Moore Institute, Leeds and *Toulouse Lautrec* at the Bowes Museum, while *Cinema India* has been shown in Birmingham Museum and Art Gallery. The MLA/V&A Purchase Grant Fund continued to support the purchase of a wide range of material for museums, galleries, record repositories and specialist libraries in England and Wales. There was much international activity throughout the year including five touring exhibitions at six venues in Indianapolis, San Francisco, Boston, Washington, Canberra and St. Louis. Highlights included *Art Deco, Palace and Mosque: Islamic Art from the Middle East and Vivienne Westwood*.

The V&A ran a varied programme of learning and community events throughout the year to inspire individual creativity and engagement with art and design. Particular highlights include a record 4,650 visitors attending activities during the autumn half-term week, events for Black History Month, the Chinese New Year celebrations, the annual Inspired By competition, where part-time adult learners in the decorative arts made objects inspired by the V&A's collections, Style Lounge events for students with an interest in contemporary design and culture and new services for schools. The Museum increased its provision for underrepresented groups, e.g. events for people with disabilities and social inclusion workshops and work placements.

## Personnel

### Director

Mr Mark Jones

### Chairman

Paula Ridley OBE

01.11.03 4yrs

### Trustees

Mr Jonathan Altaras	17.12.03	3yrs
Professor Margaret Buck	02.11.04	2yrs
Mr Rob Dickins CBE	01.10.04	3yrs
Prof Sir Christopher Frayling MA PhD	13.03.97	ex officio
Mrs Jane Gordon Clark	01.10.02	4yrs
Ms Betty Jackson MBE	06.12.04	4yrs
Professor Lisa Jardine PhD	17.12.03	4yrs
Mr Rick Mather	31.10.02	3yrs
Mr Peter Rogers	06.08.04	4yrs
Mr Paul Ruddock	03.05.02	4yrs
The Rt Hon Sir Timothy Sainsbury	17.12.03	4yrs
Dame Marjorie Scardino DBE	07.02.03	4yrs
Mr Samir Shah OBE	06.12.04	4yrs

## VisitBritain

VisitBritain was created in April 2003 to market Britain to the rest of the world and England to the British. During the year, VisitBritain's mission was to build the value of inbound tourism to Britain and domestic tourism to England. This was 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 (EMAB).
- Help the UK tourism industry to address international and domestic markets more effectively.
- Provide advice to 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.
- Develop and implement a domestic strategy for England, informed by advice from EMAB, working with private sector, regional and local government partners.

Resources £ millions	BTA	ETC	VisitBritain			
	2002-03 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Forecast	2005-06 Forecast	2006-07 Forecast
Grant-in-aid <sup>1</sup>	53.8 <sup>2</sup>	13.5 <sup>2</sup>	51.1 <sup>3</sup>	48.4 <sup>4</sup>	48.9 <sup>5</sup>	49.9 <sup>6</sup>
Other income	17.9	2.0	18.7 <sup>7</sup>	16.3	19.8	19.8 <sup>8</sup>
<b>Total Income</b>	<b>71.7</b>	<b>15.5</b>	<b>69.8</b>	<b>64.7</b>	<b>68.7</b>	<b>69.7</b>

<sup>1</sup> Class XI, Vote 1, Section H.

<sup>2</sup> 2002-03 GIA included up to £19.8m (£19.0m BTA and 0.8m ETC) GIA to take forward recovery of tourism from impact of FMD and 11 September.

<sup>3</sup> From 1 April 2003, the new organisation, VisitBritain, was created from the merger of BTA and ETC. The 2003-04 GIA included £35.5m to promote Britain overseas as a tourism destination and £10.4m to lead and co-ordinate domestic marketing in England. A further £2m and £1.925m were supplied to help meet the cost of the merger of BTA and ETC and ISB4 grant respectively. £1.28m was amount abated in 2002-03, to be drawn down in 2003-04. The total GIA for 2003-04 was therefore £51.1m.

<sup>4</sup> 2004-05 GIA is calculated as £35.5m to promote Britain overseas as a tourism destination, £10.4m to lead and co-ordinate domestic marketing in England, £1.5m "challenge funds" for domestic marketing and £1m for EnglandNet platform.

<sup>5</sup> 2005-06 GIA includes £35.5m to promote Britain overseas as a tourist destination, £13.4m for domestic and international marketing of England.

<sup>6</sup> 2006-07 GIA includes £35.5m to promote Britain overseas as a tourist destination, £13.4m for domestic and international marketing of England. The split of the additional funding of £1m has yet to be decided.

<sup>7</sup> 2003-04 other income included £0.3m grant received from London Development Agency (LDA).

<sup>8</sup> 2006-07 other income forecast assumes the same as 2005-06.

