

# SCIENCE MUSEUM GROUP

Annual Report and Accounts 2021–22

Science Museum, London

Science and Industry Museum, Manchester

National Railway Museum, York

Locomotion, Shildon

National Science and Media Museum, Bradford

National Collections Centre, Wroughton

SCMG Enterprises Ltd

# SCIENCE MUSEUM GROUP

Annual Report and Accounts 2021–22

Presented to Parliament pursuant to Section 9(8) of the Museums and Galleries Act 1992

Ordered by the House of Commons to be printed 19 January 2023

HC 951



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Any enquiries regarding this publication should be sent to us at Science Museum, Exhibition Road, London SW7 2DD

ISBN 978-1-5286-3676-6

E02789204 01/23

Printed on paper containing 40% recycled fibre content minimum

Printed in the UK by HH Associates Ltd. on behalf of the Controller of His Majesty's Stationery Office

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# 1. SCIENCE MUSEUM GROUP

## Chair's Foreword

In May 2021, we reopened the doors at all five museums in the Science Museum Group and were delighted to welcome 2,327,000 visitors over the 11 months to March 2022. This was a considerable increase on the 360,000 achieved in the previous year when the impacts of COVID-19 were at their peak.

Among the exhibitions we have mounted over the year, Cancer Revolution: Science, Innovation and Hope had particular meaning for me, having been successfully treated for bladder cancer in Addenbrooke's Hospital, Cambridge, in 2011. Produced by colleagues from across the Science Museum Group, with support from expert partner Cancer Research UK, and several funders, this world-first exhibition opened in our stunning new exhibition space in the Science and Industry Museum, Manchester in October 2021. It sums up how far we have come in replacing dread with hope and makes the point that, by helping us understand the world, science gives us the power to change our destiny.

When it comes to the greatest threat that we all now face, that of climate change, I am optimistic that science will rise to the challenge. The opening of Amazônia demonstrated the Group's commitment to raising awareness of the impact of climate change. This exhibition, which showed the unique and fragile beauty of the Amazon through Sebastião Salgado's stunning photographs, welcomed 86,000 visitors at the Science Museum in London and the Science and Industry Museum.

At our Science and Industry Museum in Manchester, the Power Hall project, which skilfully fuses an existing industrial heritage building with the latest sustainable technologies, is nearing completion. The restoration of the Grade II listed building was made possible thanks to a £4.3 million award from the Government's Public Sector Decarbonisation Scheme delivered by Salix Finance. This will position zero-carbon technologies as part of the visitor experience and create a sustainable museum for the future.

We have also continued to invest in and plan for the future of the Group. Vision 2025 is our ambitious plan to transform Locomotion, our museum in Country Durham, and to turn the National Railway Museum into the cultural anchor of York, as well as a world-class visitor attraction. Work has commenced on both Central Hall in York and New Hall at Locomotion, delivering on our vision to reinvigorate our heritage buildings, provide impressive open green spaces and embed our museums at the heart of their communities, as well as creating new jobs and diversifying our volunteer team.

Continuing our recovery from the pandemic, the National Science and Media Museum opened its eagerly anticipated Sound Season in July 2021. This launched with two free exhibitions, Sonic: Adventures in Audio and Boom: Experiments in Sound. These were accompanied by a series of special events and an associated cinema programme, celebrating iconic sound technologies and pioneers.

As a Group, we continued to harness the potential of digital, maintaining the momentum we built during the national lockdowns. Colleagues in our One Collection project increased the number of collection items with images accessible online by over 33,000 and we saw visits to our website increase by two thirds.

We are grateful to the sponsors, funders and supporters who continued to work with us, from the Department for Digital, Culture, Media & Sport to the Arts and Humanities Research Council and the Wellcome Trust, as well as many generous individuals.

I would also like to express my thanks to those trustees who left the Group this year – Dr Jo Foster, Dr Hannah Fry and Dame Fiona Woolf. I am very grateful for the support, guidance and counsel they have offered in their time as trustees, and I wish them every success in their future endeavours.

With the revision of our Inspiring Futures strategy in May 2022 we have updated and recommitted to core principles that, together with our values, guide our approach to curation of our collection, caring for our visitors, and help us to capitalise on the unique opportunities we have as collections-based museums that straddle sciences and arts.

As I write this, we are welcoming visitors to experience a new way of connecting with science and inspiration through our exhibition Science Fiction: Voyage to the Edge of Imagination, which opened this autumn at the Science Museum.

Alongside this we are also celebrating the centenary of the BBC across the Group led by our Switched On exhibition at the National Science and Media Museum, which opened in the summer.

Whilst the coming year will hold its share of challenges; from the rising cost of living to growing uncertainty around the world, our colleagues, volunteers and supporters have shown that collectively we have the knowledge, skills and determination to achieve remarkable things. I am certain that we will continue to thrive.

## Purpose and objectives

The Science Museum Group is devoted to the history and contemporary practice of science, medicine, technology, industry and media. Its collections form an enduring record of scientific, technological and medical change. They are the largest, most comprehensive and most significant in their field anywhere in the world. The Group incorporates the Science Museum, the Science Museum Library and the Wellcome Collections of the History of Medicine in South Kensington; the Science and Industry Museum in Manchester; the National Railway Museum in York and Locomotion in Shildon; and the National Science and Media Museum in Bradford. Collections stores are located at the National Collections Centre in Wroughton, Wiltshire, and Blythe House in West Kensington, London.

As defined in the 1983 National Heritage Act, the Science Museum Group's charitable objectives are to:

- Care for, preserve and add to the objects in its collections,
- Secure that the objects are exhibited to the public,
- Secure that the objects are available to persons seeking to inspect them in connection with study or research, and
- Generally, promote the public's enjoyment and understanding of science and technology and of the development of those subjects, both by means of the Board's collections and by such other means as they consider appropriate.

The vision and mission for the Group, as agreed by the Board of Trustees of the Science Museum in December 2016, are set out in section 2 below. These take due regard of the Charity Commission's general guidance on public benefit and inform all decision-making, future planning and strategic priorities.

## History and organisation

The Science Museum has its origins in the South Kensington Museum set up soon after the Great Exhibition of 1851. The South Kensington Museum was reorganised as the Victoria and Albert Museum and the Science Museum in 1909. The Science Museum expanded outside London and the National Railway Museum, which opened in 1975, was established as a result of the transfer of the British Transport Commission's railway collection to the Board of Trustees of the Science Museum. The National Railway Museum at Shildon was opened in 2004 in partnership with Sedgefield Borough Council. On 1 December 2017 the operational responsibility for the museum transferred fully to the Science Museum Group. The National Science and Media Museum was established in 1983 as the National Museum of Photography, Film & Television, with the support of Bradford City Council. The National Collections Centre in Wroughton, based on a former Second World War airfield, was made available to the Science Museum by the Ministry of Defence in 1979. This year we agreed to rename the site as a whole,

the Science and Innovation Park, of which the National Collections Centre forms a central part. The Science and Industry Museum, formerly the Museum of Science and Industry, opened in 1969 as the North-western Museum of Science and was registered as a charity in 1987; it joined the Science Museum Group in 2012.

## Legal status and Group structure

The Board of Trustees of the Science Museum is the corporate body of the Science Museum Group and was established under the National Heritage Act 1983. Until 1984, the Group was managed directly by Government, when it ceased to operate as part of a Government department. It now has the status of a non-departmental public body (NDPB), operating within the public sector but at arm's length from its sponsor department, the Department for Digital, Culture, Media & Sport (DCMS). These accounts fulfil the requirements of the 1983 Act and the Museums and Galleries Act 1992. The Science Museum Group is an exempt charity under Schedule 3 of the Charities Act 2011, with DCMS acting as its principal regulator for charity law purposes and is recognised as charitable by HM Revenue & Customs.

The Group has a wholly owned subsidiary trading company, SCMG Enterprises Ltd (company registration no. 02196149), set up in 1988 and operating across all the Group's museums. The company's principal activities are general retailing (through both on-site and online channels), the operation of cinemas and interactive simulators, catering, corporate hire, brand licensing, image sales, publishing and sponsorship of commercial exhibitions.

## Museum addresses

### Science Museum

Exhibition Road  
London  
SW7 2DD

### Science and Industry Museum

Liverpool Road  
Castlefield  
Manchester  
M3 4FP

### National Railway Museum

Leeman Road  
York  
YO26 4XJ

### Locomotion

Shildon  
County Durham  
DL4 2RE

### National Science and Media Museum

Pictureville  
Bradford  
BD1 1NQ

### Science and Innovation Park

Hackpen Lane  
Wroughton  
Swindon  
SN4 9LT

## Company addresses

Entity	Registered number	Registered office
SCMG Enterprises Ltd	02196149	Science Museum Exhibition Road London SW7 2DD

## List of Science Museum Group advisers

	Science Museum Group	SCMG Enterprises Ltd
Auditors	Comptroller and Auditor General National Audit Office 157–197 Buckingham Palace Road London SW1W 9SP	PKF Littlejohn 1 Westferry Circus Canary Wharf London E14 4HD
Bankers	Barclays Bank plc Floor 27 1 Churchill Place London E14 5HP	Barclays Bank plc Floor 27 1 Churchill Place London E14 5HP
Solicitors	<p>The Group draws advice from a range of solicitors by sector, which this year included:</p> <p>Bates Wells Braithwaite CMS Cameron McKenna Nabarro Olswang Farrer &amp; Co. Fladgate LLP Hansel Henson Mills &amp; Reeve LLP</p> <p>The Group also has access to other legal firms on the London Universities Purchasing Consortium panel.</p>	



## 2. ACHIEVEMENTS AND PERFORMANCE

### Science Museum Group strategic objectives

Each museum within the Science Museum Group has its own distinct identity and remit, but the Group also recognises the opportunities it has as a group and its capacity to be greater than the sum of its parts. The Science Museum Group has a Group-wide vision and mission, together with seven Group-wide strategic priorities, which provide the framework for activity across the Group up to 2030.

#### Group vision

**A society that celebrates science, technology and engineering and their impact on our lives, now and in the future.**

#### Group mission

We inspire futures by:

- **Creative exploration of science**, technical innovation and industry, and how they made and sustain modern society.
- **Building a scientifically literate society**, using the history, present and future of science, technology, medicine, transport and media to grow science capital.
- **Inspiring the next generations** of scientists, inventors and engineers.

#### Focus of each museum

- The Science Museum explores the science, technology, engineering, mathematics and medicine that shape our lives.
- The Science and Industry Museum explores how ideas can change the world, from the Industrial Revolution to today.
- The National Railway Museum and Locomotion explore the huge impact of railways on Britain and the wider world.
- The National Science and Media Museum explores the transformative impact of image and sound technologies on our lives.

#### Group values

- **Think big.** Thinking big is acquiring Tim Peake's Soyuz capsule and touring it around the whole of the UK. It is knowing that science doesn't stand still and making sure that we don't either. Thinking big is about being bold, nimble and adventurous. It's celebrating success, then pushing ourselves to do more.
- **Reveal wonder.** Science affects every aspect of our daily lives, but not everyone sees its impact. From the playful simplicity of feeling friction in action on *Wonderlab's* slides to the thrill of seeing a loco in steam, we unlock complex ideas and open doors to understanding the beauty of science.
- **Share authentic stories.** We bring integrity and scholarship to everything we do. Part of being expert is always being open to new ideas or fresh perspectives. We're engaged, provocative and relevant. We share our knowledge and tell extraordinary stories that bring our collection to life.
- **Ignite curiosity.** We provide the spark, firing imaginations with passion and expertise. We give people the resources, the skills and the confidence to take their curiosity to the next level. We encourage our visitors to get stuck in and to be creative.
- **Open for all.** We want everyone to feel welcome in our museums – whether they're joining our team, visiting us for the first time or working alongside us. We're friendly, straightforward and accessible. We work hard to find ways to bring science to life for all our different audiences.

### Strategic priorities

The Science Museum Group's long-term strategy, *Inspiring Futures 2017–2030* ([www.sciencemuseumgroup.org.uk/wp-content/uploads/2020/05/SMG-Inspiring-Futures-May-2020.pdf](http://www.sciencemuseumgroup.org.uk/wp-content/uploads/2020/05/SMG-Inspiring-Futures-May-2020.pdf)), was first published in 2017. In October 2019 the Trustees carried out a light-touch interim review of the strategy, which was reissued in 2020.

At the end of 2020 we initiated a more substantive review of *Inspiring Futures*, five years after its first publication and meeting the commitment in the original document. This took a deeper and wider approach, including review of the strategic priorities themselves. The enormous, worldwide impact of the COVID-19 pandemic meant the review was

even more challenging than anticipated, with much uncertainty. Despite this, our fundamental mission and values remain constant – we exist to inspire futures.

For the purpose of this report, activity is structured against the strategic priorities we have been working towards this year, as set out in the earlier Inspiring Futures 2017–2030. Next year we will report against the updated priorities described in Inspiring Futures 2022–2030, and published May 2022.

Nine key priorities drove Science Museum Group activity in 2021–22.

The first three priorities – science capital, audiences and collections – are designated as core priorities, fundamental to our statutory responsibilities and all we do. The next four – international, estate, digital and income – may be considered as supporting priorities. These are the areas in which a need for significant growth or change has been identified, even where the activity might otherwise be seen as ‘business as usual’.

The interim review carried out in 2019 updated the narrative, reflecting achievements to date, and recognised two rising priorities which have increased in significance since publication – sustainability and our people. The nine key priorities that drive Science Museum Group activity are therefore:

### Core priorities

1. Grow **‘science capital’** in individuals and society.
2. Grow our **audiences** and exceed their expectations.
3. Sustain and grow our **world-class collection**.

### Supporting priorities

4. Extend our **international reach**.
5. Transform our **estate**.
6. Harness the potential of **digital**.
7. Increase **income**.

### Rising priorities

8. Sustainability
9. People

The priorities underpin all of the Group’s work and the annually updated plan is structured around them. Our achievements and performance are set out against these priorities and their associated actions.

### Relationship to charitable objectives and financial statements

The Group seeks to achieve its statutory charitable objectives by delivering on its strategic objectives for the period to 2030. The three core priorities may be roughly mapped against the four charitable objectives as outlined below; each strategic objective is described in shorthand terminology in the financial statements as shown. The supporting priorities support the achievement of charitable and strategic objectives in a variety of ways and cannot be mapped directly to one or more of the other categories.

Charitable objective	Strategic priority	Financial statement description
Care for, preserve and add to the objects in its collections	Sustain and grow world-class collection	Care for and research into collections
Secure that the objects are available for study or research		
Generally promote the public’s enjoyment and understanding of science and technology	Grow science capital	Science education and communication
Secure that objects are exhibited to the public	Grow audiences and exceed expectations	Visitor services

The strategic review is structured with reference to the strategic priorities; the financial statements that follow use the financial statement descriptions for easier comparison with previous annual reports.

## Assessment of performance against plan

The Science Museum Group Plan lays out deliverables that are required to achieve the strategic objectives. Progress against the plan was reviewed biannually by the Group Executive and by the Board of Trustees. The 2021–22 plan included 48 headline deliverables, of which 29 were rated green, 15 amber and 4 red against original deliverables, according to the scale below. More detail is provided in each of the sections that follow.

### RAG rating definitions

Blue	Yet to start/still in planning phase/too early to tell if on track
Green	On track to meet timescales or target metrics and within budget
Amber	Delayed but will be completed within three months of agreed timescales, less than 15% short of target metrics; forecast no more than 5% over budget
Red	Delayed over three months beyond agreed timescales or greater than 15% short of target; forecast more than 5% over budget

Each section then discusses specific achievements against the longer-term elements of the overall strategic objective.

## Grow 'science capital' in individuals and society

By 2030:

- We will be recognised as being of strategic importance to the UK STEM agenda and sought out by policymakers, funders, peers and partners.
- We will reach many more people beyond our walls through outreach and new programmes, including through national and international partnerships, compared with the 2014–15 baseline.
- The Science Museum will remain the number-one UK museum destination for school groups.
- Our online learning resources will be highly regarded for quality and widely used throughout the UK and around the world.
- Our museums will be key destinations for adult audiences.

