

# NATIONAL MUSEUM OF SCIENCE AND INDUSTRY QUINQUENNIAL PERFORMANCE REVIEW

## CONSULTATION PAPER

### 1. Contributing to the Review

#### About the Review

- 1.1 The Department for Culture, Media and Sport (DCMS) is currently undertaking a 'quinquennial review' of the National Museum of Science and Industry. This is one of a programme of quinquennial reviews of the public bodies DCMS sponsors. Under the 'good government' requirements of 'Modernising Government' overseen, by the Cabinet Office, DCMS must examine the case for having the Museums and how best to provide for the future delivery of the public services that they provide.
- 1.2 Decisions on the issues raised by the review will be made by the Secretary of State for Culture, Media and Sport ("the Secretary of State") and her colleagues. They will be advised by a DCMS Review Team and Steering Group. (Our remit is set out in Annex A).

#### Responding to our paper

- 1.3 To help us prepare our advice to Ministers, we need informed views on the Museum from those affected by, or with an interest in, their work. That applies equally: to people or to organisations; to those with past experience of dealing with the Museum; to those seeking to make use of, or work with, the Museum; and to those whose expertise or experience give them a perspective on the Museum work. This paper invites those views.
- 1.4 To contribute your views to the review, please submit written contributions to:

**Stephen Bristow**  
**Review Management Team**  
**Department for Culture, Media and Sport**  
**2-4 Cockspur Street, London, SW1Y 5DH**

- 1.5 If you have any questions or comments we should be happy to answer them. An electronic version of this consultation paper is available on the DCMS website [www.culture.gov.uk](http://www.culture.gov.uk) or by e-mail from Tania Jacobs on [tania.jacobs@culture.gov.uk](mailto:tania.jacobs@culture.gov.uk).
- 1.6 The closing date for responses is 19 October 2001.

#### Form of your response

- 1.7 We have set out our key questions in the rest of this paper. You may not wish to respond to all of our points, but it will help us to assimilate your views if you try to follow that format.
- 1.8 Please state clearly whether you wish the review team to treat your comments in

confidence. Under Cabinet Office guidance, '*The Code of Practice on Written Consultation*' there is a presumption that your comments may be made available to the general public if requested. If such a request is made, the Department's response may depend largely upon whether a duty of confidence exists in relation to your reference. Please indicate whether or not you would be willing to have your identity disclosed. We may, however, wish to quote any points in responses in an unattributed and unidentifiable form in our report (which DCMS may make public).

## The structure of our paper

1.9 We set out below:

- a list of question broken down into six categories: the purposes, aims and objectives of the Museum; organisation, functions and delivery mechanisms; the efficiency and effectiveness of the Museum; the Museum's responsiveness and relationship with their customers; the Museum's partnerships and links with other organisations; and the Museum's use of new technology. **Please answer the question in relation to either the Science Museum, the National Railway Museum in York, the National Museum of Photography, Film & Television in Bradford, the Science Museum, Wroughton, the National Museum of Science and Industry which embraces them all or any combination of the Museums**
- the purpose, aims and objectives of DCMS
- a background note on the Museum

## QUESTIONS

### CHECKLIST OF THE SORTS OF QUESTIONS YOU MIGHT CONSIDER IN YOUR RESPONSE

#### **Purpose, aims and objectives**

To what extent do you think the current sponsorship arrangement for the Museum, under the Department for Culture, Media and Sport, is appropriate?

As a national Museum, to what extent do you think the Museum meets the aims and objectives of the Department for Culture, Media and Sport (below)?

To what extent do you think the Museum meets their stated aims and objectives?

How responsive do you think the Museum is to developments in Government policy and to change more generally?

How do you think the Museum's role should develop over the next few years?

#### **Organisation, functions and delivery mechanisms**

Are there any services you think the Museum should provide that they currently do not?

Are there any services or functions that you think the Museum should no longer provide or undertake?

Are there any areas in which you think the Museum duplicates the work of other bodies?