### Key performance indicators

Britain International	BTA		VisitBritain		
	2002-03	2003-04	2004-05	2005-06	2006-07
Incremental spend target (£ million)	994	994	1,030	888 <sup>9</sup>	852
Incremental spend generated (£ million)	1,060.2	1,080	–	–	–

<sup>9</sup> The proposed reduction in ROI for 2005-06 and beyond reflects the new way of working under the proposed new NTB model\* and the recommendations from the National Audit Office report – to move more money into growth markets. VisitBritain will move to a support role in certain near European markets (France, Germany, Ireland and the Netherlands) and increase its emphasis on proactive marketing in longer-haul growth markets. The reduction of VB campaign activity in established markets will therefore impact on the level of incremental spend generated, additionally growth markets will not initially generate such a high return.

\*The NTB model includes VisitScotland, Wales Tourist Board, Visit London and England Marketing. The NTBs will increasingly take the lead in the four priority markets (listed above).

England Domestic	VisitBritain			
	2003-04	2004-05	2005-06	2006-07
Incremental spend target (£ million)	84	92.4	100.8	100.8
Incremental spend generated (£ million)	50.4	–	–	–

# VisitBritain

## Key Achievements in 2003-04

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Following the merger on 1 April 2003, VisitBritain has been responsible for promoting England within Britain, and Britain to the rest of the world. VisitBritain's priorities for 2003-04 were defined in its international and England marketing strategies. Key achievements are highlighted below.

### International

Preparation began to create new ways of working with VisitScotland, the Wales Tourist Board and Visit London. Stakeholder relations were widened to include the Regional Development Agencies of England as well as the various regional tourism bodies and key delivery partners in England, and these were formalised in two complementary protocol documents.

Customer contact centres were established in key overseas offices, offering full integration of email, web, telephone, walk-in, direct mail and print to customers. Work also started on the development of new content management methods to improve the speed, timeliness, depth and breadth of information available on visitbritain.com and other digital and offline media.

International marketing extended into four new markets – China, Russia, Poland and South Korea – with a focus on developing market-specific websites and trade and PR networks.

Major campaigns were launched in the USA and 11 European markets, which made a clear contribution to the recovery of visitor numbers following SARS and the war in Iraq.

In partnership with VisitScotland, the Wales Tourist Board, Visit London and England's regional tourist boards, and on the basis of extensive customer research, a revised brand architecture for Britain was developed. This provides a compelling image of Britain and has been rolled out to all markets.

An international network of eight regional hubs became fully operational, with each hub having strong specialisms in key areas such as customer relationship management, branding, product development and business tourism.

### England

In October 2003, the Secretary of State approved the domestic marketing strategy. Produced in consultation with a range of stakeholders from both the private and public sectors, the 'Enjoy England' domestic tourism marketing strategy provides a framework for VisitBritain's tourism remit from 2003-04 to 2005-06.

A three-year market research programme was developed to define future information requirements and co-ordinate studies into the domestic tourism market. A consumer segmentation system was also developed, providing a more in-depth understanding of consumer motivations and barriers to holidaying in England.

Brand architecture guidelines were developed and shared with key tourism stakeholders and partners. A brand tracking survey was also completed.

Three 'Enjoy England' campaigns were launched to drive up the number of short breaks during the spring/Easter booking period and to increase the number of short breaks taken during the autumn off-peak season. Additionally, two lifestyle product campaigns were launched – 'Outdoor England' in October 2003 and 'City Culture' in March 2004, achieving 'quick wins' for the English domestic tourism market.

A permission-based marketing strategy was introduced to enable VisitBritain to begin building a national consumer database of two million contacts by April 2006. The visitengland.com website was developed to provide a compelling online presentation of English tourism.

A set of measures was agreed with the Department of Culture, Media and Sport to measure VisitBritain's success. These targets became part of VisitBritain's funding agreement.

# VisitBritain

## Personnel

### Chairmen

Sir Michael Lickiss 01.04.03 (resigned 01.01.05)  
Lord Marshall 02.01.05

### Chief Executive

Mr Tom Wright 01.06.02 (appointed as Chief Executive 01.08.03)

### Board Members – VisitBritain

	Appointment Date	Date of expiry
Sir Michael Lickiss	01.04.03	Resigned 01.01.05
Lord Marshall	02.01.05	3yr appointment to 01.01.08
Penelope Viscountess Cobham	07.04.03	3yr appointment to 06.04.06
Digby Jones	01.04.03	Resigned 29.11.04
Kumar Muthalagappan	01.03.02	4yr appointment expires 28.02.06
Alan Parker	01.04.03	3yr appointment to 31.03.06
Martin George	01.11.03	3yr appointment expires 30.10.06
Philip Evans		ex officio
Peter Lederer OBE		ex officio
Hugh Taylor		ex officio