### Grow 'science capital' in individuals and society RAG

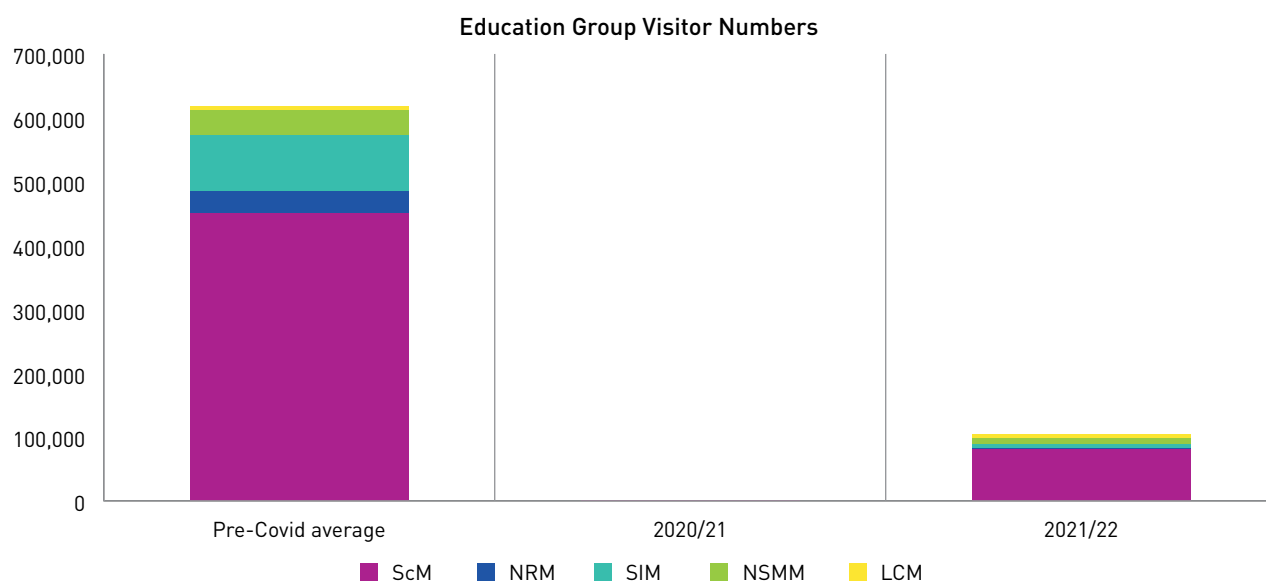
1.1 Use the principle of science capital to shape learning content and programmes	Green
1.2 Reach many more people beyond our walls	Red
1.3 Deliver a successful <i>Wonderlab</i> and early years offer	Green
1.4 Introduce maths and computing activities at all sites	Green
1.5 Support teenagers in future career choices	Green

*The Group exceeded its targets in relation to educational visits and delivered the Science Museum Group Academy targets. Outreach sessions remained paused to enable a focus on rebuilding education groups on site. Family activities relating to climate change were launched this year. The Group's Open for All Plan is being implemented and target community groups engaged with*

## Detailed achievements

### 1.1 Use the principle of science capital to shape learning content and programmes

#### Rebuilding booked education groups



In 2020–21 the global pandemic had a catastrophic effect on visits by education groups to our sites, with just 500 recorded. Closures and a reluctance of schools to plan trips resulted in very few schools and other education providers scheduling off-site visits. This year we have sought to rebuild these education group visits. Despite periods of closure, restricted opening days and reduced capacities we achieved 17% of pre-pandemic averages (3 year average of financial years 2017–18, 2018–19, 2019–20) of c.600,000. With much uncertainty remaining we took a relatively cautious approach to our forecasts for 2021–22. During the course of the year we achieved almost double our original forecast and one-third more than our revised forecast (based on increased capacity). Education group visits have grown in volume over the course of the year as confidence has returned, with March 2022 achieving 40% of average pre-pandemic March performance. Education group visitor volumes are expected to continue to increase as we build back to seven-day opening.

## Deliver the Academy of Science Engagement

The Academy was set up to address the challenge of low engagement with science and tackle the STEM (science, technology, engineering and mathematics) skills shortage. The Academy provides research-led STEM engagement training, support and resources for teachers and museum and STEM professionals. This financial year we trained 1,676 teachers, museum practitioners and STEM professionals through online and in-person provision, and exceeded our funder targets for the academic year 2020–21. We have successfully secured a further fourth year of funding.

We also set out to explore the promotion of the Academy internationally and generate consultancy income. We established a broader training product made up of our core science engagement expertise delivered by the Group's Academy team and wider continuing professional development on museum practice. While the majority of our international commercial work was still impacted by the global pandemic, we did secure £68k worth of income for such services. We aim to grow income from our new training offer in 2022–23, promoting the product internationally.

## Deliver programming addressing sustainability and climate science including new activities for families and schools

Climate-themed family programming was put in place this year, launching in July with an initial focus on activity across the school summer holidays. Activity included exploring how the railways of the future might be powered at the National Railway Museum, with 10,000 visitors taking part in activities, and over 11,000 visitors taking part in climate-themed family activities linked to the *Our Future Planet* exhibition at the Science Museum. The Manchester Science Festival weekender featured activities from industry partners and showcased the latest climate technology. Over the three days more than 4,000 people took part. At the National Science and Media Museum, climate and sustainability formed part of Bradford Science Festival as well as being an optional theme for school groups.

Our Climate Talks series completed with 15 online events between January and December 2021. It featured 70 speakers in total joining us from Austria, Canada, India, Kenya, Kiribati, Nicaragua, Uganda, the UK and the USA. These events were watched by over 6,000 viewers live and by 28,000 viewers in total via our YouTube channel. A new BBC Learning climate-themed online lesson for schools was delivered at the National Railway Museum as part of an ongoing relationship with the BBC. It explored the environmental impact that the growth of the railways has had, and how engineers are working to make rail travel greener.

## Develop the schools and families learning offer for the National Collections Centre in 2021–22, for delivery in 2023–24

From 2024 the National Collections Centre (NCC), with its new purpose-built storage facility, will open for researchers, schools and public tours with the ambition to welcome 15,000 visitors per annum. Logistical plans for running school and family events are in place along with a concept for schools digital learning resources. Further research and planning will be taking place as part of the Open NCC project commencing 2022.

## Deliver the Open for All Plan for visitors from 2020–21 to 2022–23

'Open for all' is one of the Science Museum Group's five core values; we want everyone to feel welcome in our museums – whether they are joining our team, visiting us for the first time or working alongside us. The Open for All Plan is based on four pillars of activity:

- Grow a diverse workforce
- Build an inclusive culture
- Create places that are open for everyone
- Engage everyone with science

### *Create places that are open for everyone*

Under this pillar we seek to include both physical and intellectual accessibility and ensure that we continue to tell a range of narratives and stories at our sites and with our collections online that reflect diversity and inclusion. Highlights include the installation of a Changing Places toilet at the Science Museum, the National Science and Media Museum and the Science and Industry Museum, with an ambition to install at the remaining sites by 2025. We have completed our site access audits and are working through the recommendations, which range from 'quick wins' such as rehanging of inaccessible leaflet displays to a more in-depth review of our hearing loop systems across the Group.

We continue to embed the principles of our Access and Equity Frameworks by 'working in partnership to make change happen'. During this period we consulted with Autism in Museums and autistic adults and families to create a visual story for the Science Museum, which will help visitors familiarise themselves with the site before they arrive. We are gathering content and will launch visual stories at the other four museums in 2022–23. We have also worked closely with disability-led access consultants and advisory groups to steer Vision 2025 at the National Railway Museum and across a range of gallery Masterplan projects.

### *Engage everyone with science*

Our public programming plays a key role in ensuring we present a range of voices. Since April 2021 we have run three more events as part of our Open Talk series. One example of these was a discussion around the European Space Agency's bid to recruit the world's first parastronauts. These events have attracted 2,619 views

on the day and via online recordings. We also published a further 11 blogs in our Open for All blog series, from celebrating International Day of Women and Girls in Science, to unearthing LGBTQ+ stories in our collections. Our Early Birds sessions relaunched at the Science Museum and Locomotion during this period. These enable audiences who prefer to visit outside the hustle and bustle of public opening hours to visit in a more relaxed and accessible museum environment.

We have sought to ensure that all Science Museum Group colleagues have access to a range of science capital and open for all training so that this becomes embedded throughout our work. We have updated our guidance for colleagues in Engaging All Audiences with Science, created a new science capital hub on our colleague intranet, updated our science capital training and launched new 'reflective practice' training.

Information around our work in relation to the other strands of the Open for All Plan can be seen under the 'People' section of this report.

## 1.2 Reach many more people beyond our walls

### **Reach underserved local audiences as defined in each museum's local community engagement plan**

Community engagement plans are in place for all sites. While the detail and delivery of these differ based on local contexts and partnerships, they are all informed by our Access and Equity Frameworks, Learning Strategy and site-specific visitor plans. Through this work we explore how a national museum group, with an international reputation, can feel like a 'neighbour', a place where local people are at home and have a sense of belonging. During this period we worked in close collaboration to ensure local people's experiences and ideas are reflected back across our sites. Examples include National Railway Museum Community Partnerships and *Wonderlab* teams partnering with two local young people's charities to inform the design of two permanent exhibits for the new interactive gallery opening in May 2023. At the Science and Industry Museum we worked with creative writing groups at a local cancer support centre to create 'In Our Own Words', a collection of poems displayed within the *Cancer Revolution* exhibition. We have also found moments of celebration with partners who span age groups, from Bradford festival days for families in the BD3 and BD5 postcode areas, to a celebration of older people as part of the national Silver Sunday, where we worked with dementia groups from boroughs local to the Science Museum – Kensington and Chelsea, and Westminster.

### **Rebuild visits to the Science Museum learning outreach events and introduce new schools outreach programmes at all sites**

In 2019–20 the Science Museum-based Outreach team reached almost 59,000 people at schools, community venues and festivals. In 2020 we were unable to deliver our usual schools and communities outreach programme.

We had originally planned to start rebuilding this in 2021–22 but it became clear we needed to focus on building up education group visits to our sites first. Our STEM Ambassadors programme has, however, continued. The Group runs the contract on behalf of STEM Learning for the STEM Ambassador Hub in the trans-Pennine region. The Hub manages around 1,300 approved STEM Ambassadors across Greater Manchester, West Yorkshire and North Yorkshire. The teams support these volunteers to engage young people aged 5–19 in schools, in community groups and at our northern museum sites with STEM careers. This year the Trans-Pennine Hub delivered both digitally and in person, facilitating over 8,000 hours, reaching 32% of primary schools, 85% of secondary schools and 93% of further education institutions in the region.

### **Deliver Bradford Science Festival 2021**

Bradford Science Festival 2021 was delivered over nine days during October half term at the National Science and Media Museum, the Broadway, Kirkgate Shopping Centre, City Park, Shine West Bowling and Laisterdyke Library and Community Centre. Almost 11,000 people took part, exceeding targets. It is the aspiration of the festival to reach a visitor profile which matches its location. The number of festival visitors to the museum from a BAME background was lower than the pre-COVID average, but the community events reached a significant proportion of people with a BAME background. Community engagement projects included two festival days in BD3 and BD5 venues. We printed 5,000 Science at Home packs and distributed them across BD3, BD5 and Batley, and there were a small number of radio shows and interviews, and several online workshops. A survey showed that 91% of visitors agreed or strongly agreed that Bradford Science Festival brought science and technology alive for them and that they learned something new.

### **Secure funding for a new online home for children's and families' resources**

This year we secured funding for a new *Wonderlab+* family website which launched in July 2022. We currently have 140 online learning resources for teachers to use. Many of these resources are also suitable for family audiences. *Wonderlab+* will provide a fun, safe and family-friendly home for this Science Museum Group content for the first time.

## 1.3 Deliver a successful Wonderlab and early years offer

*Wonderlab: The Equinor Gallery* encourages 7- to 14-year-olds to get hands-on with science and think like scientists. This year 289,900 visits were made to *Wonderlab* at the Science Museum, significantly exceeding targets. At the National Science and Media Museum *Wonderlab* continues to emerge strongly as a 'favourite thing' in visitor surveys, forming an integral part of a family's visit. It is our ambition to open *Wonderlab* galleries at all our sites. The next iteration is planned to

open in 2023 at the National Railway Museum as part of Vision 2025. *Wonderlab* plans also form part of Masterplan discussions at the Science and Industry Museum.

### **Build back and deliver activities for early years children Group-wide**

This year we sought to build back early years audiences. We made improvements to *The Garden* (our early years interactive gallery) at the Science Museum and delivered a redesign of the indoor early years play area at the National Railway Museum, providing a research-informed space for play. We started to build back early years visits with a range of activities, as well as a new booking process to encourage visits and provide reassurance regarding capacity levels. We also developed approaches at our sites to engage early years visitors which will inform future programmes.

### **1.4 Introduce maths and computing activities at all sites**

We have sought to bring maths and computing more fully into our offer for schools and families. We launched a maths and computing schools and families offer in autumn 2021. Activity included our Maths Wonderlab show at the Science Museum, a Maths and Coding school theme for Fridays at the National Science and Media Museum, *Top Secret* exhibition gallery interactions themed on computing and coding at the Science and Industry Museum, and at the National Railway Museum we have been making links between traditional railway signals and modern coding technologies. In addition we are delivering online maths learning resources, of which there were 1400 PDF downloads in 2021–22.

### **1.5 Support teenagers in future career choices**

We play an important role in supporting older children and teenagers in their future career choices. As part of the Science Museum Masterplan, we are developing an interactive gallery aimed at 11- to 16-year-olds that highlights technicians' careers, due to open in November 2022. A live programme will launch alongside this, and we anticipate reaching 7,000 young people in the first year, rising to 12,000 in the second year of delivery. The annual Skills Fair happened at the Science Museum in November 2021; about 500 secondary schoolchildren attended a two-day event where STEM professionals from a variety of different industries (including those signed up to our Development STEM Circle programme) staged activities and Q&As to demystify their careers.

Many other areas of our work already highlighted elsewhere are also supporting young people to think about future careers, including through our contract with STEM Learning to deliver the STEM Ambassador programme for the trans-Pennine region. Careers were also an important element of our work for British Science Week in March 2022 and the 2021 Bradford Science Festival.

## Grow our audiences and exceed their expectations

By 2030:

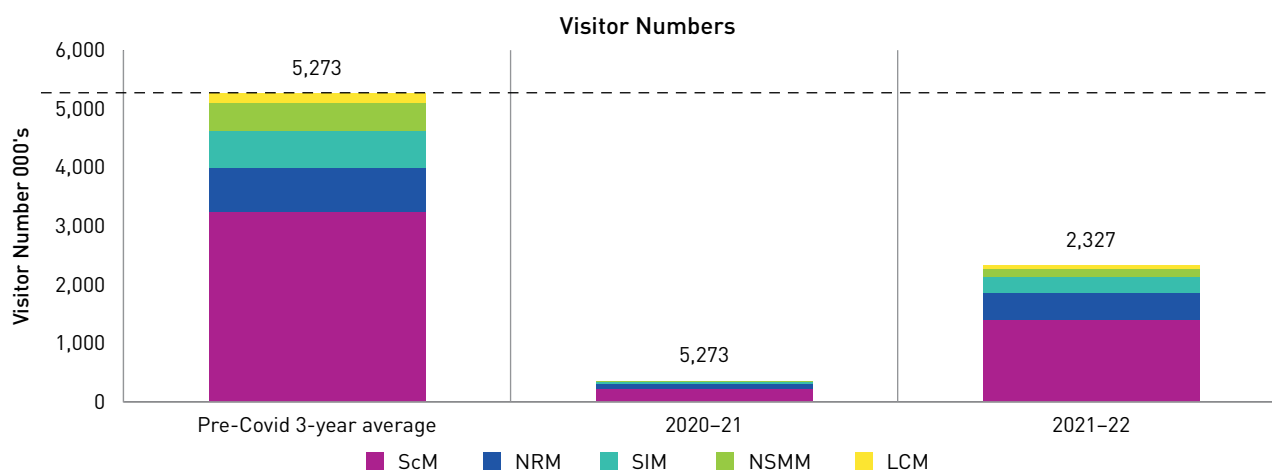
- Total visit numbers to our sites will be sustained at more than 6 million per year.
- The quality of visitor experience will consistently exceed baseline 2014–15 levels at all museums.
- Exhibitions and programmes at all sites will be recognised for excellence in content and presentation, indicated by visit numbers, positive feedback from visitors and reviewers, and the receipt of awards.
- Visitor profiles will reflect the communities we aim to serve, for the museums in general and for targeted programmes.
- Exhibitions and other public programmes will routinely be shared and codeveloped between museums.
- We will be the leading national museum for volunteering and apprenticeships.

### Grow our audiences and exceed their expectations RAG

2.1 Build domestic audiences	Amber
2.2 Deliver cultural programme across sites	
2.2.1 Science Museum	Green
2.2.2 Science and Industry Museum	Green
2.2.3 National Railway Museum	Green
2.2.4 National Science and Media Museum	Green
2.2.5 Locomotion	Green
2.2.6 Science Museum Group National Strategy implemented from 2021	Green

*The Group's museums reopened successfully post Covid restrictions, on 19 May 2021. Across the Group as a whole visitor targets were met, although numbers at Locomotion and the National Science and Media Museum were behind expectations owing to a number of local factors identified. We delivered a wide-ranging exhibition programme aligned to our strategy, with climate change a core theme.*

### 2.1 Build domestic audiences



#### Visitor Numbers

Museum	Pre-COVID three-year average	2020-21	2021-22
Science Museum	3,232,000	208,000	1,395,000
National Railway Museum	754,000	89,000	462,000
Science and Industry Museum	636,000	36,000	262,000
National Science and Media Museum	468,000	11,000	139,000
Locomotion	182,000	16,000	70,000
<b>Group total</b>	<b>5,272,000</b>	<b>360,000</b>	<b>2,327,000<sup>[1]</sup></b>

[1] Any discrepancies in Group totals are due to rounding.



