SCIENCE MUSEUM GROUP

SMG PLAN HEADLINES 2023/24 to 2026/27

Version: June 2023

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SMG Vision: A society that celebrates science, technology and engineering and their impact on our lives, now and in the future

SMG Mission: Our mission to inspire futures acts as our 'North Star' for the creative exploration of science, for building science literacy through a science capital approach, and for inspiring the next generations of scientists, inventors and engineers

SMG Values: Think big; Reveal wonder; Share authentic stories; Ignite curiosity; Be open for all

Strategic Priorities:

Audience: Build bigger audiences and deeper connections – Through creative innovation and focus on the needs of our audiences, we will reach more people and build lifelong connections with our museums and topics

Sustainability: Act on climate change and sustainability – We will be a world leader in public engagement with climate change science and solutions, and will be Net Zero by 2033

Equity: Grow science capital through all we do– We will actively promote greater equity, inclusion and diversity in science, in culture and in wider society

Digital: Scale up digital reach and innovation – Our digital estate will grow significantly in scale and scope to increase global reach and reputation

Collection: Sustain and enhance the collection – Our collection will be the best in the world for our fields; well understood and cared-for and accessible to all for research, display, learning and pleasure

Resilience: Thrive through change – We will value our people, manage our assets and secure income to be an ambitious, confident and dynamic organisation for the long term

AUDIENCES: BUILD BIGGER AUDIENCES AND DEEPER CONNECTIONS

KPIs by 2030:

> Welcome more than five million visits to our physical sites every year; Year-on-year growth achieved consistently to 2025/26 from a 2020/21 baseline

> Achieve the highest 'recommend' rating from a greater proportion of visitors at each museum than the average for the three years to 2018/19; increase the overall 'recommend' ratings (top two scores) year-on-year compared to a 2022–23 baseline

1.1 Rebuild visitor numbers

- Drive audience awareness and evolve visitor engagement, with a particular focus on loyalty and spend per head, so that we achieve pre-pandemic average levels of 5+ million visits across the group from 2025/26

- Enhance and protect brand and reputation among audiences, including effective communication of masterplan opportunities and impacts at each site

- Rebuild education group visits delivering to science capital principles, achieving pre-pandemic averages for the Science Museum by 2025–26, growing beyond this at our northern sites and launching the National Collections Centre (NCC) schools programme 2024

Visitor numbers actuals and future forecasts (000s)

Site	Pre-Covid 3-year average	2022/23	2023/24	2024/25	2025/26	2026/27
Science Museum	3,232	2,545	2,877	3,000	3,150	3,250
Science and Industry Museum	636	363	358	465	558	620
National Railway Museum	754	581	651	650	1,001	1,091
Locomotion	182	79	201	226	251	251
National Science and Media Museum	468	180	65	260	501	400
National Collection Centre	N/A	N/A	N/A	3.5	3.5	3.5
Total SMG	4,805	3,568	4,086	4,340	4,959	5,212

1.2 Cultural Programme

- Deliver site five-year temporary exhibitions programme and associated learning led events (driving visits during masterplan works) all informed by science capital principles, community engagement and including diverse global narratives

Site cultural programme highlights 2023–24

Science Museum:
- *Science Fiction* and associated programming until Oct 22 – Aug 23
- *Injecting Hope* and associated programming Nov 22 – Jun 24
- Permanent Power Up Jul 2023
- *Turn IT UP* Oct 23 – May 24
- *Zimingzhong* 自鸣钟 Feb 24 – Jun 24
- Jaxa Anniversary display case – Hyabusa Aug 23 – Oct 24
- NHS George Cross Medal Display Jul 23 – Dec 23
- New approach to Lates and Astronights
- Open for All events ongoing (Group-wide)
- Technicians programme for secondary schools and families
- Family and Accessible programming

Science and Industry Museum:
- *Turn It Up* Oct 2022 – May 2023
- Power Up Jun 2022 – 2024–25
- *Operation Ouch!* and associated programming July 23 – June 24
- Hawking Highlights Display May 23 – Jan 24
- Innovation in Rail Mar 24 – Feb 25
- NHS George Cross Medal Display Feb 24 – Jun 2024
- Revolution Manchester Gallery Display Update Mar 23 – Mar 24
- Outdoor interpretation pilot summer 2023
- Holiday programme offer for families and targeted programming including construction theme