### Board Members – EMAB

	Date appointed	Date of expiry
Hugh Taylor (Chairman)	01.04.03	ex officio
Suzanne Bond	01.05.03	3yr appointment to 31.04.06
Tim Cante-Jones	01.08.03	3yr appointment to 31.07.06
Nick Cust	01.04.03	3yr appointment to 31.03.06
John Govett	01.05.03	3yr appointment to 31.04.06
Sir William Lawrence Bt. OBE	01.02.04	3yr appointment to 31.01.06
Brian Summers	01.05.03	3yr appointment to 31.04.06
Sue Lawley		Retired 30.04.03
Jennifer Robson		Retired 31.07.03
David Lunn		Retired 31.07.03

## 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 (in line with DCMS objectives 2, 3, 4 and 6).

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans
<b>Resources £ millions</b>					
Grant-in-aid	2.6	3.0	2.6	2.6	3.5
Other operating income	0.3	0.4	0.4	0.4	0.4
Other income	0.9	1.0	1.4	1.0	1.0
<b>Total Income<sup>1</sup></b>	<b>3.8</b>	<b>4.4</b>	<b>4.3</b>	<b>3.9</b>	<b>4.9</b>
Operating costs	3.4	3.2	4.4	3.7	3.9
Capital expenditure	0.4	0.7	0.3	0.1	1.0
<b>Total Expenditure</b>	<b>3.8</b>	<b>3.9</b>	<b>4.7</b>	<b>3.8</b>	<b>4.9</b>

<sup>1</sup> Income does not match expenditure each year as non-grant-in-aid income can be retained to fund future expenditure.

	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans
<b>Key Performance Indicators</b>				
Total visitors (millions)	0.234	0.236	0.29	0.25
Child visitors (millions)	0.015	0.016	0.02	0.022
Number of website visits(millions) <sup>1</sup>	c.0.4	0.43	0.4	0.6
Number of children in educational programmes (000s) <sup>2</sup>	9.27	11.3	12.0	12.0
Number of C2DE visitors required to achieve an 8% increase on the 2002-03 baseline (000s) <sup>3</sup>	15.1	16.5	20	17.010

<sup>1</sup> Unique users from 2003-04.

<sup>2</sup> This target was for all educational visitors prior to 2003-04.

<sup>3</sup> This target was % of total visitors from C2DE socio-economic grouping prior to 2003-04.

## Wallace Collection

### Key Achievements in 2004-05

2004-05 was a busy and successful year for The Wallace Collection. The year started with the highly successful *Lucien Freud: Latest Paintings* exhibition, and ended with The Wallace Collection's first charging exhibition *Boucher: Seductive Visions*. As well as bringing together all of our Boucher and Boucher related paintings and other works of art in the magnificent setting of the Great Gallery, this exhibition also resulted in the extensive rehanging of the rest of the Collection, putting many of our works of art in a whole new light. These high profile exhibitions helped to push visitor numbers up by over 20% on the previous year. These two major exhibitions were complemented by further exhibitions including *Town House Treasures: Sir William Holburne of Bath* and *Fighting For Napoleon: Two Battle Paintings By Horace Vernet*. The Collection's regional partnership programme reached completion with the addition of Compton Verney and Waddesdon Manor. Educational programmes continued to grow, especially through the addition of new innovative community outreach programmes to add to the already diverse portfolio of programmes. Our MA programmes were boosted through collaboration with Birkbeck University. Publications included The Wallace Collection Illustrated Picture catalogue, which for the first time reproduced all of our paintings in colour, plus the Boucher catalogue to accompany the exhibition. This year was also notable since it saw the start of our ambitious e-learning and information project. Conservation projects included *Riesener's secretaire*, Boucher's *Cupid A Captive* and the *Rajput Warrior*.

### Personnel

#### Chairman

Mr John Lewis

05.05.99<sup>1</sup>

Mr John Ritblat

01.01.05 4yrs

#### Trustees

Sir Geoffrey de Bellaigue

03.03.01 5yrs

Lady Irvine of Lairg

16.02.00 5yrs

Miss Carole Stone

25.02.00 5yrs

Sir Timothy Clifford

08.08.03 4yrs

Mr John Ritblat

08.08.03 4yrs

Dr Fram Dinshaw

28.03.01 5yrs

Mr Martin Drury

25.04.01 5yrs

Sir Elton John

17.12.99<sup>2</sup>

Mr Richard Dorment

15.07.03 4yrs

Hon Barbara Thomas

08.08.03 4yrs

<sup>1</sup> Term expired 31.12.04.

<sup>2</sup> Term expired 17.12.04.