This year we reopened our doors at all our sites on 19 May, welcoming 2,327,000 visitors to our museums over the year, 10% ahead of our initial expectations. This was 44% of average pre-pandemic levels, a considerable increase on the 360,000 (7% of pre-pandemic averages) achieved the previous year. We continued to deliver a five-day-a-week operation, extending to seven days a week in holiday periods, with the National Science and Media Museum opening its cinema operation at full capacity and opening seven days a week where big releases justified this. Capacity limits in line with social distancing supported by free admission tickets remained throughout the year. Achieving our audience targets has relied heavily on local audiences, given the impacts of COVID, particularly on international visits.

The feedback surveys across all of our sites indicated that, across the Group, 75% of visitors were “definitely” or “very likely” to recommend a visit. Although this remains a substantial majority of visitors, it is clear that the two years of pandemic restrictions have had an impact – both broadly, in terms of what engaging with cultural attractions entails for all visitors, and more practically in terms of what our own sites have been able to offer (lower capacity, some galleries and individual exhibits ‘off limits’ owing to COVID-related precautions). Most of our museums have seen a drop on pre-COVID levels of recommendation – the exception being Locomotion. At the Science and Industry Museum there was even a drop between 2020–21 and 2021–22 as the impact of major capital development work took hold (including the temporary closure of the Power Hall and the permanent closure of the Air and Space Hall). For this coming year, each site has set itself a goal in relation to the proportion of visitors giving the highest rating, set in the context of Masterplan development work where relevant.

A key priority looking forward will be to continue to rebuild our audiences. With international audiences returning slowly, our focus continues to be on building domestic audiences. We anticipate achieving pre-pandemic visitor levels by 2025–26, when we will have completed a number of major redevelopment projects at our four museums in the north of England and international tourism has recovered.

At the **Science Museum** there was strong demand as we reopened the doors with a sellout May half term in 2021. Holiday periods performed particularly well throughout the year. Strong visit numbers from UK audiences in the summer holidays went some way to alleviate the drop in international visitors – from pre-pandemic averages of 50% down to just 1% in summer 2021. Overall visitor numbers exceeded expectations, aided by a successful digital brand marketing campaign; strong ticket sales for our interactive gallery *Wonderlab*, the IMAX cinema and the exhibition programme, including *Amazônia*, *Our Future Planet*, *Ancient Greeks: Science and Wisdom* and *Stephen Hawking at Work*; and the recovery of education group

visitors, which saw an encouraging boost towards the end of the year.

At the **Science and Industry Museum** we met our visit number targets, with particularly strong visitor numbers during holiday periods with some sellout days. This was aided by the museum’s lead role in a city-wide reopening campaign at the start of the year, and the opening of the new Special Exhibition Gallery and the exhibitions *Top Secret* and *Use Hearing Protection*, followed by *Cancer Revolution* later in the year – all this despite much of the museum remaining closed because of crucial restoration and capital development work.

The **National Railway Museum** exceeded our visitor number expectations, with capacity gradually increasing to meet demand. Holiday periods were particularly successful, with family activities proving popular and sellout days. At **Locomotion** visitor numbers did not perform as well as expected, impacted by a lack of weekday coach parties returning and slow uptake from schools. Weekends did however prove popular, along with the summer holiday period, demonstrating the appetite from families for our offer.

The **National Science and Media Museum** performed a little behind expectations for the year. Adjustments were made to the online booking process and an annual pass was introduced later in the year to address potential barriers to the regular local audience booking. Holiday periods performed ahead of expectations, with the Sound Season exhibitions *Sonic* and *Boom* proving popular in the summer, and our Bradford Science Festival and cinema offer, including the latest Bond film, also drawing strong audiences in the autumn. Yorkshire Games Festival and the opening of *Top Secret* helped to bring in visitors in February.

## 2.2.1–2.2.5 Deliver cultural programme across sites

The Science Museum Group has committed to a decade of climate change programming delivered through site exhibitions, our public programmes, and our learning and educational offer for families and schools. This year we had a strong programme of activity building up to COP26, the UN climate change summit held in Glasgow in November 2021. As well as the climate-themed programming for schools and families and our year-long series of climate talks, a number of climate change exhibitions were also launched during this significant year.

### Our Future Planet

A free exhibition opened in the Science Museum’s *Tomorrow’s World* gallery in May 2021. This is the UK’s first significant exhibition exploring a range of ways to remove carbon dioxide from the atmosphere to mitigate climate change – from ancient woodlands to chemical processes. The exhibition will tour internationally as a sustainable blueprint exhibition. This involves providing global partner venues with digital files to re-create the exhibition, enabling construction to be executed locally

and ensuring the carbon footprint for each venue is kept to a minimum. At the Science Museum the exhibition was created considering our carbon footprint, with exhibition infrastructure reused wherever possible.

#### ***Amazônia* by Sebastião and Lélia Wanick Salgado**

This photography exhibition celebrates the indigenous peoples and varied landscapes of the Brazilian rainforest. For seven years, Sebastião Salgado worked with 12 indigenous communities to create this magnificent photography exhibition. It opened at the Science Museum in October 2021, running to March 2022. This charged-for exhibition exceeded our visitor number targets with over 40,000 tickets booked. In line with our approach to share exhibitions across the Group, the exhibition opened at the Science and Industry Museum in May 2022.

The Science Museum's *Atmosphere* gallery was refreshed in 2021 with the aim of improving the visitor experience, removing inaccurate or out-of-date climate-related content, and focusing on enhancing digital media and accessibility. It reopened on 8 September.

Looking forward, we will be opening *Energy Revolution: The Adani Green Energy Gallery* at the Science Museum in 2023. It will include inspiring content on climate change and the energy transition to renewable and other clean sources of energy. Also at the Science Museum, the theme of sustainable technology will be included in our *Technicians* gallery, opening in 2022, and in the Queen Elizabeth Prize for Engineering gallery, opening in February 2023 and profiling the ground-breaking work of global engineering innovation drawn from world-leading prize-winners.

At the Science and Industry Museum, by 2024 the newly interpreted Power Hall will tell the story of power and production, from the Industrial Revolution to today's green energy.

By 2025 Central Hall will be completed as part of Vision 2025 at the National Railway Museum, including the *Railway Futures* gallery.

This year we also completed the international partnership research project Sustainable Food: Public Attitudes and Engagement. The research consulted adults, families, schools and professionals in the UK, Brazil and India to discover their knowledge and views about food sustainability, and how they could be engaged more effectively. The findings will inform the planned Science Museum gallery *Feed the World*.

#### **Sharing exhibitions across the Group**

As part of our exhibitions strategy we seek to share exhibitions across the Group, ensuring we deliver exhibitions efficiently and enabling us to deliver consistently high-quality exhibitions at all our sites nationally. A programme of events and activities are delivered alongside each exhibition. Exhibitions touring across the Group included the following.

*Top Secret: From Ciphers to Cyber Security*: Following its run at the Science Museum in 2019, *Top Secret* opened at the Science and Industry Museum, coinciding with the reopening of our sites in May 2021. The exhibition reveals the extraordinary history and work of GCHQ following its centenary year and was the first exhibition in the new Special Exhibition Gallery. Targets were exceeded with almost 70,000 tickets booked for the exhibition, which ran until 31 August 2021. In February 2022 the exhibition opened at the National Science and Media Museum.

*Stephen Hawking at Work*: This special highlight display gives an insight into the working life of the world-renowned theoretical physicist by revealing some of the extraordinary contents of his office, which were acquired for the nation by the Science Museum Group in May 2021. The display will be touring the Group after March 2023, following its initial opening in London, and has been particularly well received by audiences. Further work is proceeding to make the acquisition available online and for permanent display.

*Cancer Revolution: Science, Innovation and Hope*: Opening at the Science and Industry Museum in October 2021 and touring to the Science Museum from May 2022, this world-first exhibition explores the revolution in science that is transforming cancer care. Created with support from expert partner Cancer Research UK, the exhibition issued 43,000 visitor tickets in Manchester, meeting targets. The exhibition draws strongly on personal stories and we worked directly with the CRUK Patient Insight Panel to inform exhibition content and design. Audience feedback included: 'Science, in an understandable form, with relevant human experiences,' and, 'Incredibly moving and uplifting. Loved seeing the stories.'

*Trans-Siberian: The World's Longest Railway*: Due to open simultaneously at the National Railway Museum and the Science Museum in 2022, this exhibition, delivered with principal partner JSC 'Russian Railways', was cancelled in light of the Ukraine conflict. At the present moment, there are no known financial impacts on the decision to cancel.

*Broadcast 100*: In 2022 we are marking the 100th anniversary of the BBC and the 40th anniversary of Channel 4. To celebrate, we are looking back at the last 100 years of broadcasting and taking a glimpse into what the future may hold. This project spans the Group with a huge digitisation project and a year of exhibitions and high-profile events – both shared and local – across the Science Museum Group, including an anniversary display at the Science Museum.

#### **Site-specific exhibitions**

Each museum also delivers site-specific exhibition programming. Major exhibitions at each site are described below.

*Science Museum – Ancient Greeks: Science and Wisdom*: Marking 200 years following the Greek War

of Independence, this exhibition opened in November 2021 with the Greek prime minister in attendance. It explores how, through an intellectual fusion of the arts, science and religion, ancient Greek thinkers sought to understand the world in a logical and mathematical way. We aspire to be an international organisation and collaborations such as this enrich our programmes, bringing in new artefacts and insights and, in the wider context, promoting understanding and cooperation between nations. This free exhibition will run until early June 2022 and has been visited by 60,000 visitors to date.

*Science Museum – Who Am I? gallery:* Improvements were initiated in one of the most popular destinations for visitors to the museum. An update was required to address failing lighting and dated, inaccurate or potentially insensitive content which has become problematic over time, as social attitudes towards identity continue to shift and transform rapidly. Updates will be completed by late 2022. Community consultations have been included where relevant.

*Science and Industry Museum – Use Hearing Protection:* This special exhibition opened June 2021 and tells the story of Factory Records' formative years from 1978 to 1982, and how its innovative work in music, technology and design gave Manchester an authentic voice and distinctive identity. The exhibition explored the impact of new technologies on the developing music scene in 1980s and 1990s Manchester, providing new content for our future *City of Ideas* Masterplan gallery. In excess of target, 20,000 tickets were booked for the exhibition.

*National Railway Museum – Railway Heroes:* This project showcased a collection of interviews with a handful of the thousands of railway workers operating during the COVID-19 pandemic. Initially available online only, it featured a new interview from a rail industry hero added every Monday over a ten-week period. The physical exhibition opened in May 2021 in both York and Shildon. We also supported the Young Railway Photographer of the Year competition, displaying entrants from February 2022.

*National Science and Media Museum:* The Sound Season provided a series of exhibitions and events from the summer which explored how sound fills our world, helping people to understand what sound is, and encouraging them to play and experiment with sound. The season included two free exhibitions running between 23 July and 5 December 2021, which welcomed 20,050 visitors alongside a programme of special events. The exhibitions *Sonic: Adventures in Audio* and *Boom: Experiments in Sound* uncovered how the invisible phenomenon of sound has inspired people to explore its principles and behaviour.

The National Science and Media Museum also delivered the annual Widescreen Weekend in October 2021. This is a unique festival of large-screen formats and cinema technologies celebrating the past, present and future of film. It sold 1,600 admission tickets, meeting targets. In February 2022 we delivered the annual Yorkshire Games

Festival. After moving online in 2021, the festival returned to the museum as an in-person event with 7,300 admissions booked, similar to pre-pandemic levels. The Let's Play! weekend kicked off the festival with activities for all the family. Game Talks featuring high-profile industry guests provided opportunities for participants to improve their knowledge and employability. Our unique Yorkshire Games Festival Schools' Day offered an opportunity for KS2–3 students to develop their core skills in coding, video game development and problem-solving, with an eye on future careers. See the 'Grow "science capital" in individuals and society' section for Bradford Science Festival.

Family activities are delivered across our sites with particular focus during holiday periods, linking to our exhibitions programme. A range of smaller displays and updates are also delivered at our sites throughout the year. For a full list of exhibitions please see Appendix 1.

## 2.2.6 National working

The Science Museum Group's national reach was sustained during 2021–22 by partnering with a wide variety of organisations in the UK in many different ways including sharing knowledge, expertise, collections, public programmes and learning initiatives.

Our long-term loans programme continued, including over 1,800 objects on long-term loan to nearly 150 UK organisations. Plans to further engage with people local to the National Collections Centre in Wroughton were kick-started with the launch of a community-focused art commission led by Bedwyr Williams that brought together local writers' responses to the collections.

Our Learning teams continued to deliver projects in partnership with UK partners to share knowledge and expertise and deliver programmes to new UK audiences, including: the STEM Reboot project in Manchester, helping young people across the region to be inspired by STEM and bridge the STEM skills gap in the aftermath of the pandemic; inspiring young people about STEM subjects and careers via the STEM Ambassador Hub; and working with BBC Bitesize to reach UK-wide audiences.

The Science Museum Group's diverse research activity was enhanced by working with a wide network of national partners. We continued to benefit from being one of 22 Independent Research Organisations of UK Research and Innovation (UKRI) and we worked with a range of different academic partners as part of the UKRI/Arts and Humanities Research Council (AHRC) Collaborative Doctoral Partnership programme. Science Museum staff taught the Curating Science and Technology option within University College London's science and technology studies/history of science master's programme. A notable highlight was securing funding for the £2.9m Discovery project *The Congruence Engine: Digital Tools for New Collections-Based Industrial Histories*. This UK wide project included 12 coinvestigators and 13 project partners

including the Discovery Museum, Newcastle, and the national museums of all three devolved nations.

Science Museum Group staff shared knowledge and expertise to the wider sector via collections-based special interest groups, giving formal and informal advice and sitting on boards and committees of an array of UK organisations.

The Group continued to work in partnership with Birmingham Museums Trust and Birmingham City Council to deliver a feasibility study for a new science and industry museum for Birmingham. The study is due to complete in June 2022, and this may form the basis of a longer-term partnership.

The most significant activity under the Group's Memorandum of Understanding with National Museums Scotland (NMS) was the agreement that NMS would host the forthcoming *Injecting Hope* (formerly *Hunt for the Vaccine*) exhibition. NMS has started to collaborate with us to help develop content for the exhibition.

## Sustain and grow our world-class collection

By 2030:

- New collection facilities at the National Collections Centre in Wroughton will provide improved accommodation by 2023: safe, secure and with appropriate environmental conditions and physical access.
- Almost all (about 425,000) of our artefacts collection will be digitised, so that more of our collection is accessed and used online.
- Our collection will be well documented and understood, not only through professional research and scholarship, but also through the contributions of diverse users.
- The Group's collection will retain its pre-eminent status through active acquisition and disposals.

Sustain and grow our world-class collection	RAG
3.1 Deliver One Collection project	Green
3.2 Develop Group-wide collections storage strategy	Red
3.3 Deliver collections review programme	Amber
3.4 Complete Science and Industry Museum Air and Space Hall decant project	Green
3.5 Achieve new research grant awards targets and research project delivery culture	Green
3.6 Deliver COVID-19 and Hawking acquisitions	Amber
3.7 Address actions identified by review of inclusive displays and interpretation	Green

*Progress continued to be made on the One Collection programme, with over 40% of 280,000 objects moved from Blythe House to the new storage facility at the National Collections Centre. Significant progress was made in digitising the collection, with a further 37,000 collection items digitised and added with an image to Collections Online. Initial work has taken place on the One Collection storage strategy, with further work now planned for 2022. The collections review project continued, with some activity rolled forward. The decant of the Science and Industry Museum's Air and Space Hall was completed. Research grant income targets of £500k were exceeded. The contents of Stephen Hawking's office, to be available to the public via Collections Online, will now be delivered later – by January 2023. The COVID-19 collecting project continued to plan.*

### Detailed achievements

The Science Museum Group Collection comprises over 7.3 million items, of which the vast majority are photographs and archives and about 425,000 are artefacts. Our focus has been on improving services for our users by

addressing three areas of historical underinvestment in collections: preservation, acquisition and digitisation.

