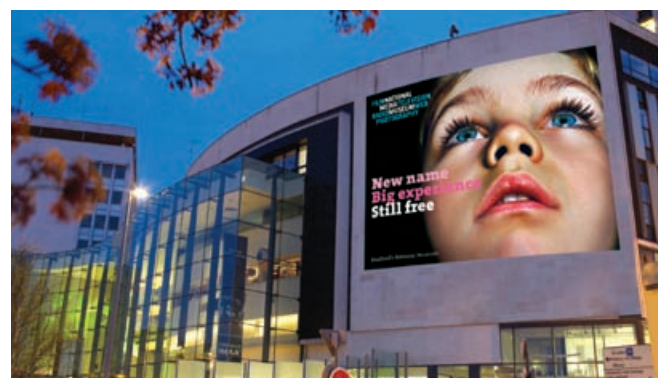
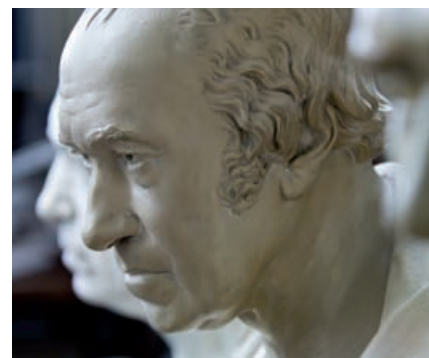


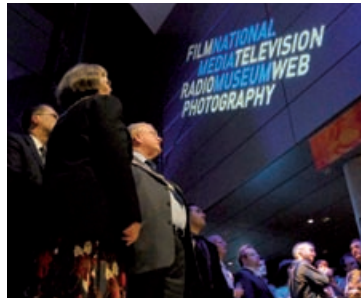
NMSI Business Plan 2011–12



Science Museum

National Railway Museum in York and Shildon

National Media Museum



Introduction

The NMSI (National Museum of Science & Industry) group of museums share a mission to engage people in a dialogue about the history, present and future of human ingenuity in the fields of science, technology, medicine, transport and media.

We will achieve this by aspiring to the highest international museum standards in the care and presentation of collections, programming, learning and advocacy for our subject areas. We will engage strategically with those national and international organisations (including museums, academic organisations and educational initiatives) where collaboration brings synergy and impact. As an organisation we will be extrovert, entrepreneurial and efficient; and we are dedicated to nurturing the best scholarship, learning and management within our people.

Context

Financial

A framework for NMSI's planned activities in 2011–12 is provided by NMSI's 2009 Corporate Plan and the allocations of Grant in Aid (GiA) for the Comprehensive Spending Review 2011–15 from the Department for Culture, Media and Sport (DCMS). This NMSI Business Plan summarises the more detailed plans prepared by each Museum for the year ahead as well as their medium-term deliverables. It also sets out the key plans for support functions that help them deliver.

DCMS is our primary funder, providing year-on-year funding through GiA. For the period 2011–12 to 2014–15 GiA has been reduced by 15% in real terms with a capital allocation that has reduced by over 50% from the previous spending review period. A programme of change aimed at reducing costs, increasing efficiency and increasing income is therefore a major priority across NMSI.

With the abolition of a number of government agencies, funding avenues have been reduced. This has had a significant impact on capital fundraising for the Great Hall development at the National Railway Museum (NRM), whilst the impact of the closure of the UK Film Council is still to be gauged in relation to the National Media Museum (NMeM). Support for the Heritage Lottery Fund (HLF) has increased, though in turn so has competition for funds. However, the support of corporate sponsors and major donors continues to be sustained, although this remains more of a challenge for our Yorkshire-based Museums than in London.

Priorities

The next period will present some obvious challenges for the NMSI group, such as the decline in government funding and the uncertain economic environment. However, there is also an opportunity to set ourselves clearer

priorities and to refocus on some central cultural objectives that may have been obscured in recent years.