National Railway Museum:
- *Flying Scotsman* Centenary Feb 23 – Jan 24
- *Flying Scotsman* Virtual Reality experience April – winter 2023
- *Innovation Platform* Jan 23 – Aug 24
- Curating for Change display Oct 23 – Apr 24
- Wonderlab learning programme for schools and families

Locomotion:
- *Flying Scotsman* Centenary Feb 23 to Jan 24
- *Innovation Platform* Jan 23 – Jul 24
- Hawking Highlights Display Mar 24 – Jul 24
- Gaunless Bridge Return Sep 23
- Holiday programme offer for families and targeted programming

National Science and Media Museum:
- ➤ *Giant Leaps* Feb 23 – Jun 23
- ➤ Hawking Highlights Display Feb – May 23
- ➤ Bradford Science Festival May 23
- ➤ Learning outreach programme
- ➤ Cinema offer (Pictureville to remain open during closure period)
- ➤ Widescreen Weekend Oct 23 incorporating external venues
- ➤ Yorkshire Games Festival Feb 24
- ➤ Bradford City of Culture Programme Planning

1.3 Masterplan

- Refresh and redevelop our galleries informed by science capital principles, including community engagement and diverse global narratives, contributing to local and regional communities

- Masterplan delivery during period of this plan:

  - ➤ Science Museum: Engineers Q1 2023/24; Power Up Q2 2023/24; Energy Revolution: The Adani Green Energy Gallery Q4 2023/24; Phase II Development
  - ➤ Science and Industry Museum: St John's Quarter Site Permeability trial 2023; Power Hall: The Law family Gallery Q4 2024/25; Revolution Manchester refresh programme 2023–24; Wonderlab development work
  - ➤ NRM/Locomotion: Station Hall re-interpretation Q3 2024/25; Wonderlab: The Bramall Gallery Q2 2023/24; Locomotion New Hall Q4 2023/24; Central Hall, Incorporating Futures Gallery Q3 2025/26; Phase 1 South Yard redevelopment Q3 2025/26
  - ➤ National Science and Media Museum: Sound and Vision Q3 2024/25; Sound and Vision Additional Works including work to existing lift and foyer
  - ➤ Science and Innovation Park (SIP): Open NCC Q3 2024/25

1.4 Reach beyond our walls - nationally and internationally

- Deliver schools outreach across all sites to support relationship building/income generation and at NSMM maintaining an offer in closure period.

- Deliver national and international touring programme, including *Injecting Hope* to India, China & UK 2022–25. Continue to add to blueprint packs portfolio.

- Continue to develop national and international partnerships to enhance reach and reputation including exploration of Birmingham City of Ideas project

Major masterplan and estate capital works impacting visitor offer*

Site	Activity	Timeline of works from 2023/24
Science Museum	West Hall: Roof replacement	Q1 – Q3 2023/24
	West Hall: Level 2 - Energy Revolution construction	Q1 – Q4 2023/24
	West Hall: Basement - Power Up construction	Q1 – Q2 2023/24
	East Hall: level 1 - Engineers construction	Q1 – Q2 2023/24
Science and Industry Museum	Power Hall conservation and reinterpretation	Q1 2023/24 – Q4 2024/25
	East End Capital Works	Q4 2023/24 – Q1 2025/26
National Railway Museum and Locomotion	Station Hall roof replacement and reinterpretation	Q1 2023/24 – Q3 2024/25
	Central Hall Enabling works and construction (city entrance closed)	Q1 2023/24 – Q3 2025/26
	Timber Dock closed for completion of roof replacement	Complete in Q1 2023/24
	Wonderlab	Q1 2023/24 – Q2 2023/24
	Mini-Rail	Q1 2023/24 – Q3 2024/25
	Ongoing Rail Vehicle Moves	Q1 2023/24 – Q4 2024/25
	Locomotion New Hall Construction	Q1 2023/24 – Q4 2023/24
National Science and Media Museum	Full site closure for masterplan and capital works	Q1 2023/24 – Q2 2024/25
	Galleries 3 and 5 closed for Sound and Vision works and fit out	Q1 2023/24 – Q4 2024/25
Science and Innovation Park	Open NCC Construction Works	Q2 2023/24 – Q3 2024/25

*This table highlights major activity and is not comprehensive

SUSTAINABILITY: ACT ON CLIMATE CHANGE AND SUSTAINABILITY

KPIs by 2033:

➢ Be on track for a 79% reduction in the absolute level of our direct and indirect carbon emissions from a 2019/20 baseline by 2033 in line with our commitment to Net Zero by 2033 following the Science Based Target Initiative (SBTi) to meet the Paris Agreement

2.1 Reduction of Scope 1&2 carbon emissions in line with Net Zero by 2033

We are working to achieve a 20% reduction in energy consumption per metre squared against our 2019 baseline by 2033. Actions during the period of this plan include:

- Develop a new Energy Centre at the Science and Innovation Park to deliver zero carbon emissions electricity for the group from 2027 (2023/24 business planning)

- Implement the Local Energy Action Plans, including a boiler replacement programme and invest to save projects for Mechanical and Electrical assets, where funding is available

- Delivery of carbon emissions reduction of 515 tonnes per year through the Power Hall decarbonisation project, to be realised following re-opening of Power Hall Q4 2024/25

2.2 Reduction of Scope 3 carbon emissions in line with our Net Zero target by 2033

- Implement the Local Sustainability Action plans for each of our 5 Museums & NCC collections site (including operations, estates, commercial, masterplan, exhibitions, retail, café, Imax) to enable us to reach Net Zero 2033

- NRM Central Hall delivered with low carbon objectives and a BREEAM Excellent rating

- Extend our work with suppliers to align our de-carbonisation journey across our supply chains, working with 20 new largest suppliers each year (10 Capital Goods and 10 Purchased Goods & Services)

- Reduce business travel through remote working and implementation of the new Sustainability Travel Policy, working to targets to be agreed summer 2023

- In line with the SBTi, commence a carbon removal pathway (all scopes) from 2030, including responsible investment in high quality gold standard carbon removals such as investing in native locally sourced tree planting

2.3 Enhancing biodiversity at our sites

- Plant 1,000 native locally sourced trees annually at the Science and Innovation Park with the Woodland Trust and work with local wildlife groups to improve the environment and biodiversity more widely

- Complete installation of sustainable, drought tolerant native planting schemes as part of Vision 2025 at York and Shildon to provide habitat, foraging and nectar for wild pollinators. Complete installation of Sustainable Drainage Systems at Locomotion reducing flood risk and supporting wildlife.

- By 2025 complete installation of native planting schemes at SIM as part of Upper Yard repairs, supporting the interpretation of the site's story

2.4 Deliver a decade of climate change programming

- Delivered through our public programme including exhibitions e.g Future of Food; festivals and events e.g. Climate Talks and the Manchester Science Festival; and our educational offer for families and schools e.g. half-term "powering the railways" activities

- Masterplans – create inspiring content on climate change and the energy transition to renewables and other clean sources of energy in the new climate change gallery on the Energy Revolution by 2023. Power Hall to tell the story of green energy by Q4 2024/25.

EQUITY: GROW SCIENCE CAPITAL THROUGH ALL WE DO

KPIs by 2030:

➢ Reach audiences that are more diverse and representative of the communities we serve; actions driven and monitored through Open for All plans that are reported annually

➢ Be an exemplar for inclusive employment practice in the museum/cultural sector by creating more career entry routes and pathways, and by influencing behaviours and infrastructure to enable a more inclusive approach to workforce: targets to be set and reported periodically

3.1 Create places that are open for everyone

Activity includes:

- Aiming to reach best practice on accessibility for digital platforms

- Continuing quarterly review of progress against recommendations from 2021 Access Audits, prioritising key actions within local site Action Plans

- Ensuring capital projects and gallery redevelopments continue to consider equity and diversity at all key project phases, with training support

- Improving communication of existing inclusive and accessible features online/onsite and develop new resources

- Reviewing and developing the welcome with Inspiring Service training

3.2 Engage everyone with science

Activity includes:

- Delivering Open for All blog series and online talks programme.