### 3.1 Deliver One Collection project

In 2016 we embarked on the largest and most ambitious project the Group has undertaken in recent times. One Collection will transform how we care for and share the internationally significant Science Museum Group Collection with the world. One Collection was facilitated by the Government agreeing to provide £150m at the Comprehensive Spending Review 2015 to enable the Science Museum Group, Victoria and Albert Museum and British Museum to build new facilities to house collections currently stored at Blythe House in London. In April 2021 fit-out was completed to our new storage facility at the National Collections Centre in Wiltshire. With 27,000m<sup>2</sup> of storage, the building will provide a vast new home for around 300,000 objects in the Science Museum Group Collection – all those currently held at Blythe House plus objects moving from 'end of life' hangars at the National Collections Centre and others from across the Group. It will dramatically improve access to the collection for both colleagues and the public, delivering the facilities we need to more easily store, care for, research, photograph, display and loan these incredible items. From 2024 the building will offer tours to thousands of schoolchildren, researchers and members of the public, giving unprecedented access to the Science Museum Group Collection.

With the building of the storage facility complete, we began the process of moving 300,000 objects to their new home in spring 2021, and are on track to complete the process by early 2024 (about 100,000 moved by end of 2021–22). Moving this vast number of objects has created opportunities to improve our records, review our collection and increase public engagement with it. We have delivered an unprecedented digitisation programme – digitising 79% of the objects moved – to create one of the most extensive online collections of scientific heritage in the world. Work has also started in relation to the objects already at the National Collections Centre that need to be processed, cleaned and moved to their new locations on the site. Around 20,000 objects will be processed and all moves completed by September 2022. At the end of March 2022, 280,000 objects at Blythe House and the National Collections Centre had been hazard-checked, barcoded, located and condition-checked. In addition, over 221,000 objects have been digitally photographed and 150,000 are available with an image online.

One Collection is transforming how people engage with our collection both online and in person. With 150,000 object images online we have begun work to improve the user experience of the online collection. This project – Collections Online 2.0 – has completed a scoping phase, including analysing ways to further increase the number



of object images online, and improve how groups of objects are displayed together. We have continued to publish new online stories, with three overarching themes: Creativity and Play, Inventing the Future and Hidden Histories. In 2022 we will begin to pilot new video formats. A digital making tool (image asset bundles for use in coding) has been tested with teachers and the concept will be developed further in 2023. All participants in the art commission – Science Fictions with Bedwyr Williams – have submitted their final writing pieces. These are being developed into a publication and will form the basis of Bedwyr's film concept. Filming at the National Collections Centre is due to start in 2022.

### **3.2 Develop Group-wide collections storage strategy**

This year we appointed a project team to undertake a collections space requirement exercise for the National Collections Centre and deliver a costed options appraisal. A high-level feasibility study of options for storage at the centre has been completed; however, this took longer than expected owing to the complexity of data and options. These options will now be interrogated further to examine priorities and costs, including maintaining existing hangars and placing future new-build options at the National Collections Centre in the context of storage across the Group and emerging commercial opportunities at the centre.

### **3.3 Deliver collections review programme**

In July 2018 we launched the collections review programme. These reviews are improving our understanding of the collection and enabling us to be increasingly proactive in offering items that are not relevant or suitable for our collection to museums and public collections where they will be better accessed and used. Information from the assessments has been published online, outlining the strengths and highlights of the collection. Following the completion of 196 initial collection assessments, the review programme has now moved forward into ten defined reviews, which this year included the following collections: National Collections Centre Textile Machinery, National Science and Media Museum Kodak New for Old and Kodak-grouped 43 objects, and Science Museum Technology and Engineering large objects. While the majority of reviews have been completed, one will be completed later in the year along with outstanding transfers due to staffing changes and restrictions of access to hangars.

Looking ahead we will continue the next phase of the collections review programme. We will also be moving the Monotype Collection of around 6,600 items (comprising about 5 million individual parts) to the National Collections Centre. This collection has been on long-term loan to the Type Museum Trust (trading as the Type Archive) since its acquisition in 1992.

### **3.4 Complete Science and Industry Museum Air and Space Hall decant project**

The Science Museum Group is terminating its lease on the Lower Campfield Market housing the Air and Space Hall, which requires significant investment in its building fabric. This year we completed the decant of all objects from the space as well as works as required as part of the surrender of the lease. We now await final notice to complete the surrender. 33 objects from the displayed aviation collection have been returned to lending organisations, which include the RAF Museum and The Aeroplane Collection. Many of the aircraft will continue to be enjoyed by the public at other venues in the Northwest and across the UK. In addition, 41 objects have been transferred to other heritage organisations and 197 objects have been relocated to the National Collections Centre.

### **3.5 Achieve new research grant awards targets and research project delivery culture**

The Science Museum Group is an Independent Research Organisation affiliated to UK Research and Innovation. Many types of research take place in our museums, including research into our collections and the histories they represent, audiences, digital experiences and expanding digital collections access. Through our research strategy we seek to attract research grant funding as well as in-kind support. This year our research activity generated £3 million in new grants. This was mostly made up of £2.9m from the AHRC for the Congruence Engine research project, which is designed to deliver proof of concept for how it will become possible to work across the UK's gallery, library, archive and museum collections by digital means.

The Group awards six AHRC-funded doctoral studentships every year on behalf of a consortium. This year 31 doctoral students have been studying with us. In addition, our Research Associates scheme has enabled 16 researchers to enter into discussions about research across our sites.

Despite pandemic disruption, we have published two issues of the *Science Museum Group Journal* this year, as usual.

### **3.6 Deliver COVID-19 and Hawking acquisitions**

Through the Science Museum Group Collection we commit to provide the UK with the world's best material and visual record of science and technology and its impacts, including industry, medicine, transport and the media. We have resolved to be more ambitious in collecting, especially in contemporary science. Our Group-wide Collection Development Policy sets out how and what we aim to collect over a five-year period. In 2021–22 we added 2,371 objects to the collection.

In 2020–21, the standout acquisition was the content of Stephen Hawking’s office. Following an Acceptance in Lieu agreement, Hawking’s vast archive of scientific and personal papers remained in Cambridge at the university library, while the entire contents of his office were acquired by the Science Museum Group. This included Hawking’s personal reference library, innovative wheelchairs and communications equipment, medals, memorabilia and office furniture. We have been working on processing, cataloguing, conserving and photographing the collection with the aim of making it available to the public via Collections Online in January 2023, later than originally planned. In the meantime, the highlights display of the collection opened at the Science Museum in February 2022 and will be touring the Group. Another high-profile acquisition was *Alan Measles – God in the Time of COVID-19* by Grayson Perry, which has gone on display in the Science Museum’s *Medicine: The Wellcome Galleries*.

Our contemporary collecting is influenced both by specific discoveries or developments and by broader trends. This year we have continued our collecting activity in response to the coronavirus pandemic, with the aim of ensuring we can provide a permanent record for future generations of medical, scientific, cultural and personal responses to this challenging period, and chronicle its impact on society. As part of this project, 522 objects have been formally accessioned. The process to catalogue, conserve and photograph all items will be completed by April 2023.

### **3.7 Address actions identified by review of inclusive displays and interpretation**

As part of our Open for All Plan we have reviewed the inclusiveness of a number of our displays and the associated interpretation. Updates at the Science Museum were made to the *Energy Hall*, *Exploring Space*, *Who Am I?*, *Science City 1550–1800* and *Making the Modern World* galleries. At the National Railway Museum labels for the Bombay & Baroda Railway model and in the Open Store were amended. At the National Science and Media Museum changes were made in the café to include new photographic images from the museum’s collections which represent BAME communities and the *Kodak Gallery* redisplay. At the Science and Industry Museum updates were delivered via the *Revolution Manchester* gallery refresh. Advisory boards have been reviewed for new galleries and exhibitions to ensure each has a diversity of voices.

## Extend our international reach

By 2030:

- We will have a small number of strong, sustained, mutually beneficial partnerships in different regions of the world, including China.
- The core partnerships will be supported by a wider network of cooperative relationships that support and deliver our vision.
- We will be sought out by international agencies for our content, expertise and influence.
- We will be recognised as a vital means of promoting the UK, both directly and through soft power.
- Income from international working will increase compared with the 2014–15 baseline and deliver profit.

Extend our international reach	RAG
4.1 Develop <i>Injecting Hope</i> touring programme	Green
4.2 Undertake strategic review of our approach to working in and with China	Red
4.3 Achieve forecast profit targets through Cultural and Commercial Partnerships	Red
4.4 Support UK Government in international events and seek to secure additional funding	Green

*The Injecting Hope touring exhibition and international partnership project is on track to launch in November 2022. Plans to undertake a strategic review working with China focused on income generation have been delayed as other priorities have taken precedence. The Cultural and Commercial Partnerships team have continued to find it a challenging environment owing to the disruption of the pandemic but have established a new training offer to generate additional future income. The Group supported COP26 in November 2021 and a range of British Council initiatives.*

### Detailed achievements

As well as being a group of national museums, in both name and action, the Science Museum Group is an international organisation. This is important for enhancing our museums' offer through international cooperation on research and lending, capacity-building and improving standards in the sector globally, growing and strengthening our spheres of influence at home and abroad, developing our own people and organisation, and generating income. Presenting ourselves as an international, inclusive organisation supports audience diversity and can be attractive to funders. Working internationally promotes not only the Group itself but also the cities and regions in which we operate and the whole of the UK.

The sections below set out our performance against our strategic priorities this year in relation to our international activity. A list of activity in each of our targeted regions can be found in Appendix 2.

#### 4.1 Develop *Injecting Hope* touring programme

Over the last two years, the Science Museum Group has undertaken important work in response to the COVID-19 pandemic. We are now planning a new project to explore the history and science behind the massive vaccination programme which, in a first for the Group, will open in three international venues simultaneously. *Injecting Hope* is an innovative, collaborative international project that will tell the story of the global effort to find new ways to develop vaccines at pandemic speed. The Science Museum Group, in collaboration with Wellcome, has partnered with the National Council of Science Museums in India and the Guangdong Science Center and its network in China to highlight this global issue through a series of exhibitions and events, to take place simultaneously in the UK, India and China. The project is fully funded by Wellcome and will build on our existing relationships with Wellcome and our international partners, following the recent success of the international touring exhibition *Superbugs: The Fight for Our Lives*. The exhibitions are due to open in November 2022, followed by a UK national tour to multiple venues until late 2025.

#### 4.2 Undertake strategic review of our approach to working in and with China

This year we sought to develop a commercial strategy specifically for the exploitation of commercial opportunities in China, with a focus on the Group's expertise and products including consultancy, brand licensing, publishing, learning resources and training, as well as on touring exhibitions. International business opportunities were still drastically impacted by the consequences of the pandemic in this year, which meant the income projection of £150k from China was not achieved. However, work has now started to further shape the commercial strategy, which is set to be completed by October 2022. We are optimistic that we can achieve these income targets over time.

Alongside this commercial work we planned this year to develop a broader strategy in relation to our work with China, focused on, but not restricted to, income-generating activity, and also to include non-commercial income opportunities and non-financial benefits. Continuing disruption, especially that arising from the pandemic, delayed this work, which will now be wrapped into a wider review of the Group's International Strategy (current version 2018–2022) during 2022/23. China will continue to be an important factor in world affairs, and specifically in science and technology, and we have ongoing commitments and ambitions with Chinese



partners. But as the international profile and reach of the Group increases, aligned with (but not driven by) the UK Government's stated aims of making Britain a superpower in science and soft power, we are developing fruitful alliances in other regions as well, notably India and the Gulf Region, and continue to explore opportunities as they arise.

#### **4.3 Achieve forecast profit targets through Cultural and Commercial Partnerships**

Through our Cultural and Commercial Partnerships activity – including exhibitions, consultancy and training – we secured £80k of income in 2021–22. This shows signs of recovery compared to the £18k achieved in 2020–21, which was severely impacted by Covid pandemic. We established a new training offer during the pandemic made up of our core science engagement expertise delivered by the Group's Academy team and continuing professional development on wider museum practice. We were also pleased to secure a major training programme with the National Museums Authority in Qatar. All other international commercial income in 2021–22 was still drastically impacted by the effect the pandemic had on the international cultural sector.

A key strand of our international income generation is our touring exhibitions programme, which as well as generating income allows us to build global partnerships and show our work to an international audience. Since the programme began in 2015, over 1.3 million people have visited Science Museum Group touring exhibitions in the UK and over 3.7 million in overseas venues (5 million visitors combined). This year the global pandemic continued to have a serious impact on our touring programme, with 167,000 visits reported internationally to date (1.54 million in 2019–20, 570,000 in 2020–21). However, there is a notable change in mood in the international market and signs are promising that in 2022–23 the market will start to recover.

#### **4.4 Support UK Government in international events and seek to secure additional funding**

##### **Support UK Government-led initiatives and interests in international events where appropriate and practicable**

We support UK Government-led initiatives and interests in international events where appropriate and practicable. COP26, the UN climate change summit held in Glasgow in November 2021, has been a priority for the Science Museum Group, and Sir Ian Blatchford and Deputy Director Dr Julia Knights have engaged regularly with Government ministers and senior officials in the Cabinet Office COP26 unit to secure support and profile for Group initiatives. This included agreeing to have the COP26 Together for Our Planet logo on our prestigious Climate Talks global debates. Our hosting of the Global Investment Summit at the Science Museum was also linked to COP26. We mounted the *Our Future Planet* exhibition on carbon capture and storage at the Science Museum, and a version

was created by the British Embassy in Paris for touring throughout France.

The Science Museum Group is represented on both the UK Soft Power Group, the recognised consultation body on soft power, and the British Council Cultural Diplomacy Group. We participated in British Council delegations to Russia and Saudi Arabia, are supporting the British Council UK–India season in 2022 marking the 75th anniversary of India's independence, ran an online knowledge exchange seminar with the UAE Space Agency (British Council-funded), and participated in two British Council-funded webinars for arts professionals in Russia. We are also participating in the Department for International Trade IT webinar for cultural professionals in China.

We expect to mark several major events in 2022, including HM The Queen's platinum jubilee (with displays at the National Science and Media Museum and National Railway Museum), Coventry's term as City of Culture and the Commonwealth Games, and Bradford's successful City of Culture 2025 bid.

##### **Secure additional funding for international working aligned with Government priorities**

The success of major funding bids to support international work demonstrates an increasing profile and confidence in the Science Museum Group as a global partner, as well as supporting the transnational, cooperative nature of science itself and the power of culture in civil society. Significant successes in 2021–22 included external funding for the touring exhibition *Injecting Hope, Amazônia*, *Ancient Greeks: Science and Wisdom* and *Zhiminzhong*.

## Transform our estate

By 2030:

- Our high standards of architecture and design will be reflected in the quality of responses to our briefs, positive critical reviews and high visitor satisfaction.
- We will have the capacity and capability to consistently deliver capital projects at all our sites that are sustainable, effective, good value and beautiful.
- Our capital projects will be supported and facilitated by a strong network of stakeholders (including funders, planners, politicians, developers and communities).
- Our estate will be consistently well maintained and efficiently run and will deliver excellent customer experience.

Transform our estate	RAG
5.1 Deliver Science Museum Masterplan projects	Green
5.2 Deliver Science and Industry Museum Masterplan projects	Red
5.3 Deliver National Railway Museum and Locomotion Masterplan projects	Amber
5.4 Deliver National Science and Media Museum Masterplan projects	Green
5.5 Develop National Collections Centre road map	Red
5.6 Deliver programme of capital infrastructure works	Green

*In London new visitor welcome desks and a fully accessible Changing Places facility have been installed. Three new galleries are in development and on track to open in 2022 and 2023. In Manchester work on the Power Hall repairs and site decarbonisation has continued along with conservation work to the site's historic buildings. The Power Hall visitor interpretation element will be completed later than originally envisaged owing to the complexity of work required on the building in advance of implementation. At the National Railway Museum and Locomotion work continued on the Vision 2025 portfolio of projects. Careful planning has been required because the National Railway Museum's Central Hall project depended on the construction of a new road. Locomotion's New Hall is now on track to open to a revised schedule. In Bradford funding was secured for the Sound and Vision galleries. At the Science and Innovation Park we have progressed work to inform a recommended road map for the site which is now on track to complete later than originally planned, in 2022–23. Capital infrastructure works were completed to revised plans.*

## Detailed achievements

At every Science Museum Group site, a long-term framework for capital development is in place, described in an overarching Masterplan. These plans encompass some back-of-house functions and essential services as well as galleries, public facilities (eg lifts, lavatories and circulation spaces) and exterior spaces. The Masterplan places emphasis on significantly improving visitors' experience, providing better and more meaningful access to our world-class collection and heritage sites, while being embedded with our whole-life-approach sustainability principles.

### Delivering agreed Masterplan projects and developing future phases

We aspire to using best practice in procurement standards, and focusing on value for money and customer service; working with a wide range of partners and stakeholders to ensure that Science Museum Group museums deliver optimum benefits for the places where they are located as well as for museum users; and using Masterplan projects to drive programmes for academic research, collection digitisation and acquisitions, and online content, and for increased efficiency, sustainability and social inclusion.