Whilst the NMSI group structure plays an important role in providing an efficient operational context, the real prizes are the three Museums themselves: their history, collections, expertise, programming and engagement with audiences. This new plan places a stronger emphasis on the individual Museums; we no longer aspire for NMSI to be 'the most admired in the world' but for our three Museums to achieve very ambitious objectives that set their work in a national and international context. The most important underlying themes of this plan are sustained and consistent investment in collection displays and programming, rigorous audience strategies, and a far more externally focused drive to improve perception about our achievements and innovations.

Cross-cutting themes

NMSI will be focusing during the year on a number of cross-cutting themes:

- Absorbing the implications of the financial context, including a reduction of staff costs by 10%, to come out a stronger and more focused organisation
- Delivering a clear **audience strategy** that focuses on providing life-enhancing experiences to our target audiences in line with the brand essence of each Museum

- Developing **international and national strategies** to extend our reach
- Reinvigorating the **ambitions of exhibition programmes**, especially at the Science Museum (SM)
- Deciding the future direction of the redevelopment of the **Great Hall** at the National Railway Museum
- Developing the National Media Museum's **Media Space** at the Science Museum, completing the Internet Gallery in Bradford and agreeing a plan for the longer-term development of the NMeM in Bradford

- Strengthening our core narratives and medium-term plans for dynamic gallery displays
- Greater commitment to marketing and advocacy at all our Museums and enhanced regional marketing work for the National Media Museum
- Developing and implementing a **digital strategy**

In the coming year our target is to achieve 4.197 million physical visitors across all our Museums and 6.486 million virtual visitors.

Museum	SM	NRM	Locomotion	NMeM	Total
Physical visitors	2,750,000	712,000	160,000	575,000	4,197,000
Virtual visitors	4,975,000	739,000	N/A	772,000	6,486,000



Science Museum

ACTION PLAN

1. To be the leading international museum championing the understanding, enjoyment and prestige of science in modern society

Audience targets and context

Visitor number targets for 2011–12 will be sustained at around the 2010–11 levels at 2.75 million, just short of the previous record-breaking year's total which stood at 2.805 million. This is challenging in a year that has no confirmed *major* gallery/exhibition openings. However the target should be achievable with a busy programme of smaller-scale exhibitions and events providing opportunities for marketing and profile-raising, the operation of extended opening (to 19.00) throughout the Easter, summer and half-term holiday periods, the completion of Exhibition Road improvement works at the end of 2011 and increased marketing investment.

Online visitor numbers continue to grow year on year and it is anticipated there will have been 4.637 million visitors by the end of 2010–11. We should build on this growth in 2011–12 with a target of 4.975 million online visitors.



2011–12 deliverables

Gallery developments

- Carry out a detailed master-planning exercise with the aim of presenting a clear narrative about the objects and collections for the next ten years. This will include a review of:
 - Competing space requirements between collections and displays, commercial activity and learning spaces
 - Opportunities for open storage displays
 - Longer-term implications of the Post Office building returning to the Museum in 2014
 - More rational location of staff office accommodation
- Upgrade the *Health Matters* gallery

Exhibitions, programmes and displays

Deliver the temporary exhibitions programme and associated web content including:

- *Eccentric Science*
- *Hidden Heroes – the genius of everyday things*
- *Who am I?* Live Science and updates
- *Antenna*: new Feature exhibition, regular updates to Topic Zones and News Hubs
- Science Museum Arts Projects: *Electroboutique* exhibition
- Co-curated displays under the Public History of Science Technology and Medicine project (PHoSTEM)
- *First Time Out*
- Chronophage clock

Deliver events and activities to enhance the visitor experience including:

- *Climate Changing* programme (Planet Science, Cockroach Tour, gallery interventions)
- Live contemporary science events, such as ‘talkaoke’
- *James Watt and our world* programme
- Lates evening opening
- Footfall programme including festivals themed around robots and space
- Celebration of the 50th anniversary of Gagarin’s first human space flight
- Marking the centenary of Rutherford’s discovery of the nucleus
- PHoSTEM events and activities

Learning

- Support the creation and delivery of exhibitions, programmes and displays, especially through audience research and advocacy
- Continue to deliver *Science Museum Live on Tour!* large-scale outreach shows