Are there any areas in which you think the Museum complements the work of other bodies?

#### **Efficiency and effectiveness**

How effective do you think the Museum is in carrying out its current services and functions?

What improvements might be made to increase the Museum's effectiveness?

In your opinion, what has been the Museum's greatest achievement over the last five years?

To what extent do you think the Museum provides value for money in the use of their resources?

#### **Customer relations and responsiveness**

How satisfied are you with the quality of the Museum's services and their delivery?

How well do you think the Museum consults users to identify their service requirements?

How effectively do you think the Museum promotes their services?

What steps do you think the Museum could take to improve the delivery of their services?

How easy do you think the Museum makes it for users to complain and how effective are they at putting things right?

#### **Links with other organisations**

If you currently work in partnership with the Museum, what is the nature of that partnership and how effective is it?

To what extent do you think that the Museum works with other organisations in an open and facilitative manner?

Do you think there are areas where the Museum should develop their joint working arrangements with other bodies?

#### **New Technology**

To what extent do you think the Museum is at the leading edge of technological development in the sector?

How do you think the Museum could make better use of new technology?

Please feel free to provide any other comments or additional information as you feel appropriate.

**DEPARTMENT FOR CULTURE MEDIA AND SPORT**

## The current aims of central involvement

- 1.1 "Agency reviews should consider all options including abolition, continued Agency or NDPB status, market testing, merger or rationalisation, privatisation and strategic contracting out. Each of the organisational options should be assessed equally on its merits..." (How to review agencies, Cabinet Office). Cabinet Office guidance requires DCMS to begin that process by testing the case for keeping a central function against its own current aims and objectives:

### The Department's aim is:

- 1.2 *"To improve the quality of life for all through cultural and sporting activities, and to strengthen the creative industries."*

- 1.3 The Department will:

- ▼ work to bring quality and excellence in the fields of culture, media and sport;
- ▼ make these available to the many, not just the few;
- ▼ raise standards of cultural education and training;
- ▼ help to develop the jobs of the future in the creative industries.

- 1.4 To achieve its aim, the Department's objectives are, in partnership with others, to work to:

1. Sustain and develop quality, innovation and good design, create an efficient and competitive market, including by removing unnecessary regulation and other obstacles to growth so as to develop the tourism and creative industries; and promote Britain's success in the fields of culture, media and sport at home and abroad;
2. Broaden access for all to a rich and varied cultural and sporting life and to our distinctive built environment; and encourage conservation of the best of the past;
3. Develop the educational potential of all the nation's cultural and sporting resources; raise standards of cultural education and training; ensure an adequate skills supply for the creative industries and tourism;
4. Ensure that everyone has the opportunity to develop talent and to achieve excellence in the areas of culture, media and sport;
5. Maintain public support for the National Lottery and ensure that the money raised for good causes supports DCMS's and other national priorities; and
6. Promote the role of the Department's sectors in urban and rural regeneration, in pursuing sustainability and in combating social exclusion.

# The National Museum of Science & Industry

## Introduction

The National Museum of Science & Industry (NMSI) incorporates the Science Museum in London, the National Railway Museum in York, the National Museum of Photography, Film & Television in Bradford and a major storage site in Wroughton in Wiltshire. Approximately, 1130 staff are employed across the main sites, 380 of which are employed in the trading company. In total, these three Museums plus the storage site in Wroughton attract some 3 million visitors per year, making it one of the most visited attractions in the United Kingdom.

## Statutory Framework

NMSI was run directly by Government until 1984 when the Board of Trustees of the Science Museum was established under the National Heritage Act (1983) which effectively transferred the responsibility for the collections from the Government to the Board. Thereafter the Museum ceased to operate under the direct control of a Government department. NMSI now has the status of a non-departmental public body, operating within the public sector but at arm's length from its sponsor department, the Department for Culture, Media and Sport (DCMS). NMSI is an exempt charity under the Second Schedule of the Charities Act (1960) and is recognised as charitable by the Inland Revenue. The NMSI has a wholly owned subsidiary company, NMSI Trading Ltd, set up in 1988 which operates at all three Museums and covenants all taxable profits to NMSI.