#### 5.1 Deliver Science Museum Masterplan projects

The first phase (2010–19) of the Science Museum's Masterplan was completed with the opening of *Medicine: The Wellcome Galleries* in November 2019. Phase 1 of the Science Museum Masterplan has seen almost half of the museum transformed, with an investment of £80m. Following the completion of phase 1 we carried out a series of consultation workshops with colleagues and Trustees to discuss plans for phase 2. The Board of Trustees have now approved the next phase of the Masterplan running up to 2035.

This year we have focused on progressing a number of new galleries. The *Technicians* gallery is on track to open later in 2022. Developed with a wide range of partners, the gallery will be both dramatic and authentic, offering a meaningful experience for 11- to 16-year-olds and challenging their perceptions of technicians' roles. Young people and technicians have been widely consulted in the development of the gallery, which aligns with our aim of providing experiences for older children and teenagers which support their future career choices.

A new Masterplan project which started this year is *Engineers* – the gallery for the Queen Elizabeth Prize. The gallery is designed with a five-year life span and is planned to open in February 2023. Using authentic, aspirational and personal stories, the gallery will inspire visitors by showcasing a wider exploration and context of how ground-breaking engineering innovations, including Queen Elizabeth Prize winners, have transformed our lives

in the early 21st century. The focus this year has been on the decant of the *Challenge of Materials* gallery which previously occupied the space. We are now progressing the gallery base build, which will deliver suitable gallery space for future programming, for both *Engineers* and beyond.

Also launched this year was our project to deliver *Energy Revolution: The Adani Green Energy Gallery* by November 2023. This gallery will explore the latest climate science and the energy revolution needed to cut global dependence on fossil fuels and achieve the Paris targets to limit global warming to around 1.5°C above preindustrial levels. It replaces the *Atmosphere* gallery which opened in 2010.

Some simple but impactful changes were delivered this year, focused on the visitor welcome. New visitor welcome desks have been installed which enable us to greet visitors and ask for a donation in a socially distanced manner, as needed. In line with our ambition to be open for all, we installed a fully accessible Changing Places facility in the museum, the first in South Kensington.

## **5.2 Deliver Science and Industry Museum Masterplan projects**

At the end of 2020–21 we completed our new 725m<sup>2</sup> flexible gallery space, transforming the lower ground floor of the site's Grade-II listed New Warehouse, revealing its grand industrial beauty with modern and sustainable design, and opening up access to this part of the globally significant site for the first time. In April 2022 it was announced that the gallery has been named one of the best new buildings in the Northwest by the prestigious RIBA Regional Awards, which celebrate great architecture across the UK.

This year plans have focused on delivery of conservation work to the site's historic buildings. Essential repair work to the 1830 Warehouse was delivered, focusing on remedial work to this Grade I-listed building and addressing the highest-priority work to maintain structural integrity and keep it wind and weather tight. DCMS funding has now been secured to deliver future phases to further conserve this historic building including keeping it wind and weather tight. Work has also taken place on the new roof for the Grade I-listed 1830s Station building, which will complete in early 2022, as well as work to improve the learning workshop spaces.

Our plans for the repair and reinterpretation of the Grade II-listed Power Hall continue, with a focus on sustainability. The Power Hall and Science and Industry Museum Decarbonisation Programme has three strands: (1) site-wide decarbonisation project infrastructure, (2) Power Hall roof, windows and doors replacement and (3) Power Hall works including visitor experience and interpretation. A £4.3m grant was secured to support innovative, sustainable interventions to the building and to the wider site, providing a transformative first step towards the decarbonisation of the Science and Industry Museum. The decarbonisation work was completed in

summer 2022. The Power Hall roof replacement has been completed whilst windows and doors were completed in summer 2022. Plans are on track for the Power Hall visitor experience and interpretation, which will include telling the story of green energy, by 2024. This is later than the originally envisaged 2023 opening, owing to the complexity of work required to the building in advance of implementation of this visitor-focused activity. To meet programme deadlines and inflationary pressures the budget for the project was increased, aided by a £3million donation from The Law Family Charitable Foundation.

Looking further ahead, we are planning changes to the site's public realm and permeability as part of the St John's Quarter initiative, which includes the adjacent opening of the Factory cultural centre in 2022–23 – a world-class space currently under construction. To facilitate delivery of this we have carried out a collections decant of one of our stores, enabling us to break through and create a shared entrance to both the Science and Industry Museum and the Factory site. The initial breakthrough is complete and we will be agreeing an operating procedure between both parties.

The next phase of the Masterplan is currently under consideration. A feasibility study has been completed to look at opportunities and overall visitor experience across the Science and Industry Museum public realm. A *Wonderlab* and Learning Hub feasibility study has been commissioned to assess locations for a suite of learning spaces and new interactive gallery, due for completion in early summer 2022.

## **5.3 Deliver National Railway Museum and Locomotion Masterplan projects**

At the National Railway Museum we are committed to the delivery of Vision 2025: The World's Railway Museum. This major programme was initially planned as a £55m redevelopment of the museum, but a budget and funding review of the whole programme took place this year, and the overall budget has increased to £60.7m. Vision 2025 comprises four core projects: three at the National Railway Museum in York – a *Wonderlab*, a new building linking the site and a transformation of the South Yard outdoor facilities – plus a new collections building at Locomotion in Shildon, County Durham. These will all deliver new and improved visitor facilities that will see the wholesale transformation of both sites over the next three years. The museum in York is the cultural anchor for the major redevelopment area known as York Central, comprising both business and residential development, while in Shildon a new residential development is planned around the museum site. The Great Hall and Open Store were put on hold with a view to restarting after 2025 at such a time as funding becomes available.

The first of these projects to complete will be *Wonderlab: The Bramall Gallery*, a ground-breaking interactive gallery exploring the engineering habits of mind to inspire future railway engineers, opening in 2023. *Wonderlab* will utilise

the space of the old engineering workshop. A number of new locations are being developed as replacement workshop spaces. Delivery of these spaces has been delayed a little because of difficulty recruiting contractors, with the construction market experiencing high demand. We expect to complete this work by the end of 2022.

Also due to complete in 2023 (a few months later than originally planned) will be Locomotion's new collection building, Locomotion New Hall, which will expand the museum and improve the visitor offer. Construction will commence in November 2022, supported with £2.98m of grant funding from Durham County Council. A sustainable open store, this building will create opportunities for visitors to engage with the museum's collection and be an inviting presence that emphasises Locomotion's pivotal role as a cultural cornerstone for the community. Importantly, this building will allow all of the National Railway Museum collection to be housed under cover for the first time.

In 2025 a core component of the programme in York will open – Central Hall, a new building that will unite the site. Central Hall will become the main entrance to the museum, and will include a 1,000m<sup>2</sup> gallery which will showcase future acquisitions and innovative technology, with a focus on the modern rail industry. It will also provide a welcome area, a large new café and shop, and indoor and outdoor seating. Delivery of the project is dependent on the construction of a new road along with separate new pedestrian and cyclist routes (known collectively as diversionary routes), allowing us to build on the site of the old road. Completion of the diversionary routes is expected by the fourth quarter of 2023 and plans are in place to continue to deliver to schedule, with significant enabling works planned to protect delivery to deadlines.

Also due to open in 2025 in York is the first phase of the redeveloped South Yard. The green backbone to the museum's development nestled adjacent to the York Central townscape, South Yard will be a place to rest and reflect. When all phases are developed, after 2025, train rides, event spaces and hospitality outlets will add dynamism and entertainment to the space, creating a welcoming outdoor museum area for all. The first phase, delivered by 2025, will include a proportion of these elements and provide spaces for interim uses until funding is available to deliver future phases. Initially planned to complete in 2023, this has now been aligned with Central Hall construction works and wider works taking place for delivery in 2025.

Alongside our Vision 2025 overhaul, a refresh of Station Hall will be carried out following completion of essential roof works. Station Hall – one of our most popular museum spaces – will receive a new vehicle layout, new stories, new films and more. The visitor experience will be transformed through improved authentic storytelling, engaging and immersive interpretation, and greater access for all.

#### **5.4 Deliver National Science and Media Museum Masterplan projects**

Following the opening of *Wonderlab* in March 2017, the next phase of the Masterplan is the development of the object-rich *Sound and Vision* galleries – a showcase for the museum's collection. This year we were thrilled to receive the news that our third submission to the National Lottery Heritage Fund had been successful. *Sound and Vision* is a £6m project to build two significant new galleries at the museum, plus a new lift and a refresh to the foyer. The galleries, accompanied by a programme of activities, will showcase key objects and stories from our world-class collections of photography, film, television, animation, video games and sound technologies. Bradford is one of the UK's youngest, most diverse and fastest-growing cities. As part of the *Sound and Vision* project, we will work in close consultation with local communities to make the museum the cultural cornerstone of many key projects in and around the city, including Bradford as City of Culture in 2025, the city's culture strategy Culture is Our Plan and the commitment to building a digital economy. The galleries will open in winter 2024.

#### **5.5 Deliver National Collections Centre road map**

We are developing the National Collections Centre in Wroughton, Wiltshire, to improve access to the collection for both colleagues and the public, delivering the facilities we need to store more easily, research, photograph, display and loan the incredible items we care for. From 2024 the National Collections Centre will be a collections hub welcoming thousands of schoolchildren, researchers and members of the public, giving unprecedented access to the national collection.

We have undertaken a high-level feasibility study of options for storage at the National Collections Centre. These options will now be interrogated further to examine priorities and costs, including maintaining existing hangars and placing future new-build options at the National Collections Centre in the context of storage across the Group and emerging commercial opportunities at the centre.

The National Collections Centre is one part of our Wroughton site, which we are now calling the Science and Innovation Park. We are developing collaborative opportunities for the renewal of our buildings and land, generating income and offsetting our property risks. In particular we are exploring mission-aligned proactive ventures, advancing projects that promote sustainability and engagement with science, low-carbon-technology R&D and other central Science Museum Group mission tenets. Plans to develop a road map for the site progressed more slowly than envisaged but are now on track to complete in 2022–23. Looking forward, alongside the commercial development and storage assessments which inform this road map, we will be assessing how to maximise renewable energy generation at the site to

support the Group's energy needs and our aim to achieve net zero by 2033.

### 5.6 Deliver programme of capital infrastructure works

This year we allocated £6.17m for capital infrastructure works. The programme of work was slower to implement than initially planned, owing to supply chain issues within the construction sector leading to increased lead time for materials. In addition, resourcing with project managers has been challenging within a competitive environment. In order to mitigate the impact of delays in some project areas we pulled other projects forward from the 2022–23 project portfolio. The following key projects were delivered:

- National Railway Museum Learning Platform (now known as the Timber Dock) roof replacement, which will be completed by December 2022.
- National Railway Museum Station Hall roof renewal, which is well under way and will be completed by December 2024.
- National Railway Museum Peter Allen Building (now known as the Goods Office) project to replace windows and undertake conservation work to stonework and brickwork. The project has now been increased in scope to include full roof replacement.
- Group-wide accommodation and welfare improvements at the Science and Industry Museum, National Railway Museum, Science Museum and National Science and Media Museum, developed in response to staff survey feedback. A review of accommodation strategy will take place later in 2022 in response to the hybrid working pilot.

- Science and Industry Museum Station Building roof replacement project, completed in March 2022, delivering a wind- and watertight roof fit for at least another 50 years.
- Renewal of toilets adjacent to the forthcoming *Technicians* gallery at the Science Museum, improving facilities for visitors.
- Replacement of the Science Museum high voltage/low voltage switchgear located in substations, which feeds electrical power to the whole building, ensuring the building maintains power for the foreseeable future.

The Science Museum Group has a significant backlog of critical maintenance and capital development work required to ensure the future of our estate. This year we developed a ten-year Asset Management Plan which supports strategic decision-making and informs priorities for our multiyear Estate Capital Investment Programme. This year we have successfully secured a three-year settlement from DCMS to the value of over £40m, which will support us in delivering a critical programme of repairs. The programme will deliver substantial impact, particularly in our northern sites, with roof replacements, building conservation, and improvements to accessibility and to security and safety standards across the estate.



## Harness the potential of digital

By 2030:

- Our websites will attract 40 million visits per year [10.47 million in 2018–19].
- The objects in the collection will almost all be digitally accessible to an acceptable standard.
- Digitisation of photographic and archive collections will be under way according to an agreed, prioritised plan.
- Our websites will be the number-one destination for information, ideas and debate in our subject domains.
- On-gallery digital interactives will remain at the forefront of technology and include 'centrepiece' experiences.
- Digital will be integral to the visitor experience; we will have the knowledge, skills and capability to realise the potential of digital across all Group activities and across all channels.

Harness the potential of digital	RAG
6.1 Extend the reach of Science Museum Group content and deliver key online initiatives in support of organisation-wide objectives	Green
6.2 Enhance the audience experience and enable participation	Amber

*Targets for visits to Science Museum Group online content were exceeded for the year, with growth achieved during the pandemic largely maintained. We agreed a new digital strategy for the Group and will be seeking to further grow this reach. We continued our project to engage the Wikipedia community with the Group to bring our content and stories to Wikipedia, which completed later than originally envisaged, in summer 2022. We are progressing a number of digital research projects to enhance our collection information using artificial intelligence.*

### Detailed achievements

#### **6.1 Extend the reach of Science Museum Group content and deliver key online initiatives in support of organisation-wide objectives**

##### **SMG websites**

Visits to the Group's websites increased to 12.6 million in 2021–22, an increase of 65% compared with 2020–21 and 15% compared with 2019–20. As more visitors have returned to our physical sites, this has been reflected in the strong growth in visits to our websites as people plan their visit and because they are able to book their free timed ticket in advance. This type of interaction accounts for about half of online visitors. The growth in use of

the Group's online content by remote audiences is also reflected in this number.

##### **Digital Reach**

This year we sought to maintain the momentum of our digital reach achieved in 2020–21, when in response to the coronavirus pandemic we proactively delivered the Group's mission digitally. We have focused strategically on the promotion of digital content for audiences who are not planning physical museum visits, both on our own website and other digital channels. By focusing on this content (stories, digitised collection, learning resources, blogs, apps, games, videos, podcasts, partnerships, etc), the Group's digital content reach has grown from 3.6 million to over 7 million since 2019.

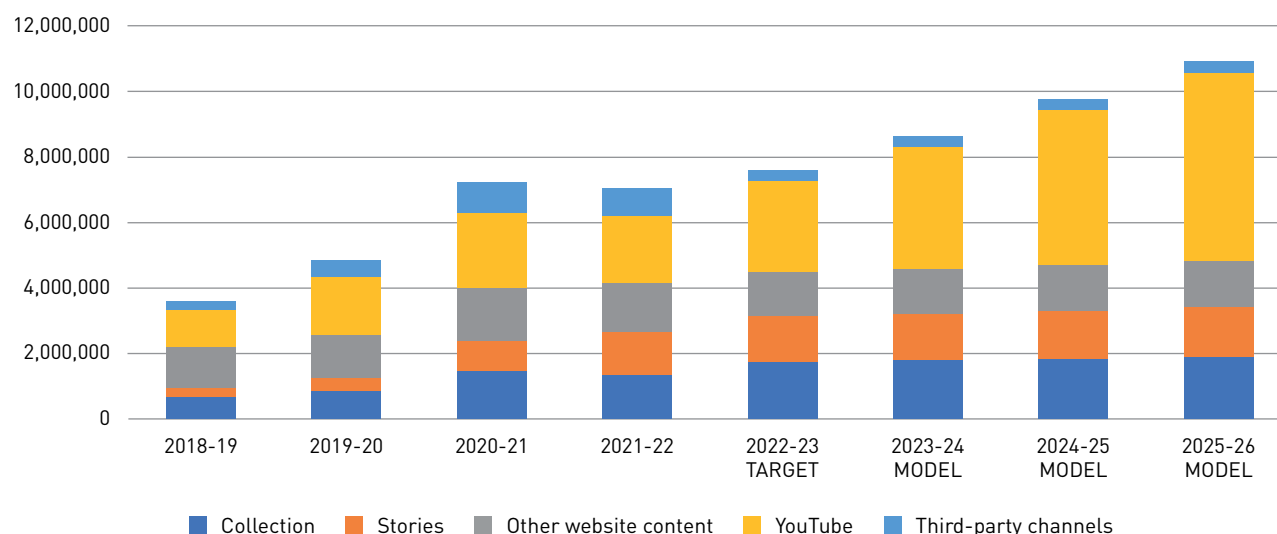
We have maintained most of the 75% uplift in visits to the Collections Online website achieved in 2020–21, with 1.3 million views. We have continued to grow the number of collection items with an image on Collections Online, which this year increased by 33,000 (+29%), largely driven by the One Collection project (see the 'Sustain and grow our world-class collection' section). In addition we digitised approximately a thousand objects that form part of the BBC Heritage Collection, and throughout 2022 will be delivering associated digital resources: *100 Objects from Broadcast History* and collaborative online stories. We are enhancing online access to our collection information beyond our own websites through our Wikipedia partnership (76 million page views in 2021–22) and our Heritage Connector research project (see below). We also make content available through Art UK, Sketchfab and Google Arts and Culture, which in combination saw 200,000 views of our content this year.