- Increase live programming including drama, shows, schools events, tours (including tours for deaf visitors) and storytelling
- Expand our outreach offer, including a climate science project, external residencies, festivals, sign language and special educational needs shows and a corporate and international offer
- Deliver new learning products and resources, including online, that can be distributed widely and reach every school in the country
- Support teachers’ CPD through Talk Science, the Science Club programme, learning outside the classroom and online CPD sessions
- As part of a youth engagement strategy establish input of young people into collections and Explainer mentoring
- School programme packages to generate revenue and deliver to over 375,000 group visitors

Digital

- Develop a digital strategy
- Support and promote the non-digital exhibitions and learning programme, repurposing content online where cost-effective, using experimental solutions where appropriate
- Deliver Talk Science Online phase II
- Repurpose and supplement content from satellite websites (e.g. *Ingenious*, *Making the Modern World Online*, Science & Society Picture Library) to improve experience of core brand websites where appropriate
- Continue Stories from the Stores collections blog
- Provide new events/what’s on-based blog for a family audience

2012–13 to 2014–15 planning and deliverables

- *Making Modern Communications* and *Making Modern Science* galleries (2014): stage 2 HLF submission
- Museum of the Future projects to enhance the content and physical environment for visitors
- Media Space in partnership with the NMeM (2012)
- Interventions to the façade and concourse to increase impact and improve welcome
- Science Museum 2012 London Olympics offer
- Relocation of London Library & Archive from Imperial College to the main Museum
- Strategy for display of the medical collection
- Number-one provider of informal science learning experiences in the UK, reaching 1 million people directly through live programming by 2014
- Learning theatre tours model self-funding by 2013



National Railway Museum

ACTION PLAN

2. To be the world's premier railway museum, enabling people to explore the story of the railways, their exciting history of technological and social change, and their contemporary and future relevance

Audience targets and context

It is anticipated visitor numbers for 2010–11 will be 639,000, over 100,000 less than the previous year. This was in part due to economic, tourism and weather factors as well as the fact the 2010–11 programme was relatively thin because of the focus on planning for the Great Hall redevelopment. The target for 2011–12 is 712,000. This is felt to be achievable as although uncertainty remains with regard to economic, situational and tourism factors, there is a stronger 2011–12 programme which should attract the visitor numbers we propose. This includes *Flying Scotsman's* completion, the opening of the art exhibition space, the Japanese Festival and experimenting over two weekends in September with the notion of operating steam shuttles from the NRM's South Yard (rather than York Station, to maximise footfall) to/from Locomotion at Shildon. At Locomotion visitor numbers continue to grow year on year. The target for 2011–12 is 160,000, which although ahead of the five-year trend, should be achievable based on similar numbers in 2009–10 and anticipated visitor numbers of 190,000 at the end of 2010–11.

Online visitor numbers continue to increase year on year with 705,000 anticipated by the end of 2010–11. The 2011–12 online visitor target therefore plans for a further increase to 739,000. This should be achievable based on current trends, the cultural programme and its associated web activity.



2011–12 deliverables

Gallery developments

- Plan and deliver enhancements to the Station Hall for the adult audience offer
- Develop the *Ellerman Lines* locomotive as a fully interactive 'how the steam locomotive works' spectacular
- Develop a suite of driving simulators, both steam and modern traction, to enhance the visitor experience and for commercial gain
- Open the art exhibition space
- Improvements will also be made to gallery maintenance in general

Exhibitions, programmes and displays

- Commence a long-term rolling programme of art exhibitions starting with:
 - Japanese Woodcut Prints* in partnership with J R West
 - Posters and Poster Art* in partnership with Tate as part of the Art in Yorkshire programme
 - Railway Lithographs*
- Complete the overhaul of the *Flying Scotsman* locomotive with an on-site launch followed by commencement of operations on the main line and repair of the locomotive *Eustace Forth*
- Consider and recommend the next steam locomotive restoration project following completion of *Flying Scotsman*
- Deliver a diverse visitor events programme including the Japanese Festival, new science and engineering shows, new tours and trails, a steam locomotive learning workshop, improved deaf and disabled audiences offer, improved under-6s offer, theatre offer and at Locomotion a weekend events programme
- Reach wider audiences and increase brand awareness through the display of vehicles at other sites
- Increase the NRM's brand presence through supporting the production of *The Railway Children* at multiple venues in the UK and overseas and operating NRM locomotives on the main line
- Continue a programme of research through the Institute of Railway Studies