- Reviewing and expanding our accessible activity programme and delivering the Inclusive Displays Action Plan

- Delivering site-specific community engagement plans to reach and collaborate with underserved audiences most local to our museums

- A science capital informed approach taken across all our programming and gallery developments

- Delivering SMG Academy training programme and Early Years Learning project

- Leading the Bradford Digital Creatives partnership project

3.3 Grow a diverse workforce that reflects our communities

By 2026/27 achieve workforce diversity targets for the group

Activity includes:

- Showcasing the sector as a place for everyone via careers awareness

- Developing a programme of work-based opportunities, creating more entry routes into SMG including 20 internships through the *10,000 Black Interns programme* over summer 23 as well as other opportunities

- Changing our recruitment and selection practices to be more inclusive including Manager training, widened attraction methods and 'hire for potential' ethos

- Implement site volunteering development plans

3.4 Build an inclusive culture

Activity includes:

- Building inclusive knowledge, skills and behaviours through the Inclusion & Diversity curriculum and inclusive leadership training

- Deliver initiatives to encourage colleague participation, debate and discussion

- Measuring SMG's culture in relation to inclusion and belonging - wellbeing, engagement, retention

DIGITAL: SCALE UP DIGITAL REACH AND INNOVATION

KPIs by 2030:

➢ Have established a Digital SMG approach and capability that delivers vastly increased digital reach compared to 2020/21

➢ Continue collection digitisation programmes, including adding 26,000 items with images to Online Collection in 2023/24

We will deliver the SMG Digital strategy 2022/2024

4.1 Drive museum visits, amplify programmes and support income generation

• Harness digital communications tools to drive visits, engagement and income

• Deliver digital elements of site cultural programmes online and in gallery

• Launch a new online learning resource 2023–24 through the One Collection programme to allow children to make use of our collection.

4.2 Build a Digital SMG to multiply reach

• Pilot new video-led digital content strategy acting as the catalyst for a transformational increase in reach and digital delivery of SMG's mission.

• Further extend reach through digital learning offer: Deliver Disney X Technicians project – developing a digital careers experience for secondary schools; Expand content on Wonderlab+ family website year on year for next 3 years

Visits to SMG Digital Content Actuals and Forecast (Millions)

2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 (Forecast)
5	6.3	7.5	7.1	10	10.6

4.3 Curate the world's greatest science collection online

• Publish 26,000 digitised collection items on Collections Online in 2023/24 including through One Collection internal moves, Fox Talbot collection and Google Blythe House Digitisation work

• Establish the foundations of digital preservation to enable it to become a business-as-usual activity starting with the procurement and implementation of an integrated Digital Preservation System by 2025/26

• Deliver digital collections research projects with the aims of enhancing access to and understanding of collections including the Communities and Crowds citizen science project and the Congruence Engine project linking national collections. Seek out new funding opportunities and collaborations to maximise opportunities for developing collections documentation and linkage.

• Deliver 'Curators of Tomorrow' 5-year project to develop 3x digitally focused positive action traineeships from non-traditional and diverse backgrounds

COLLECTION: SUSTAIN AND ENHANCE THE COLLECTION

KPIs by 2030:

➢ Increase proportion of collection housed in appropriate conditions establishing baseline 2022/23

➢ Manage and reduce potential risks inherent in the collection by increasing the proportion of the collection with a current hazard record, establishing baseline 2022/23

5.1 Complete the One Collection project

- All collections relocated to the NCC and Blythe House vacated by the end of 2023. Blythe House returned to DCMS by end of March 2024

- Building One fully occupied by end of 2023. Blythe House objects fully unpacked and NCC objects moved in. Continue with object processing in hangars at NCC and plan consolidation of objects for 2024.

- Deliver Collections Online 2.0 project by Q1 2024/25 and continue collections information work to support moves and digital outputs

- Deliver the Open NCC project facilitating colleague access and establishing a successful visitor experience for researchers, schools and public tours from 2024

5.2 Deliver a further phase of collection storage improvements

- Understand storage status and need across SMG by June 2023

- Deliver some improvements to storage at NCC to be delivered through the SIP Estates Programme. See Resilience.

- Manage the Monotype Collection move to NCC by September 2023

- Deliver the next phase of our Collections Review programme 2023/24 to 2025/26 freeing up storage space

5.3 Continue collections acquisition, research and conservation

- Deliver acquisitions programme including completion of Covid collecting project 2023; commencement of NRM HS2 Collecting Project; and acquisitions to enhance future Space Displays, NSMM Sound and Vision gallery and SIM City of Ideas.

- Deliver our research programme including studentships and digital research projects and achieve grant income targets

- Deliver conservation activity including conservation requirements in support of the public programme; Masterplan activity and the Asbestos Remediation of rail vehicles project to 2026

5.4 Deliver archives and libraries strategy

- Implement Group-wide Archives and Libraries Strategy over 2023/24 and 2024/25 including user satisfaction reporting

RESILIENCE: THRIVE THROUGH CHANGE

KPIs by 2030:

➢ Have a more resilient funding model with diversified income streams and improved financial awareness throughout the organisation.