Visits to our YouTube channels have maintained much of the increase achieved in 2020–21, with over 2 million views. This was aided by the launch of our *Wonderlab+* YouTube channel providing video content for children where our science Explainers perform real experiments and describe activities children can try at home. An area identified for future growth is our online learning content provision. There were 545,000 visits to this content, a little below that achieved in 2021 (603,000), and in summer 2022 we will be launching the *Wonderlab+* website featuring games, activities, videos and quizzes for children.

We have also continued to significantly increase content on the 'Objects and Stories' sections of our museum websites, where we publish content that brings the collection to life and explores its impacts. These sections attracted 1.3 million visits this year.

## Future growth

Overall Digital Content Reach (Targets)



This year we agreed a new digital strategy for the Science Museum Group. In spring–summer 2021 McKinsey & Co. undertook a piece of *pro bono* consultancy to explore the potential for the Group to increase its digital reach and impact. In response to this work we will be seeking to grow our reach and impact with video-led online products aimed at children and adults, inspiring them about STEM through unstructured learning. Our ambition is to reach 10 million visits a year to our digital content, which we will deliver through the four pillars of our strategy:

1. Drive museum visits, amplify programmes and support income generation
2. Curate the world's greatest science collection online
3. Build a digital Science Museum Group to multiply reach
4. Partner smartly to enhance the Group's strategic priorities

## 6.2 Enhance the audience experience and enable audience participation

As well as the growth in collections access on our own websites, we recognise a step change in digital reach will only be achieved through taking our collections to where audiences are online. We also recognise that historically these objects have been presented largely in a one-way, broadcast mode. In the digital age the presentation of these objects is two-way, interactive and participatory.

This year we continued our Wikipedia initiative with a Wikimedian-in-residence, with the aim of engaging the Wikipedia community with the Group to bring our content and stories to Wikipedia. By summer 2022, we uploaded over 3,000 Science Museum Group Collection object images to Wikimedia Commons, with a focus on lesser-known science stories and underrepresented areas. We also held over 40 Wikipedia editing events to add and update over 70 Wikipedia articles, adding over eighteen thousand words. These articles have been read 4.9m times.

We also made further progress towards enhancing our collection information using artificial intelligence through the completion of the Heritage Connector research project, funded by the AHRC's Towards a National Collection programme. This collaboration with the Victoria and Albert Museum and the School of Advanced Study, University of London, explored computational techniques for transforming museum collection catalogues from raw text into structured data to build links and generate new forms of discovery and research. Other significant projects in this area include the AHRC-funded research projects Communities and Crowds and The Congruence Engine (see the 'Sustain and grow our world-class collection' section, 3.5).

As well as improvements online, we look to enhance the audience experience in our museums as part of new exhibitions and galleries using digital technology. This year we concluded our involvement in the immersive, mixed reality visitor experience project as part of Innovate UK's Audiences of the Future programme – a research and development project funded by UK Research and Innovation and delivered by a consortium led by Factory 42 (production company), with the Science Museum Group, Natural History Museum, Almeida Theatre, Magic Leap and University of Exeter. The Science Museum Group focused on the production of an associated edutainment app which launched in October 2020. This year we completed summative evaluation on both the app and the location-based experience to inform future internal projects, and also for dissemination to the wider sector.

## Increase income

By 2030:

- Self-generated unrestricted income will grow in absolute terms with reference to 2015–16 results, and Grant in Aid will represent less than 50% of our total unrestricted income.
- The Group will hold sufficient funds for investment, meaning that we can plan and implement continued improvements to public services with greater confidence and likelihood of success.
- Every part of the Group will understand its role in ensuring financial sustainability and actively contribute towards it, according to agreed targets.
- The Group will be an exemplar among museums for commercial activity and entrepreneurship.

Increase income	RAG
7.1 Deliver on-site and online commercial operations	Green
7.2 Develop income plans for Science and Innovation Park buildings, achieve 2021–22 income targets	Amber
7.3 Maximise future commercial opportunities for Vision 2025	Green
7.4 Achieve targets for donation per head and trial new regular giving product	Amber
7.5 Achieve income targets for exhibitions and programmes sponsorship	Green
7.6 Achieve development unrestricted income targets, extend Government network reach	Amber

*After a difficult trading period during the height of the pandemic in 2020–21, our commercial trading performance has started to recover exceptionally well, having generated an additional £2.3m profit (before Museum recharges). We are developing collaborative opportunities for the renewal of the Science and Innovation Park. The 2021–22 income targets were slightly behind budget as a consequence of local economic drivers, lack of availability of hangar space and COVID shutdowns for site rentals. We have put in place a business case for investment in commercial opportunities presented by the National Railway Museum's Vision 2025 programme. Visitor giving met donation-per-head targets aided by museum admission ticketing and prebooking. We significantly exceeded our exhibitions sponsorship budget. In addition, £1.1m was recognised in unrestricted development income, which was behind budget.*

### Detailed achievements

The biggest portion of the Group's income is direct Grant in Aid from the UK Government via our sponsor department, DCMS. In 2021–22 the Group received £70.8m in direct

Grant in Aid, an increase of £5.2m from the previous year, before emergency coronavirus support.

Since 2016 our strategy has been to continuously control the cost of operations and to prioritise income generation in order to invest in our people, our collection and our buildings. We have focused on increasing unrestricted income from sustainable sources and our commercial income strategy is based on five key principles:

Integrated – embedded in our mission, values and strategic planning.

- Universal – considered for all activities.
- Profitable – profit prioritised over income.
- Sustainable – ongoing activity prioritised over one-offs.
- Scalable – initiatives with potential for growth prioritised.

This year our ability to generate unrestricted income has again been severely impacted by the closure of sites, capacity limits and reduction of visitors; however, we have managed to make strong progress towards recovery. The Government's continued support package of £6.9m in resource Grant in Aid and furlough support income of £0.4m provided a vital lifeline to compensate for these reductions.

Income category	2021–22 £000	2020–21 £000
Visitor giving	1,653	234
Patrons	253	281
Corporate membership	335	170
Other donations	101	366
Government funding – including Museums and Galleries Exhibition Tax Relief	517	456
Other unrestricted grant income	700	525
Wonderlab income	1,289	178
Other ticket income	525	(25)
Retail	4,925	1,294
Corporate events	3,170	296
Cultural and Commercial Partnerships	764	18
Other commercial activities	3,207	1,167
Sponsorship	1,753	735
Rental	1,090	1,012
Investment income	26	12
Other income	884	405
<b>Targeted unrestricted income</b>	<b>21,192</b>	<b>7,124</b>
Resource Grant in Aid	47,376	44,863
<b>Total unrestricted income</b>	<b>68,568</b>	<b>51,987</b>



Further details on specific income-generating activities are given below.

### 7.1 Deliver on-site and online commercial operations

*Spend per head:* Overall spend per head based on visitor data was strong this year, performing 27% ahead of budget at £5.81. This compares with £3.92 before the pandemic (2019–20). Exceptional growth has been seen on historic averages, with the main drivers being: the reduced VAT rate; Science Museum IMAX and Science Museum *Wonderlab* price increases; online advance booking of general admissions tickets aiding sales of commercial products and experiences; the change in visitor mix (fewer international and education visitors, who spend less); fewer visitors making it easier to focus on sales; more exhibition ticket sale opportunities with *Use Hearing Protection* at the Science and Industry Museum and *Amazônia* at the Science Museum; and advance online ticketing and donations aiding secondary spend on the day.

*Retail:* Sales have been strong throughout the year, with spend per head ahead of budget at £1.66, driven by strong conversion and average transaction value. Net sales were £1.1m ahead of budget for 2021–22. We are developing future ranges for upcoming projects such as the Science Museum's *Science Fiction* exhibition and the *Flying Scotsman* centenary range, in addition to the ongoing seasonal refresh.

*Catering:* Sales have been strong throughout the year. Catering spend per head for 2021–22 was £1.68, well ahead of expectations. Net sales were £239k ahead of budget for 2021–22. We negotiated short-term amendments to catering supplier contracts to give us the best financial return and operational model for all our sites in light of the impacts of the pandemic. We have now reinstated the commission model with our contractors. In future we will leverage the capital expenditure investment from our contracts in London and Manchester to improve our offer and drive better returns.

*Corporate events:* This year we focused on rebuilding the daytime corporate events offer, building a reputation as a trusted venue in line with the relaxing of Government restrictions on business events. Income of £3.34m has exceeded targets Group-wide in 2021–22. Looking forward, the Science Museum's Smith Centre will be integrated into the overall corporate events offer from May 2022, while at the Science and Industry Museum the 1830 Warehouse now forms part of the corporate events offer for 2022–23 and 2023–24.

*Commercial experiences:* The majority of our commercial offers reopened at the same time as the museums in May, and most experiences achieved better income and spend per head than budgeted. Following our investment in IMAX: The Ronson Theatre at the Science Museum in 2019–20, the positive ticket sales experienced before the pandemic returned with reopening. In total we achieved income £794k ahead of budget. Looking ahead,

we have explored new areas for commercial growth, including limited blockbuster film runs in the Science Museum and expanding our *Power Up* offer in 2022–23, as well as developing longer-term pipeline projects for future resilience.

*Cultural and Commercial Partnerships:* Cultural and Commercial Partnerships was originally set up in January 2019 to grow income from partnership working, building on our existing ad-hoc consultancy services around interactive galleries, expanding these professional services to other areas of expertise, and continuing to grow our income-generating touring exhibitions. The Group's picture library, brand licensing and publishing activities now also fall under the Cultural and Commercial Partnerships team. Since the merger, the entire team, with both licensing and international core activities combined, has achieved income of £744k. We have increased departmental net profit from £110k in 2020–21 to £204k in 2021–22. We are looking to further grow this area of income as a holistic Cultural and Commercial Partnerships department by pursuing a range of licensing and publishing opportunities relating to the planned *Flying Scotsman* centenary programme, as well as increasing income from the Group's consultancy activity in 2022–23.

*E-commerce:* Total combined e-commerce sales exceeded £1m in turnover. This was £99k below budget. Science Museum online sales exceeded budget by £94k thanks to continued website optimisation and marketing. Models sales were £193k below budget, mainly owing to production and shipping delays of new models, with the majority of sales expected to shift to 2022–23. The combined e-commerce net profit before overheads was £109k, driven by models, while Science Museum online is still failing to achieve a net profit, owing to overheads.

*Making best use of our assets:* This year we undertook a review of our underused building assets across the estate to better understand their potential for new uses and commercial activity. In future, and as part of our commitment to align with Government standards on property management, we will be implementing a strategic Asset Management Plan. Through this plan we will develop and deliver an agreed programme of change for several buildings within the estate, which will complement the existing ambition of our Masterplan approach. Highlights of this plan include:

- Implementing a corporate events offer for the 1830 Warehouse at the Science and Industry Museum as part of a 'meanwhile' use approach. This will generate additional income for the Group.
- Completing the surrender of the lease for the Air and Space Hall at the Science and Industry Museum, thus removing a substantial repair risk.
- Subject to approvals, granting a 99-year lease for the Station Master's House at the Science and Industry Museum to The Landmark Trust in 2022–23.

- Creating an occupancy plan for the cottages at Locomotion to ensure security of these assets through ‘guardians’ in 2022–23 and holiday lettings from 2023–24 onwards.

## **7.2 Develop income plans for Science and Innovation Park buildings, achieve 2021–22 income targets**

We are developing collaborative opportunities for the renewal of the Science and Innovation Park buildings, generating income and offsetting our property risks. In particular, we are exploring mission-aligned proactive ventures, and advancing projects that promote sustainability, engagement with science and other central Science Museum Group mission tenets. The 2021–22 income targets were slightly behind budget as a consequence of local economic drivers, lack of availability of hangar space and COVID restrictions prohibiting site rentals etc. A commercial manager is now in post to help boost letting of spaces and drive up short-term lettings. We are seeking to secure initial tenants as part of this strategy from 2023–24 with a pipeline for future growth in place.

## **7.3 Maximise future commercial opportunities for Vision 2025**

The National Railway Museum’s Vision 2025 programme offers a range of future commercial opportunities which we want to ensure are maximised, both within the museum and in the broader context of York Central. Our business case for investment has been approved by our Finance Committee and we are exploring possible funding strategies to deliver on these long-term opportunities.

## **7.4 Achieve targets for donation per head and trial new regular giving product**

Museum admission ticketing and prebooking had a significant positive impact on visitor giving, with visitors invited to give a donation at the time of booking. Visitor giving achieved £1.6m of income, 33% ahead of the £1.20m budget. Donation per head for the year remained strong at 67p, exceeding the original target (61p) and 2019–20 levels (52p).

Looking forward, we will be developing the capability to handle regular giving across the Group as part of our holistic approach to building long-term relationships with visitors and to increase the resilience of our fundraising.

## **7.5 Achieve income targets for exhibitions and programmes sponsorship**

Thanks to new partnerships with long-standing supporters, as well as funding from first-time donors, we significantly exceeded our exhibitions budget of £1.8m, recognising £4.0m of income for our exhibitions programme across the Group in 2021–22. Despite the challenging environment for corporate sponsorship following the pandemic, we also received support for our festivals programme at the National Science and Media Museum and the Science and Industry Museum, albeit below our original targets.

## **7.6 Achieve development unrestricted income targets, extend Government network reach**

A total of £1.1m was recognised in unrestricted funds in 2021–22 from STEM Circle members, Patrons and other trusts and philanthropists choosing to give unrestricted donations, including the People’s Postcode Lottery. This was behind our original targets but met revised forecasts. This year we also started work to extend our Government network reach and identify new opportunities for funding partnerships. We hope to see this come to fruition in future years.

### **Supporters of the Science Museum Group**

Following a challenging year of fundraising during the pandemic, we achieved a strong recovery in 2021–22, securing £17m in new philanthropic and sponsorship income and pledges. We are very grateful to the funders who have contributed so generously to this recovery and who are ensuring the work of our museums can continue.

Key achievements:

- As more and more visitors returned to our museums through the year, their generosity in supporting our work continued. Collectively our online and in-person visitors gave £1.6m in 2021–22.
- The National Science and Media Museum received initial support from the National Lottery Heritage Fund to begin the development of its ambitious *Sound and Vision* galleries.
- Our successful *Top Secret: From Ciphers to Cyber Security* exhibition continued its tour to the National Science and Media Museum thanks to support from DCMS.
- The *Cancer Revolution: Science, Innovation and Hope* exhibition at the Science and Industry Museum was made possible by funding from Cancer Research UK, Pfizer, QIAGEN and Redx Pharma plc.
- The Manchester Science Festival 2021 was made possible by sponsorship from Chiesi, Waters, Electricity North West, Cadent Gas and Renold. The Bradford Science Festival 2021 was sponsored by PPG, The Broadway, Bradford Bid and the University of Bradford.

- A significant pledge from The Liz and Terry Bramall Foundation will enable the creation of our new interactive *Wonderlab: The Bramall Gallery* at the National Railway Museum. The Friends of the National Railway Museum also generously chose to support this project this year.
- We received support for Locomotion New Hall from The Wolfson Foundation, the Foyle Foundation and the Platten Family Fund.
- Later this year we will open a new gallery at the Science Museum, *Technicians: The David Sainsbury Gallery*, thanks to generous support from the Gatsby Charitable Foundation.
- Adani Green Energy will become the title sponsor of our new *Energy Revolution: The Adani Green Energy Gallery* at the Science Museum.
- Thanks to a partnership with Wellcome we will open a new exhibition telling the story of the global effort to find new ways to develop vaccines at pandemic speed.
- The *Amazônia* exhibition opened at the Science Museum, sponsored by Zurich Insurance and Natura &Co.
- The Science Museum's *Ancient Greeks: Science and Wisdom* exhibition opened with support from The A. G. Leventis Foundation, the Avra Foundation, the Stavros Niarchos Foundation, the John S Cohen Foundation and The J. F. Costopoulos Foundation.
- The McRoberts family are supporting the creation of *Wonderlab+*, our new website for families.
- The Aldama Foundation has generously supported a new programme supporting early curatorial careers.
- The acquisition of *Alan Measles – God in the Time of COVID-19* by Grayson Perry was made possible with the support of Art Fund (with a contribution from The Wolfson Foundation), the Victoria Miro Gallery, the Contemporary Art Society and the Hiscox Foundation.
- We are grateful for the continued support of our long-term partners this year, including the Players of the People's Postcode Lottery and our Patrons and corporate members, as well as those who generously chose to support one of our museums through a gift in their will.