Learning

- Support the creation and delivery of exhibitions, programmes and displays, especially through audience research and advocacy
- Deliver the climate science outreach project in partnership with regional partners and the Science Museum
- Examine the feasibility of additional carriages being used for activities and lunches as part of youth engagement programmes and for families

- Pilot learning materials and training as part of loan agreements
- Forge alliances with learning service providers in Yorkshire to make the NRM a 'must visit' destination for educational visits and promote relationships with external stakeholders
- Enhance school programme packages to generate revenue

Digital

- Develop a digital strategy
- Support and promote the non-digital exhibitions and learning programme, repurposing content online where cost-effective, using experimental solutions where appropriate
- Explore development of an online video archive
- Develop small-scale online interactives where feasible

2012–13 to 2014–15 planning and deliverables

- Deliver the Great Hall redevelopment
- Continue dialogue with Durham County Council towards shaping a second-stage development at Locomotion
- Deliver a major rail festival jointly at York and Shildon in 2012
- Pilot a steam shuttle to Shildon direct from the South Yard in York
- Develop options for the commercially advantageous restoration to working order of *Duchess of Hamilton*
- Develop new partnerships for housing the vehicle collection with NRM branding
- Continue to look at opportunities for the development of the South Yard within a York Central context
- Major compensatory programme to cover closure of the Great Hall in 2012–13, including Station Hall refreshment
- Learning programmes make the NRM the 'must visit' destination in Yorkshire for families and booked education visitors by 2013
- Explore the feasibility of a *Launchpad* offer at the NRM
- Measurably improve relationships with the contemporary railway industry
- Strengthen formal relationships with a broad range of international railway museums including in developing countries



National Media Museum

ACTION PLAN

3. To be the best museum in the world for inspiring people to learn about, engage with and create media

Audience targets and context

In 2010–11 the National Media Museum is on target to reach between 500,000 and 550,000 visitors – well below the historical average. Visitor numbers have declined for a second year after a previous period of significant growth. Although some factors influencing the numbers have been beyond the Museum's control, the decline has brought into sharp relief the need to make urgent improvements to the visitor welcome and day-to-day programme delivery, to accelerate the refreshing of galleries and to convey a clear, confident and high-impact message about the Museum to the outside world. In 2011–12 the target is 575,000. It is believed that a brand awareness campaign, developments to the Museum's ongoing programme (including more live interpretation, the development of an evening offer for adults and a stronger exhibition programme) and the opening of the new city centre park can help deliver this target.

In line with physical visitors, online visitor numbers were also down in 2010–11. The 2011–12 online visitor target seeks to improve on 2010–11, with 772,000 online visitors, although this will remain below the 2009–10 high of 846,000. The launch of the Internet Gallery, coupled with regular content updates to the website and a more focused social media campaign, should mean this target is achievable.

FILM NATIONAL
MEDIATELEVISION
RADIO MUSEUM WEB
PHOTOGRAPHY

2011–12 deliverables

Gallery developments

- Complete and open the Internet Gallery
- Carry out a series of short-term gallery improvements including the *Magic Factory*, *Profiles*, *Kodak* and *Animation* galleries and relocation of the *Games Lounge*

Exhibitions, programmes and displays

- Deliver an enhanced temporary exhibitions programme and associated web content including:

The Lives of Great Photographers

David Spero: Churches

Donovan Wylie: Bradford Fellow

Daniel Meadows: Fieldwork

- Cultural Olympiad exhibitions:
 - In the Blink of an Eye: Studies in Time and Motion*
 - Crossing Boundaries: Bodies in Motion*
- Design and deliver more daily live interpretation including live shows
- Design and deliver themed programming with contemporary relevance six times a year, covering the main school holiday periods
- Design and deliver a new evening adult programme
- Deliver the new film strategy to achieve a higher profile for the cinema operation and financial breakeven
- Continue to develop the touring exhibition programme