- Unrestricted non-GIA income to be more than 50% of our total unrestricted funding

- Collaborative budgeting and planning processes to deliver internal forecasting with an accuracy of +/- 5%

6.1 Grow commercial income

Achieve at least £5.4m Enterprise profit 2023/24, continuing to out-perform pre-pandemic levels with further growth to over £7m by 2026/27 aided by increased visitor numbers, uplifts in spend per head and expanded and refreshed daytime conference facilities.

Key initiatives include:

- SM permanent charged for Power Up gallery achieving income targets from launch July 2023

- 2023 Promotion of the Flying Scotsman centenary commercial offer across onsite activity through a new VR experience, retail product range sold onsite, online and wholesale, licensed merchandise and commence production on new major TV documentary

- As part of Vision 2025, deliver capital project investment programme for new commercial activities, including an expansion focused on our retail and catering operations

- Achieve target income from NRM Wonderlab following summer 2023 opening

- Expand and invigorate our daytime venue hire business in Manchester, Bradford and York from 2025

- Grow our profitability from our cultural and creative partnerships activity

6.2 Grow development income

Develop a more resilient funding model with diversified income streams. Grow development core income (unrestricted and non-capital budget relief) to c.£7.9m in 2023/24. Key initiatives include:

- Grow core Philanthropy income to £2.8m in 2023/24

- Prioritise fundraising for Learning activity across the group

- Continue building capacity for international fundraising

- Use networks to increase the value of central government fundraising

6.3 Develop the Science and Innovation Park

We will progress the Science and Innovation Park vision, with mission-aligned proactive ventures; advancing projects that promote sustainability, engagement with science, and other central SMG mission tenants. Achieve income targets for 2023/24 onwards with initial tenants secured and the pipeline for future growth.

6.4 Make best use of our assets

- Implement the strategic asset management plan through an agreed 3-year programme of activity for identified building assets. Focus in 2023/24: SIM Station Masters House, 1830 Warehouse and Goods Office; NRM Mineral Office, Stables and Weighbridge Office and opportunities for partnership working as part of York Central; and Locomotion historic end of site.

- Complete shared entrance operating agreement between SMG and The Factory

- Review the SMG Accommodation Strategy and expand this to 'Space Utilisation'

6.5 Improve the performance, condition and capability of the estate

Implement year two of our three-year capital maintenance plan addressing operational and conservation lead backlogs. Key works for the period to 2024/25:

- Improvements to the fabric of our buildings including roof replacements for: SM West Hall; NRM Timber Dock; NRM Station Hall; North Shed and Workshop, SIM New Warehouse; NSMM main building

- Conservation lead fabric repairs to our buildings including NRM Goods Office; SIM New Warehouse, Gantry, Upper Yard and Viaduct

- NSMM capital works in support of Sound and Vision including improvements to the AHU

- SIP, fit out of Building Two and fabric works to D2 and C1 hangars

- Other general repairs, maintenance work to the mechanical and electrical equipment.

- Maintaining and upgrades to security and life safety systems

- Other works in support of Vision 2025 delivery at NRM and Locomotion

6.6 Improve our financial management framework

- Improvements 2023/24 include roll out of monthly monitoring process of staff establishment; creating a 'reserves commitments' report; and developing a monthly process to capture 'fully loaded' project delivery costs.

- Review our major project delivery plans at each site, highlighting dependencies and management choices.

- Scope operating model for the Group post-2025.

6.7 Utilise technology to achieve SMG's objectives

- Key delivery projects include SMG network data centre server renewal by Sep 2023; renewal of Local Area Network (LAN) facilities group-wide by 2024; Wi-Fi Refresh Phase 2 2023/24; and Teams and SharePoint Integration 2023/24

- We will make best use of data and metrics, embedding use of the Management Information Hub 2023/24

6.8 Deliver our People and Culture strategy

We will deliver the four strands of the People and Culture strategy:

- Shape the post pandemic workplace – embed a permanent hybrid working model Q1 23/24.

- Advance inclusion, diversity and belonging – see Equity section

- Enhance organisational health – continue to deliver the employee engagement action plan; continue to develop leadership/management training.