## Events

Throughout the year we took a hybrid approach to engaging our supporters. It has been wonderful to welcome supporters to the Science Museum Group once again and share future plans, including new galleries and exhibitions. A few highlights included:

- In the run-up to COP26, and as part of the Science Museum Group's public programme focused on climate issues, we brought together stakeholders and supporters to celebrate the launch of acclaimed photographer Sebastião Salgado's new exhibition *Amazônia*.
- By working in partnership with our supporters, we are helping to bridge the STEM skills gap. At our STEM Skills Fair we brought together young people and organisations to focus on building the workforce of the future. Attendees heard from representatives from our STEM Circle corporate members, including Kathryn Baddeley of Cisco UK & Ireland. We have also hosted events with our talented Explainer team to showcase plans for *Wonderlab: The Bramall Gallery* at the National Railway Museum.
- It was an honour to bring our supporters closer to personal stories and cutting-edge research at the launch of *Cancer Revolution: Science, Innovation and Hope*. A number of inspirational stories about their experiences with cancer were shared during the event by Deborah James, Maureen Lipman and Victoria Ekanoye.

## Environmental sustainability

Environmental sustainability	RAG
8.1 Sustainability Strategy and Policy – implementation and progress towards target of net zero by 2033	Green
8.2 Embed a culture of sustainable decision-making into the organisation	Green
8.3 Deliver decade of climate change programming between 2020 and 2030	Green
8.4 Enhance biodiversity at each of our five museums and National Collections Centre	Green

### Detailed achievements

The Science Museum Group has released a new edition of the Inspiring Futures strategic framework. This edition has six strategic priorities, one of which is sustainability, showing how we have integrated sustainability as a key priority for the Group. The strategic priority is titled 'Sustainability: act on climate change and sustainability'. We will be a world leader in public engagement with climate change science and solutions and will achieve net zero by 2033.

We have made strides towards sustainability as a Group in the last financial year. A new travel policy was published, which saw the launch of a cycle-to-work scheme. The installation of new green-roof cycle storage at the Science Museum in London supported not only our commitment to encouraging more sustainable commuting methods, but also our commitment to biodiversity. These wooden structures have green roofs sown with over 40 species of plants to provide foraging and nectar so that wild pollinators can thrive. We also have a newly appointed Sustainability Manager who has been appointed to track where we are on our journey to net zero, ensure we are decarbonising in line with our target to reduce our Scope 1, 2 and 3 emissions by 59% by 2033 to ensure we meet net zero by this date, and further develop our understanding of our Scope 3 emissions, which form 94% of our total emissions.

The Group Executive lead for net zero and sustainability, the Deputy Director of the Science Museum, has set up and leads a Net Zero Committee which meets monthly to ensure buy-in across all teams and areas of the Group. This committee also includes non-Executive representatives from across the Group. Local Sustainability Guiding Groups for each of our museums and for the National Collections Centre have also been set up to empower colleagues to help us lead on the changes required and suggest and implement solutions. These groups include over 60 colleagues who act as our Group representatives and have been tasked to produce Local Sustainability Action Plans to show how each site will implement the carbon reductions required to meet our commitments.

Through funding we received from the Public Sector Low Carbon Skills Fund (via Salix Finance), Local Energy Action Plans have been produced for each site across the Group, which will drive the decarbonisation of the estate and directly relate to reducing our Scope 1 and 2 emissions.

In November 2021 another 1,000 broad-leaved native trees were planted at the National Collections Centre, in partnership with the Woodland Trust. This is part of our commitment to plant 1,000 native trees annually until 2030 across the Group, to add to the 45,000 native trees now already planted at our 220-hectare site in an Area of Outstanding Natural Beauty.

We are committed to delivering an ambitious public programme on climate change and sustainability and are continuing to deliver in this area. Examples include:

- Climate Talks, a series of free panel discussions on the scientific, economic, business and financial solutions to tackling climate change on a global scale in the run-up to COP26 last year. Politicians, climate activists, conservationists, climate scientists and business leaders from across the globe took part.
- Manchester Science Festival 2021, which took place online in February 2021, featured a programme of free online talks, exhibitions, debates and activities exploring our changing climate and ideas for a better world.
- One of the four themes at Bradford Science Festival 2021 was 'How is science tackling the climate crisis?'
- Updates to the Science Museum's *Atmosphere* gallery (on climate change).
- *Our Future Planet* exhibition at the Science Museum highlighting the nature-based and technological solutions for taking carbon dioxide out of the atmosphere on a global scale.
- *Amazônia* exhibition of images of the Brazilian Amazon rainforest taken by Sebastião Salgado, highlighting what we all stand to lose from the continued deforestation and mining in the forest.
- Supporting learning and events, including Carbon Cart and the Tree-mendous show.
- Six animated climate films published to mark Earth Day 2022.
- The BBC's *Antarctica 3D* showing daily in IMAX: The Ronson Theatre.

Since 2020, SMG have evaluated the commitment of current and potential sponsors to curb climate change as part of the due diligence process, using the respected Transition Pathway Initiative (TPI). The TPI assesses the progress that companies are making on the transition to a low-carbon economy using publicly disclosed data. In 2020 SMG set a threshold of Level 3 on the TPI Management Quality index. In 2022, we have evolved our approach so that we are now asking sponsors and prospective sponsors to:

- Achieve Level 4 on the TPI Management Quality index link (TPI rates companies from 0 – 4\*) by the end of this financial year (March 2023)
- Achieve alignment with the Paris 1.5 degree pathway on TPI's Carbon Performance index link by the end of the next financial year (March 2024)

Our sponsors have been informed of these new benchmarks, and we will continue to urge companies to show more leadership in speeding up the transition to low-carbon energy sources.

## Summary of performance

### Mitigating climate change, working towards net zero by 2050

In support of our commitment to net zero by 2033, the sustainability hub on our website has recently been updated. It can be found at [www.sciencemuseumgroup.org.uk/our-work/sustainability-approach](http://www.sciencemuseumgroup.org.uk/our-work/sustainability-approach). We have aligned our target to the Science Based Targets initiative (SBTi) and the ambitious 1.5°C temperature goal. We are decarbonising under all types of emissions (Scopes 1, 2 and 3) to meet our net-zero target.

In efforts to avoid the issue of greenwashing, we have developed reliable data collection techniques, and produce reports on our sustainability performance on an annual basis. We have aligned our sustainability efforts to the Science Based Targets Initiative, adding further credibility to our strategy. This allows us to track progress and trends over the years, providing a constantly evolving picture of our emissions. We compare annual emissions against the 2019/20 baseline year, in which the full range of our scope 1, 2 and 3 emissions were verified by an external consultant. We are working with our supply chain, in order to verify sustainability credentials that our suppliers make, by engaging with our top ten suppliers each year. We are constantly developing further metrics to measure our sustainability performance, including the production of the carbon footprint calculator tool for exhibitions, as detailed below in the 'strategy for the future' section.

The production of Local Energy Action Plans at each site shows how we will achieve a 20% reduction in energy consumption against the 2019–20 baseline on a per kWh per m<sup>2</sup> basis by 2033. From this baseline we are also targeting an increase to 20% of energy consumption for the estate being met from local renewables.

### Minimising waste and promoting resource efficiency

We have a strong emphasis on reducing waste and diverting all operational waste from landfill. We no longer sell single-use plastic water bottles in our shops, cinemas and cafés. In addition to this we have removed all single-use plastic bags from our shops. All our museums have facilities which separate our waste streams, and this is encouraged for both visitors and colleagues. For specialist equipment we work with suppliers on take-back schemes.

We have changed the way we deliver exhibitions to reduce the number of single-use materials needed. Colleagues now follow robust guidelines in how to deal with any leftover materials, upcycling and recycling within the Group and, where possible, benefiting local communities, institutions and individuals.

There are recycling points across our catering outlets and a pilot food digester has been installed at the National Railway Museum in York, which is soon to be rolled out more widely.

Further information can be found in the 'Waste' section below.

### Reducing our water use

We are harvesting our rainwater at the National Collections Centre in Wroughton and are looking at expanding this further. Through the Sustainability Guiding Groups, measures to reduce water consumption at each site will be explored in local action plans, for example looking at low-water-consuming alternatives for widely installed equipment.

Further information can be found in the 'Finite resources' section.

### Procuring sustainable products and services

A new Sustainable Procurement Policy, which will apply to all new suppliers, has been drafted and will be published on the Science Museum Group website by the end of 2022. Sustainability already forms a standard part of our procurement and tender processes.

Further information can be found in the 'Sustainable procurement' section.

### Nature recovery and biodiversity action planning

The Science and Innovation Park in Wroughton and Locomotion, our railway museum in Shildon, are both located in rural communities (fewer than 10,000 residents). Our site in Wroughton is also situated in an Area of Outstanding Natural Beauty. Community engagement is a vibrant strand of our work and, as a group, we operate successful volunteering programmes for our outdoor spaces.

We are committed to enhancing biodiversity across the Group. As a group we have committed to planting 1,000 broad-leaved native trees per year between 2020 and 2030, in partnership with the Woodland Trust.

At the National Collections Centre, community links, both social and physical, feature in our programming plans for the site. We anticipate that, once open to visitors, the National Collections Centre will be an additional source of employment and volunteering for the local community, and this is being progressed through our Open for All Strategy, which includes sustainability and accessibility to the site at its heart.



Further information can be found in the 'Biodiversity enhancement' section.

### **Adapting to climate change**

As part of the Masterplan and capital projects sustainability framework, projects are being carried out with sustainability in mind. Where appropriate, new-build projects meet BREEAM standards, as dictated by planning requirements.

The Estate Decarbonisation Strategy and its 'four pillar' approach is also heavily aligned to sustainability principles, with a fabric-first emphasis, helping the Group to become resilient as we approach changes in conditions due to climate change.

The development of Local Energy Action Plans and Local Sustainability Plans will further support our approach to sustainability, ensuring we are fit for the future.

### **Reducing environmental impacts from ICT and digital**

Emissions associated with our ICT and digital services were captured in the 2019–20 emission exercise, under Scope 3. This has helped to establish the baseline and key performance indicators (KPIs) that will be set for this department to achieve.

ICT is working to rationalise the number of multifunctional devices at each site, leading to a significant reduction in the number of devices and thus a significant reduction in printing of paper documents.

Another initiative is an e-signing platform to avoid printing of lengthy legal documentation. This is being rolled out across the Group.

## **Strategy for the future**

We continue to make progress on our journey to decarbonise across all parts of our estate and meet our target of net zero by 2033, following the internationally respected SBTi, by reducing all our direct (Scope 1 and 2) and indirect (Scope 3) emissions by 59% by 2033.

We have an Executive-led Net Zero Committee set up and led by the Deputy Director of the Science Museum which meets monthly and comprises senior colleagues from across the Group, covering all aspects of our work. In the last reporting year the committee welcomed applications from colleagues across the Group to attend, and this has led to three staff representatives being inducted into the committee. This group has driven forward the launch of the Sustainability Guiding Groups at each site. These groups will each produce a Local Sustainability Action Plan by the end of 2022, covering seven main sustainability topics: (1) energy, (2) biodiversity, (3) water, (4) waste, (5) green travel, (6) supply chain and (7) marketing and awareness campaigns. These action plans will be presented and reported to the Net Zero Committee.

As we have received funding from the Public Sector Low Carbon Skills Fund to produce decarbonisation plans, the next steps are to use these reports to help deliver on the Estate Decarbonisation Strategy, prioritising and implementing the proposed measures on energy use and carbon reduction. These plans will be progressed in conjunction with the capital investment programmes and a life-cycle approach to estate assets.

We will continue to work with our supply chain to influence their practices in helping us achieve net zero by 2033. This engagement will be led by the Group's Sustainability Manager, who works to the Chair of the Net Zero Committee and to the Director of Estates. Through this work we will track how our Scope 3 emissions change, comparing results to the 2019–20 baseline data.

Having rolled out a carbon footprint calculator tool for exhibitions, we will look to expand this across the Group to ensure all projects are capturing their carbon footprint in a consistent manner. This will ensure like-for-like comparisons and enable us to set KPIs for future projects.

For our colleagues at the Science Museum in London we are planning to install a wild-pollinator-friendly garden, with a priority being to enhance biodiversity on the site, even when we are limited by space constraints.

Throughout the year we will continue to release climate films, blogs and learning resources for visitors to engage with. We are also on a journey to increase our sustainability messaging across the Group, to show the positive work that we are doing. This will start to come into effect over the 2022–23 reporting period, and we hope it will inspire others to take on similar journeys.

## Sustainability reporting

### Greenhouse gas emissions

		2022	2021	2020
<b>Non-financial indicators</b> (tCO <sub>2</sub> e)	Gross emissions			
	Scope 1 – direct energy emissions	3,154	2,243	2,705
	Scope 2 – indirect energy emissions	2,765	2,146	3,494
	Scope 3 – other indirect emissions	333	237	779
	<b>Total gross emissions</b>	<b>6,252</b>	<b>4,626</b>	<b>6,978</b>
	Reduction in Scope 2 for zero-emission supply <sup>[1]</sup>	(2,711)	(2,085)	(3,415)
	<b>Total net emissions<sup>[2]</sup></b>	<b>3,541</b>	<b>2,541</b>	<b>3,563</b>
<b>Related energy consumption</b> (see individual metrics)	Electricity – non-renewable (kWh)	13,022,102	9,222,001	13,673,803
	Gas (kWh)	15,983,493	11,667,150	13,011,728
	Oil (litres)	83,148	55,245	59,788
	Biomass – wood pellets (tonnes)	367	163	53
<b>Financial indicators</b> (£000)	Expenditure on energy	2,596	1,512	1,979
	CRC expenditure	–	–	114
	Expenditure on business travel	205	13	715

[1] Reduction for zero-carbon electricity from REGO-certified supply to all sites except Blythe House, London.

[2] SMG will look to consider the impact of Scope 4 emissions (defined as avoided emissions) in future reporting years, as guidance develops for the monitoring and reporting of these emissions.

Performance	Direct and indirect impacts
<p>We have seen a 23% increase in our gas usage from the 2019–20 baseline. This is largely driven by having to operate in a COVID-secure manner, with increased ventilation requirements. Windows were kept open or 100% fresh air provided where mechanical systems were in place, throughout the winter months, to enable operation of our sites in a safe manner for staff and visitors. To compensate, heating was switched on two months earlier than in a typical year to ensure staff and visitor comfort.</p> <p>In the same period we have seen a 5% decrease in electricity consumption from the 2019–20 baseline. This decrease is due to partial closures and reduced on-site activity, and despite Building ONE at the National Collections Centre becoming operational.</p> <p>It should be noted that our solar PV production has increased by 4,554% from the first year that we reported this in 2020–21. This reflects the large amount of solar PV on Building ONE at the National Collections Centre, and shows the Group's commitment to increasing the amount of local renewable energy that we produce and consume.</p> <p>We have seen a sustained decrease in business travel since the pandemic began. Carbon emissions from business travel during this reporting period are 78% lower than the 2019–20 baseline. Though we expect this to increase as we emerge from the pandemic, we are committed to keeping these emissions down through the adoption of our new sustainable travel policy by all staff.</p>	<p>Space heating is by far the largest contributor to our greenhouse gas emissions. We are therefore actively looking for technological solutions and passive interventions which can help us to address this challenge. We see a direct correlation between our programming and our energy consumption, and by working together in new ways we hope to be able to reduce the power demand of object-rich galleries.</p> <p>Good progress has been made in this reporting period with the production of Local Energy Action Plans for each site. This approach supports a move away from fossil-fuelled heating sources, with a switch to electricity-powered sources such as air-source and ground-source heat pumps. Plans will be progressed in harmony with the Estate Decarbonisation Strategy, which supports a fabric-first approach to minimise heating demands and maximise efficiency of systems prior to their installation. This approach is also in line with our longer-term capital projects plan and asset life cycles.</p> <p>We are currently in the process of vacating Blythe House, with all objects being moved to our National Collections Centre as part of our One Collection project. At the National Collections Centre oil consumption increased because of urgent replacement of redundant boilers in one of the hangers. We are looking to eliminate our reliance on oil-fired heating and expand our biomass capacity. Biomass consumption at the National Collections Centre has increased by 592% from 2019–20 baseline levels.</p>

KPI	2022	2021	2020
Total net emissions per thousand visitors (tCO2e)	1.52	7.06	0.71

## Waste

	Non-financial indicators (tonnes)			Financial indicators (£000)		
	2022	2021	2020	2022	2021	2020
Total waste	403.3	177.3	849.1	120.4	41.0	126.10
Hazardous	3.3	2.7	–	2.2	2.4	4.6
<i>(including waste electric and electronic equipment)</i>						
Non-hazardous						
Landfill	1.6	8.9	34.0	0.9	1.1	9.4
Energy from waste	164.7	58.9	237.4	58.2	13.8	38.4
Mixed recycling	178.8	76.6	420.1	46.9	18.9	64.8
Wood recycling	3.8	21.8	60.9	0.5	2.3	–
Metal recycling	1.0	–	2.3	0.1	–	0.2
Glass recycling	50.0	8.4	94.4	11.6	2.5	9.0

### Performance

Our total waste produced has remained low in this reporting period, with a 53% decrease on the 2019–20 baseline. It is also important to highlight that only 0.40% of waste went to landfill, which is lower than any previously reported value.