Learning

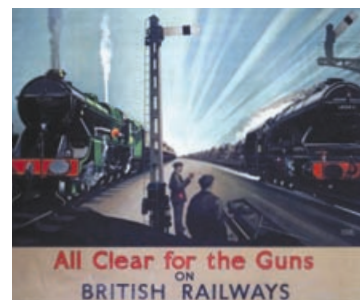
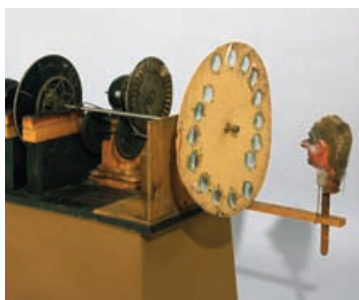
- Support the creation and delivery of exhibitions, programmes and displays, especially through audience research and advocacy
- Deliver training for volunteers, casuals and explainers to deliver learning programmes
- Promote and disseminate the *Anim8ed* web resource to museums and schools throughout the UK
- Deliver the Internet Gallery youth engagement programme
- Increase visits from booked groups and associated income, including enhanced school programme packages generating revenue
- Deliver collections-based programmes for booked HE photography groups along with an HE photography online resource on landscape
- Deliver regular non-school group leader and teacher preview events

Digital

- Develop a digital strategy
- Support and promote the non-digital exhibitions, film and learning programme, repurposing content online where cost-effective, using experimental solutions where appropriate
- Develop media 'debate and share' web presence
- Continue curatorial and digitisation input of content into a newly redeveloped website

2012–13 to 2014–15 planning and deliverables

- Media Space in partnership with the Science Museum (2012)
- Fully costed ten-year development plan for the galleries and other spaces, exploring additional affordable space through a joint redevelopment with the adjacent Bradford Central Library to include larger purpose-built and more efficient temporary exhibition and collections care and management spaces, improved group learning spaces, media training facilities and multipurpose spaces as well as improved catering and retail spaces
- Explore whether any joint development with the library might also form part of a wider development with other organisations to help the regeneration of central Bradford
- Deliver live programmes that inspire our audiences to learn about, engage with and create media to 130,000 visitors by 2015



ALL NMSI

ACTION PLAN

4. To maintain the highest standards in the care and preservation of the collections and estate

2011–12 deliverables

Collections care

- Deliver higher-density storage systems at our Wroughton store, enabling relocation of reserve collections from Black Dyke Mills and Foundry Lane and closure of these stores
- Implement a storage improvement plan at Blythe House and Science Museum South Kensington Library & Archives
- Implement a preventive conservation regime across all areas of the NRM
- Deliver engineering/conservation traineeship programmes at the NRM and Locomotion
- Realise improvements in environmental standards at the NMeM main site, including the extension of conservation facilities



Collections management

- Implement an archives management system across NMSI and launch the web front end
- 10,000 objects audited and catalogue records enhanced including addition of records to collections online
- 6000 new collection images captured and made accessible
- Carry out a targeted rationalisation programme across our collections and dispose of duplicate/deteriorated material
- Carry out targeted active collecting programmes at the Science Museum, for both object and archival material, to support the *Making Modern Communications* and *Making Modern Science* galleries
- Focus acquisitions at the NRM on themes for the Great Hall redevelopment including the first ever major exchange of large-scale objects between railway museums in the UK and the USA
- Progress targeted strategic acquisitions at the NMeM and their links to programme revenue generation including photographic and film archives, gaming and animation, driven by brand essence and values

Maintaining our estate

- Reduce carbon emissions through estate improvements, such as lighting rationalisation, heat leakage reductions, a programme of staff engagement and implementation of sustainable development controls/specifications for projects
- Clean the Science Museum's Exhibition Road façade and light it beautifully
- Continue ongoing programme of estate maintenance

2012–13 to 2014–15 planning and deliverables

- Continue implementation of five-year estate maintenance plan including improvements in fire precaution, meeting DDA requirements, energy saving and repair of the Great Hall roof at the NRM
- Achieve a culture throughout the organisation which integrates sustainable development into its business operations, providing economic and reputational benefits
- Strong and distinctive collections, easily accessible and in efficient and sustainable conditions



5. To be an organisation that is extrovert, entrepreneurial, efficient and dedicated to the development of great people



2011–12 deliverables

Audience engagement

We will deliver evidence-based audience engagement plans that put visitors at the heart of all we do. These will draw together our three audience engagement initiatives: brands, World Class Service and life-enhancing experiences.