DCMS issues a Financial Memorandum to the Museum and agrees a Funding Agreement each year which spells out clearly what DCMS expects NMSI to deliver for the public investment allocated to it (£28.7 million 2001/02).

## Mission and Objectives

### Mission

To promote the public's understanding of the history and contemporary practice of science, medicine, technology and industry.

### Objectives

#### Customer

Exceed our various public's expectations in all that we do.

#### Collections

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

#### Communication

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

#### Resources

Manage our resources and optimise income to support these activities

## **History of the Museum**

The origins of the Science Museum lie in the movement to improve scientific and technical education around the middle of the nineteenth century. The Science Art Department, set up as part of this movement, aimed to promote industrial education and extend the influence of science and good design. The Department set up the South Kensington Museum (the precursor of both the Science Museum and the Victoria and Albert Museum) in the area in 1857, on land purchased with proceeds from the 1851 Great Exhibition.

The original Science collections at the South Kensington Museum included models of machinery and industrial plant, examples of structures and building materials and educational resources. As this collection gradually assumed its own identity, it was separated by what had, by then, become the Victoria and Albert Museum, and the Science Museum was formally separated in 1909.

## **Development**

The Museum had historically concentrated its activities in South Kensington but in 1975, the National Railway Museum was opened in York. In 1983 the National Museum of Photography, Film & Television was opened in Bradford, established as a joint enterprise between Bradford City Council and the Science Museum, with the economic redevelopment of the city by means of cultural initiatives at the heart of the Council's commitment. Together the three Museums are now known as the National Museum of Science and Industry.

The Science Museum Library was given a new direction during the 1970s and developed as a national reference library for science and technology. In 1993 it amalgamated with the Imperial College Library and now focuses on the history and communication of science. In terms of storage, a listed building in West London, Blythe House, now accommodates the smaller objects whilst the larger items in the collections are located at Wroughton, near Swindon.

## **NMSI and its Assets - Buildings, Collections, Staff**

### **Science Museum**

The Science Museum is host to 1.5 million visitors a year and is open from 10.00 until 18.00, 363 days per year. The Museum is currently free to booked school groups, children under 17, adults over 60, and all visitors entering after 4.30pm. Otherwise a socially sensitive charging policy is operated with significant reductions for a wide range of visitors. Free admission for all is to be introduced in December 2001.

The Science Museum building occupies an elongated site running east-west from Exhibition Road to Queen's Gate and is in a conservation area. It is bounded by the Natural History Museum on the south side and on the north side by Imperial College. The use of the site is subject to a restrictive covenant imposed by the Commissioners for the 1851 Exhibition who owned the land prior to the establishment of the Museum. The building provides some 50,000 square metres of floor space on six floors.

In July 2000, the Science Museum opened the Wellcome Wing, a £45M, 10,000m<sup>2</sup> extension to its gallery space, funded jointly by the Wellcome Trust and the Heritage Lottery Fund. A new permanent gallery, Making the Modern World displays seminal exhibits marking the development of modern technological and industrial society and links the body of the museum to the new Wing. The Wellcome Wing is the world's leading centre for the presentation of contemporary science, medicine, and technology to the public. The ground floor of the Wing is devoted to fast-changing, topical displays on the scientific ideas and issues of the day. Larger thematic exhibitions on the upper floors explore the latest developments in bio-medical science and in information science and technology. The Wing also encompasses new galleries and exhibitions, a state-of-the-art IMAX 3D film theatre and additional catering and retail facilities.

These attractions, combined with a rapidly developing programme of events; the lively display of our collections; new rapid response exhibitions; and an expanding range of educational resource materials, have placed the Museum at the heart of the drive to improve the communication and understanding of scientific subjects. More schoolchildren now visit the Science Museum than ever before in its history, and it is the most visited museum for this group.