- Enable fair reward and recognition – undertake benefits review 2023/24

STRATEGIC KPIS

Audience

By 2030: Welcome more than five million visits to our physical sites every year; Year-on-year growth achieved consistently to 2025/26 from a 2020/21 baseline

Annual target 2023/24:

Science Museum	Science and Industry Museum	National Railway Museum	National Science and Media Museum	Locomotion	Science Museum Group Total
2,877k	358k	651k	201k	65k	4,151k

Achieve the highest 'recommend' rating from a greater proportion of visitors at each museum than the average for the three years to 2018/19; increase the overall 'recommend' ratings (top two scores) year-on-year compared to a 2022/23 baseline (recommendation scored on a 5-point scale)

Annual target 2023/24:

Science Museum	Science and Industry Museum	National Railway Museum	National Science and Media Museum	Locomotion	Science Museum Group Total
68%	53%	65%	89%	55%	N/A

Sustainability

Be on track to achieving a 79% reduction in the absolute level of our direct and indirect emissions from a 2019/20 baseline in line with our commitment to net zero by 2033

- Annual target 2023/24: Progress will be captured in annual reporting showing where SMG are on the trajectory to net zero carbon by 2033.

Reduce Scope 1&2 emissions achieving a 20% reduction in energy consumption per metre squared against 2019 baseline by 2033.

- Annual target 2023/24: Progress will be captured in annual reporting and compared to 2021 baseline.

Equity - workforce

By 2026/27 increase BAME representation to minimum 20% from baseline of 11 % 2021

By 2026/27 increase disability representation to minimum 12% from baseline 7.3% 2021

- Annual target 2023/24: Progress will be captured in annual reporting and compared to 2021 baseline.

Digital

Increase visits to SMG digital content.

- Annual target 2023/24: 10.6 million visits

Increase No. of collection items with image online

- Annual target 2023/24: 26,000

Collection

Increase proportion of collection housed in appropriate conditions

Manage and reduce potential risks inherent in the collection through increasing proportion of collection with a current hazard record

- Annual targets 2023/24: Target to be established following 22/23 baseline results

Resilience

Unrestricted non-GIA income to be more than 50% of our total unrestricted funding

- Annual target 2023/24: Unrestricted non-GIA income 52% of our total unrestricted funding (£41.1m unrestricted income + £37.6m operational GiA)

Collaborative budgeting and planning processes to deliver internal forecasting with an accuracy of +/- 5%

- Annual target 2023/24: Achieve accuracy within 5% of forecast by final two quarters of the financial year

TOP STRATEGIC RISKS FROM SMG PRINCIPAL RISK REGISTER

Financial sustainability (Rank 1)

Mitigations: 4-year budgeting-cycle; re-establishment of income strategy as post Covid operating model established; expenditure monitoring/more regular reforecasting; reserves and in-year contingency; budget based on CSR settlement

Cyber security (Rank 1)

Mitigations: Firewall and penetration scanning; ethical fishing exercises conducted regularly; inbound email scanning; cyber essentials training and compliance maintained

Historic under-investment in infrastructure - both physical and digital (Rank 3)

Mitigations: Deliver urgent capital investment plan; Ten-year capital investment plan maintained; Masterplan projects to include estate remediation works; upgrade of desktop estate and move to remote working; Digital Strategy to rationalise web estate, improve access to collections and improve user experience

Failure to care for, manage and develop the collection (Rank 3)

Mitigations: Collections accessions and management processes; collections audit process; collections review; transfer of objects to Building ONE; Masterplan for NCC to address storage / collection risks; improved collections management systems and documentation through One Collection programme

Adverse publicity and protest (Rank 3)

Mitigations: Clear communications plan maintained for exhibitions programme and funding arrangements; procedures maintained covering the response to protest.

Supply Chain and Price Inflation (Rank 3)

Mitigations: Review of inflationary pressures budget process and allowance for forecast price increases; Regular monitoring of full-life project outturns to capture project-specific risks; Procurement processes used to support successful tender activity and to increase engagement with suppliers.

Staff engagement and turnover levels (Rank 3)

Mitigations: Implement published action plan and communicate improvements made to colleagues; develop longer-term pay and reward strategy; benchmarking pay/benefits; Improve workforce planning and apply greater consistency across the Group regarding spend on staff resources.