We want all our audiences to have a **life-enhancing experience** with us. We aim to give them a sense of awe and wonder, a learning experience that is out of the ordinary and that they refer back to, an insight that helps them make sense of their world and enhances their lives. We will do this through:

- Championing audience engagement across our Museums and embedding training throughout the organisation
- Increasing our understanding of the needs of disabled groups and raising awareness of these groups across our Museums
- Ensuring audience research underpins new programmes and displays, ensuring the widest possible engagement with target audiences
- Sustaining our commitment to the Customer Charter
- Providing opportunities for our audiences to participate in programme development



We will continue to deliver **World Class Service** through:

- Embedding a service culture, both internal and external, and ensuring we align systems and processes with the customer in mind
- Improving the world-class welcome for visitors on arrival, including improvements to the foyers at the Science Museum and NRM and a donations ask
- Growing, and at NMeM establishing, the front-of-house volunteer scheme and recruiting Visitor Experience interns
- Ensuring the Visitor Experience team are trained and confident in active selling, supporting the commercial teams in maximising sales on site and online, and the Development team with visitor donations and engagement
- Implementing flexible Museum opening hours that meet the demands of visitors as evidenced through further pilot work at the Science Museum
- Enhancing the catering offer at the Science Museum
- Implementing improvements in response to DDA improvements required
- Making improvements to facilities including study facilities at the Science Museum Library & Archive London and IMAX projection at the NMeM, enabling the cinema offer to be shared across three spaces

We will develop powerful, differentiated and coherent **brands** which respond to the needs of core and growth audiences through:

- Implementing brand alignment plans across all that we deliver
- Increasing investment in marketing campaigns to raise awareness of the visitor offer and launching a brand awareness campaign at the NMeM

Develop and reward great people who perform

To drive superior performance we will continue to invest in developing our people and will deliver:

- Executive, leadership, accelerated development and management development programmes
- Targeted professional and specialist development programmes
- Further development of our reward recognition and performance processes

To ensure we recruit a diverse workforce with the necessary capabilities we will:

- Introduce 'workforce planning' tools to deliver future business requirements

- Support young people from diverse backgrounds in developing their careers through the Explainer training scheme at the Science Museum, the youth engagement programme and the Young Graduates in Museums programme
- Develop a pay, reward and benefits programme which remains attractive whilst being responsive to government requirements and funding reductions

Maximise financial resilience and organisational efficiencies

We will increase income through:

- Increasing visitor donations through visitor welcome
- Creating advocates and a groundswell of support to reach corporate, trusts and major donor targets whilst developing our relationship with public funding streams
- Letting those parts of the estate not required for Museum activity
- Reviewing our charged-for learning offer
- Developing commercial income streams around the collection and cultural offer
- Developing a greater sales focus to increase spend per head
- Reviewing all assets to identify commercial opportunities

We will also improve our efficiency and make savings through:

- Staff cost reductions
- Improvements to our buildings to reduce energy costs
- More effective procurement
- Flexible working
- Rationalisation of our storage facilities
- Delivering maximum benefit from regular service contracts and partnerships such as catering and cleaning
- Optimising our structures and use of technology
- Joint initiatives with others in the sector

2012–13 to 2014–15 planning and deliverables

- Increased capacity and flexibility among a workforce that reflects the communities in which we are located
- Individual giving income of £0.50 per head by 2013
- Commercial income of £3m by 2015
- Procurement savings of £600,000 by 2015
- Three-year brand alignment implementation plans completed and principles applied to all strategic planning
- Increased visitation from target growth audiences

Finance

	2011–12 budget	2010–11 forecast	2010–11 budget
<i>Visitors (millions)</i>	4.197	4.105	4.310
<i>Income and costs (£m)</i>			
Grant in Aid	37.5	40.0	40.0
Commercial income (after deducting contingency)	1.7	1.9	1.9
Other income	2.1	2.0	1.5
TOTAL INCOME	41.3	43.9	43.4
Operating costs	33.9	33.8	34.8
Projects/capital	7.4	7.8	7.4
Reserves	0.5	0.6	0.6
Prior year savings b/f	(0.5)	0.5	0.5
TOTAL COSTS	41.3	42.7	43.3
SURPLUS/(DEFICIT)	-	1.2	0.1

An additional £0.3m has been allocated to the Contingency Reserve in 2011–12. This will bring the level to £2.8m at the end of 2010–11 to ensure minimum amounts are available in case of an emergency.