### **National Railway Museum, York**

The National Railway Museum (NRM) is the world's largest railway museum and one of the most visited, charged entry, museums outside London. Free entry is to be introduced in December 2001. The Museum welcomes over 400,000 visitors each year and is open from 10.00-18.00 each day, for 362 days each year. The Museum has recently been made 2001 European Museum of the Year.

The Museum occupies a 16 acre site adjacent to York railway station. Displays are housed in four acres of buildings converted from York's former locomotive depots and main goods sheds. The NRM collections trace the history of Britain's railways from their origins to the present. Nearly 300 locomotives, carriages and wagons make up the most prominent part of the collection. The Museum can only display a relatively small proportion of its collections at York and has an active loans policy aimed at maximising public accessibility. 2,500 items are currently on loan to more than 70 museums in Britain and abroad.

The Museum opened in 1975 and was extended to nearly twice its original size in 1992. In 1999, *The Works* was opened to the public, a £4M project (funded equally by the Heritage Lottery Fund and DCMS) to rebuild a presently derelict part of the site to give new displays and enhanced collections housing and storage facilities.

### **National Museum of Photography, Film and Television, Bradford**

The National Museum of Photography, Film and Television (NMPFT) is situated in the centre of the City of Bradford. At the centre of the Museum is an IMAX big-screen cinema, surrounded by galleries presenting both the art and the science of photography, film and television. The Museum also includes two theatres: Pictureville Cinema which screens films in 35mm, 70mm and the historic Cinerama format, and the Cubby Broccoli Theatre. Pictureville is unique in the world in housing all these cinema projection formats. The Museum is open Tuesday to Sunday (also Mondays during public and school holidays) from 10.00 to 18.00 and

admission is free. There is a charge made for both the IMAX and Pictureville. The NMPFT attracted a million visitors in 1999-2000.

In addition to the permanent galleries the Museum has a leading temporary exhibition programme, and enjoys a close relationship with the University of Bradford, delivering a substantial part of their BSc in Electronic Imaging and Media Communication.

The site is leased from the city of Bradford on a peppercorn rent with subsidiary areas on a commercial lease. A cocktail of funding has been secured from the Arts and Heritage Lotteries, European Development Funds and the Foundation for Sport and the Arts for *Imaging Frontiers*, a major project which expanded and updated the Museum when it opened in 1999. This capital project consolidated the estate with a striking new building, and re-structured the Museum spaces. This radical upgrade displays and explains the fast emerging new electronic imaging and telecommunications technologies which are blurring traditional boundaries between photography, film and television. Partnerships with universities and the media industries explore new forms of interpretation and education through on-line networks. Media production facilities on-site appeal to professionals, artists and students as well as the general visitor.

### **The Science Museum, Wroughton**

The Science Museum Wroughton is a World War II airfield, near Swindon in Wiltshire. The site comprises 500 acres of land, with seven World War II hangars (each covering an acre of land) occupied by the collections, and a new store constructed in 1993 with special DCMS funding. The Museum took over Wroughton from the Ministry of Defence in 1979 and acquired title to it in 1997. Public access to the collections stored on site is managed through open days, and by appointment. The Museum lets out the site to organisers of a wide range of events and additionally holds two to three open days in the year

### **NMSI Trading Limited**

NMSI Trading Limited (the Trading Company), a private limited company, was set up in 1988 to ring fence the commercial activities of NMSI. The company is a wholly owned subsidiary of NMSI. The company is responsible for marketing the museums to generate visitors and manage profile, operational management of visitor services, fundraising, sponsorship and a wide range of commercial activities carried out both on and off site. The Trading Company manages the BFI London IMAX.

Last year, turnover for the Trading Company was £14.65M.

### **National Coal Mining Museum for England (NCMME)**

The Science Museum is the conduit by which grant in aid is passed from DCMS to NCMME and, the Science Museum also takes a DCMS-equivalent supervisory role over the NCMME.