The Collections Purchases Reserves to fund acquisitions currently stands at £0.4m, with an additional £0.1m allocated in 2011–12.

Top corporate risks

Risk

Management

Difficulty in obtaining capital funding for Museum developments and maintenance of the estate

Implementation of prioritised fundraising strategy
Development of alternative plans to achieve objectives should fundraising fail
Strong cultural programme to provide alternative public offer
Continued planned and preventive estates maintenance programme and consolidation of storage facilities

The Museum offer does not remain attractive to visitors

Progress Museum of the Future at the Science Museum
Continue to develop the Great Hall and implement Station Hall enhancements at the NRM
Progress NMeM Internet Gallery and Media Space with trailblazer events
Brand essence alignment across all Museums
Maintain World Class Service accreditation
Embed audience engagement

Plans to reduce costs and increase unrestricted income fail

Review, develop and implement change management programme and invest-to-save initiatives
Internal audit of change programme

A major external event impacts on the Museum, reducing visitor numbers

Update business continuity plan
Continue to monitor external events and maintain relationships with the police
Manage impact from Bradford city centre and Exhibition Road developments

A significant health and safety issue arises

Embed procedures via training programme
Continued monitoring of adherence to procedures
Achieve OHSAS accreditation
Prepare to resource emerging major asbestos problems, e.g. at the NRM

Performance management: We will monitor our progress against the Business Plan through the use of the key performance indicators outlined below.

Metric	Target
Overall satisfaction	Maintain
Likelihood to recommend	Maintain
Number of physical visitors	Science Museum: 2,750,000 NRM: 712,000 Locomotion: 160,000 NMeM: 575,000
Number of virtual visitors	Science Museum: 4,975,000 NRM: 739,000 NMeM: 772,000
Exit survey results for % BME and disabled visitors and visitors from lower socioeconomic groups	Maintain
Number of booked educational visitors	Science Museum: 355,000 NRM: 48,000 NMeM: 60,500
Number of instances of adults and children participating in on-site and off-site organised activities	Science Museum: 643,600 NRM: 331,000 NMeM: 93,500
Visitor response to customer service exit survey questions	TBC following end-of-year results
Life-enhancing experience exit survey questions	Increase % strongly agreeing
Front-end and summative evaluation reports indicating delivery of life-enhancing experiences	Meet product objectives
Annual assessment of % of storage areas meeting storage grade goals	100% meeting storage grade goals (long-term target)
Number of objects accessioned Number of objects disposed Qualitative assessment of progress against plan and highlights	To plan
Number of loans Number of visits to temporary exhibitions containing short-term loans from the Museum	Management information only
Number of behind-the-scenes visitors to collections Total external income received for research projects Number of collaborative studentships Number of academic/professional publications and conferences attended	Management information only
Employee opinion survey staff engagement results	Increase
Annual managers' assessment of staff capability	Increase
Total value of capital donor commitments	£35,316,000
Total value of revenue donor commitments	£1,735,000
Total unrestricted fundraising income	£1,805,000
Total net profit from commercial income	£2,250,000
Grid electricity and fossil fuel kWh usage	Improve DEC buildings energy rating
Total contingency fund	Maintain at a minimum of £2,500,000



Science Museum
Exhibition Road
London SW7 2DD

National Railway Museum
Leeman Road
York YO26 4XJ

Science Museum at Wroughton
Hackpen Lane
Wroughton
Wiltshire SN4 9NS

National Media Museum
Pictureville
Bradford BD1 1NQ

Blythe House
23 Blythe Road
London W14 0QF

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