The reduction in waste production is largely due to the museums having reduced operational hours, which has impacted visitor footfall, along with the hybrid working model that has been adopted, meaning a sustained reduction in on-site working across the Group.

As with previous years, the data shown does not include skip waste at all sites as this data was not easily available, though additional sites have been included in this year's reporting. While it would have been negligible for the current year, we will ensure this is included from next year onwards.

### Direct and indirect impacts

The most significant direct impact on the volume of waste comes via our visitor services. We encourage visitors to recycle in clearly marked bins and work closely with our caterers and suppliers to minimise waste production. There are recycling points across our catering outlets and a pilot food digester has been installed at the National Railway Museum, which is soon to be rolled out at further sites owing to the success of this pilot scheme.

In future we aim to significantly reduce non-recyclable material from our catering outlets and further incentivise reusable cups and bottles. These initiatives have been put back in place for staff but have remained paused for our visitors because of health and safety concerns during the coronavirus pandemic.

We have seen multiple examples of good practice in reduction of project waste. One of our largest catering partners provides 100% carbon-neutral coffee; there are no longer any single-use plastic water bottles in our shops, cinemas or cafés; and no single-use plastic bags are sold in our shops. Following the closure of our museums during the pandemic, several perishable products from our catering and retail outlets were donated to food banks and care homes to avoid unnecessary wastage.



## Finite resources

			2022	2021	2020
Non-financial indicators	Water – including locomotive operations	(m <sup>3</sup> )	50,709	52,529	76,173
(see individual resource for metrics)	Coal – locomotive operations	(tonnes)	0.3	1	47
	Non-fuel oils	(litres)	0.0	126	380
	Diesel – rail operations	(litres)	150	2,032	4,370
Financial indicators	Water supply – including locomotive operations		142.2	134	196.5
(£000)	Coal – locomotive operations		0.1	0.3	13.2
	Lubricating oil – locomotive operations		0.0	0.2	0.0
	Diesel – rail operations		0.1	2.3	7.4

**Performance**

Coal and diesel usage have remained very low owing to a pause on rides at the National Railway Museum and Locomotion.

Our paper consumption has decreased by 84% from our 2019–20 baseline (note the printing figure for the 2019–20 baseline was based on an estimate, due to an error in the printing system). The reported figure includes items printed through office printers. We will work to ensure a decrease in printing is sustained over the next few years, supported by the new online ways of working initiated since lockdowns. All staff members are encouraged to print only when absolutely necessary, and we will be promoting this through the local Sustainability Guiding Groups at each site to increase adoption of this policy.

ICT is working to rationalise the number of multifunctional printing/copying devices at each site, leading to a significant reduction in the number of devices and thus the amount printed. Another initiative is an e-signing platform to avoid printing of lengthy legal documentation, which is currently being rolled out across the Group.

Water usage has decreased by 33% since the 2019–20 baseline. This reflects reduced operations due to COVID-19.

**Direct and indirect impacts**

Operations of site vehicles, visitor experiences and heritage vehicles have the main impact on finite resource consumption across the Group. Coal and diesel consumption are unique to our operations and are key to telling the story around our largest fleet of operating historic locomotives in the UK. Showing our collections in action is one of the most direct tools we have to share our key values with visitors: revealing wonder, igniting curiosity and sharing authentic stories.

Finite resource consumption is challenging to reduce, but we are putting initiatives in place to ensure it is monitored and ways to reduce it are implemented. We will continue to gain a greater understanding of the true environmental impact of these operations and investigate methods to increase efficiency and mitigate the environmental effects.

For our water consumption we have benefited from using rainwater harvesting at the National Collections Centre and are looking at expanding this further. Through the Sustainability Guiding Groups, measures to reduce water consumption at each site will be explored in the local action plans, for example looking at low-water-consuming alternatives for commonly installed equipment.

## Biodiversity enhancement

Performance	Direct and indirect impacts
<p>We are committed to enhancing biodiversity across the Science Museum Group. As a group we have committed to plant 1,000 broad-leaved native trees per year between 2020 and 2030, in partnership with the Woodland Trust. In York and Shildon work has begun on new native planting schemes that enhance the environment for both people and wildlife, as part of Vision 2025. At the Science and Industry Museum a new wild-pollinator-friendly garden has been created, and we are exploring the potential to create a similar garden for the Science Museum.</p> <p>Green-roof bicycle sheds were recently installed at the Science Museum in London. These include safe storage for staff bicycles, along with habitats for wild pollinators and wooden structures for insects to live in.</p> <p>We work with suppliers to ensure that appropriate certificated products, such as Forest Stewardship Council (FSC)-approved timber, are chosen above others, and have a list of excluded chemicals and materials known to have impacts on ecosystems that are not to be used on the Group's premises.</p>	<p>Biodiversity varies greatly from site to site, but the Group is committed to increasing biodiversity through our sites and partnership with the Woodland Trust.</p> <p>The National Collections Centre is located in an Area of Outstanding Natural Beauty in 220 hectares of land, and we have enhanced biodiversity massively. We have planted over 45,000 broad-leaf native trees. We are also creating a large wetland area, 100 bat and bird boxes have been installed, and there is a plan to plant 1.5 hectares of wildflower meadow for pollinators to thrive in.</p> <p>The Science Museum is planning to create a wild-pollinator-friendly garden, with a priority being to enhance biodiversity. This commitment is also demonstrated by the installation of green-roof bicycle sheds, which provide not only cycle spaces but also a habitat for insects.</p>

## Sustainable procurement

Performance	Direct and indirect impacts
<p>The Science Museum Group is committed to taking part in efforts to meet the Paris goals, and our target of net zero by 2033 reflects this. Carbon literacy across the organisation is key. Our draft new sustainable procurement guidelines are vital in ensuring that sustainability and social value principles are enshrined in the Group's purchasing activities. Our tender and specification documents incorporate environmental, ethical and social value requirements. Tenderers are scored as part of the evaluation process against these requirements.</p> <p>We are working with our top ten biggest suppliers each year to help bring them towards our target of net zero by 2033. Each year we will work with a further 20 suppliers.</p>	<p>Our procurement tenders and contracts include criteria for sustainability and energy performance.</p> <p>We are currently working on a Sustainable Procurement Policy which will be published on our website.</p>

## Sustainable construction

A Masterplan and capital projects sustainability framework has been developed, which focuses on sustainable construction methods and how to ensure these are included for all ongoing and future projects. This enables projects that are occurring now to be fit for the future, and will help to reduce the amount of embodied carbon within the estate over time.

In addition to the above, all projects will be carried out in line with the Estate Decarbonisation Strategy, which addresses four pillars: building fabric, heating appliances, management systems and monitoring.

Our most energy-efficient building was recently completed at the National Collections Centre, with sector-leading innovations in low-energy-intensity collections care. Through Vision 2025 the National Railway Museum's operational carbon footprint will be reduced by an estimated 80%. The Central Hall project will use natural materials, passive design and minimal intervention as the guiding principles to its design. The building is also undergoing a BREEAM assessment.

At the Science and Industry Museum in Manchester a £4.3m grant was awarded through the Government's Public Sector Decarbonisation Scheme. The site is using water-source heat pumps as an alternative to fossil-fuelled heating systems, in addition to improving fabric efficiency for existing buildings. Through this project we are targeting a reduction of 550 tonnes of CO<sub>2</sub> per annum from our carbon emissions.

## People

People	
9.1 Develop People and Culture Plan to address the longer-term impact of the pandemic	Green
9.2 Deliver Open for All Strategy strands 3 and 4: grow a diverse workforce and build an inclusive culture	Green
9.3 Deliver 2020–25 Volunteering Strategy	Green

*The People and Culture strategy was updated in 2021 to reflect the shifting context of the pandemic. We have been trialling a hybrid working model, with the intention to adopt a permanent model by January 2023. Diversity data has been updated and we have agreed workforce diversity targets by 2026–27 along with local action plans. We introduced a new online learning platform. Volunteers donated 47,000 hours to the Group's activities.*

### Detailed achievements

#### **9.1–9.2 Develop People and Culture Plan to address the longer-term impact of the pandemic; deliver Open for All Strategy strands 3 and 4: grow a diverse workforce and build an inclusive culture**

The People and Culture strategy was updated in 2021 to reflect the shifting context of the pandemic, and the following priorities were identified.

##### **Shaping the post-pandemic workplace**

As we emerge from the COVID-19 pandemic we will foster a workplace that embraces how people want to work by enabling hybrid working for as many colleagues as possible, while ensuring that our culture, learning and leadership are not compromised. We will improve our resource planning and control to support our financial recovery while developing greater financial awareness across the organisation.

Having implemented a pilot model of hybrid working, we have learned much about effective ways of working, including how we can optimise technology and how we can communicate across our workforce, and how we can reimagine the purpose of the workplace. We have trialled different methods to engage and connect our communities of people, and are evaluating the overall effectiveness of the pilot, with the intention to adopt a permanent model by January 2023.

We continue to work closely across the Finance and People teams to ensure we have robust controls in place for resource planning, while working to develop the culture around financial awareness and accountability throughout the workforce.

Following the redundancy programme in the previous year, we continued to seek efficiencies where possible in our resourcing and team structures. As we scale our operating

model back up to seven days in three of our museums from this summer, we have been able to reverse the reduction in working hours which many of our colleagues had volunteered for in response to the pandemic and the diminished need for resources.

##### **Advancing inclusion, diversity and belonging**

We will continue our open for all work to grow a diverse workforce that better reflects our communities and build an inclusive culture in which colleagues feel a strong sense of belonging. We will seek to understand and address the barriers to working in the culture sector and widen our reach across the labour market.

We have launched a new Open for All Strategy, which retains the two pillars focused internally on our people and culture and which sets out our aspirations and targets for workforce change. Much of our attention during the pandemic was focused on building an inclusive culture, because of limitations on recruitment. With the launch of an inclusive curriculum for colleagues, as well as initiatives such as a Big Read, we have encouraged more open discussion on inclusion and diversity matters.

Our governance structure has continued to evolve with open for all local groups operating across all our sites, as well as an active steering group overseeing strategy. We completed a workforce data refresh which has enabled us to better understand the areas of underrepresentation in the workforce, and for the first time we have started to monitor the socioeconomic background of our workforce. With this updated baseline, our focus now turns much more to the diversity of our workforce, both in terms of our active recruitment and selection as well as how we develop a future talent pipeline through engaging many more people to have access to work opportunities and careers education. A work opportunities strategy is being developed which will begin to roll out in the year ahead. We continue to trial new and different methods for recruitment and selection, with a greater focus on encouraging transferable skills and creating more entry-level routes into the organisation.

##### **Enhancing organisational health**

To achieve our ambitions we will focus on our 'organisational health' by developing strong leadership skills and effective team structures, while attracting high-calibre colleagues who are aligned around a common vision. We will improve our performance mechanisms to be more rigorous and to put our values centre stage as we recognise that 'how' we work is as important as 'what' we do. We will continue to listen to our colleagues through engagement channels and take action to support our aim for the Science Museum Group to be a great place to work.

As part of the consultation process for the Inspiring Futures strategy, we took the opportunity to also consult with colleagues on the behaviours that we need

to developed SMG's behaviours in consultation with colleagues which will be rolled out over the next quarter. We recently ran our engagement survey following a pause through the pandemic, and reached a 78% completion rate (22% higher than in the previous survey in 2019). While the survey used a new set of questions and therefore there is limited trend analysis that can be undertaken, some of the noteworthy findings were that our overall engagement stands at 75%, with 77% of our colleagues remain proud to work at SMG (74% in 2019), and 64% would recommend SMG as a good place to work (up from 47% in 2019), and 88% caring about the future of SMG. Key themes arising from the survey included a desire for more career development opportunities, improved reward, and a commitment for action to be taken following the survey. The results will form the basis of a workplace improvement plan that will be rolled out in the autumn, along with local action plans led by Heads for departmental level improvements.

Wellbeing has remained an important area of focus, with a growing impact from the pandemic. We launched a wellbeing app for our colleagues, have trained a further cohort of Mental Health First Aiders, and ran campaign weeks during World Wellbeing Week and Mental Health Awareness Week, providing resources for colleagues and access to webinars.

We have continued to grow our learning offer for colleagues, with over 200 facilitated workshops being delivered across a breadth of subjects, and launched a new online learning platform, enabling more flexible and remote learning provision for all colleagues. In addition, a refreshed welcome programme launched for new joiners, with a particular focus on enabling colleagues to connect in a hybrid workplace, and a new People Management training programme was introduced, with over 100 managers so far completing the course.

### Enabling fair reward and recognition

We will review and seek to address inequalities in our pay structures, albeit acknowledging the external constraints that apply to public sector pay from time to time. We will develop a longer-term plan to enhance our competitiveness as an employer so that we can attract the best candidates from as diverse a pool of candidates as possible. We will develop colleague recognition mechanisms that reinforce our values, to support the positive development of our culture in the Science Museum Group.

The impact of COVID meant that our ambitions on reward have been curtailed; however we have continued to review and respond to labour market shifts where we can, and have sought to improve the wider benefits offer through provision of enhanced wellbeing support, introducing pension scheme changes and improving welfare facilities for colleagues.

### 9.3 Deliver 2020–25 Volunteering Strategy

The Science Museum Group is committed to becoming the leading national museum for volunteering. In 2021 we launched a new Volunteering Strategy, which realigned our ambitions with Inspiring Futures and set out our plan for delivering on this commitment. Alongside this we launched a new volunteer programme at the National Collections Centre. As well as playing a crucial role in rehousing 300,000 objects, volunteers will help increase access to the site and collection and support our broader strategic aims.

Despite the impact of COVID-19 during 2021–22, 880 volunteers contributed 47,413 hours in 91 roles. Satisfaction levels remained high, as a result of significant engagement work by our volunteer management team, with 93% of volunteers recommending us as a great place to volunteer and 80% saying volunteering with us has had a positive impact on their wellbeing.

Across the Group, volunteers helped us exceed audience expectations by providing support in 25 visitor-facing roles. At the National Railway Museum they gave 33,000 rides on the miniature railway, raising £100k. At the Science and Industry Museum they brought our *Top Secret* and *Cancer Revolution* exhibitions to life for 6,500 visitors. Elsewhere, Science Museum volunteers launched our Spotlight Tours, National Science and Media Museum volunteers supported Widescreen Weekend and Bradford Science Festival and Locomotion volunteers provided cab access to 5,000 visitors.

Volunteers in 15 roles also played a major part in helping us harness the potential of digital. Through our Wikimedia project they enriched, edited and created Wikipedia content relating to our collection that has been viewed 1.4 million times. At the National Science and Media Museum, volunteer blogs have been viewed over 2,000 times. In addition, volunteers have helped ignite curiosity and ensure we are open for all by running online object handling sessions for virtual visitors to the National Science and Media Museum and by using tablets to give visitors virtual access to our collections at the National Railway Museum.

Through 24 collections and estates roles, volunteers have helped us sustain our collection and transform our estates. Our chemistry cataloguing team at Blythe House have identified and researched 2,200 items from our chemical glassware collections, while collections support volunteers again helped increase packing workflow output. At the Science and Industry Museum our Planting Stories Garden team spent 260 days caring for our Wonderfully Curated Garden, and at Locomotion our partnership with Groundwork and Brightwater saw us provide young people not in education or training with skills development opportunities in grounds maintenance.

By working in partnership with 24 organisations across these roles we have increased access to our programmes, enabling us to better serve our communities and inspire future generations of scientists, inventors and engineers. As part of these ambitions we have provided 311 instances of skills development and employability training.

Outside our museums we have continued to be a leading voice in volunteering. Through our leadership of the Heritage Volunteering Group, and work with DCMS and Arts Council England, we provided practical support to the sector during the pandemic. With the Heritage Alliance we also published 'Creating Capacity', an exploration of the role volunteers can play in rebuilding our sector post-COVID.

## Enabling activities

Enablers: technology environment	RAG
10.1 Develop plans to secure financial sustainability	Green
10.2 Complete Inspiring Futures five-year review	Green
10.3 Improve Group working and communications through IT solutions	Green

*Following the spending review announcement we have developed a five-year financial plan aligned to our Inspiring Futures strategy. We have been able to increase our general funds in line with our policy and the levels recommended for other arm's-length bodies in the sector. We have completed the review of the Group's Inspiring Futures strategy. We delivered a new centralised Group call centre and have upgraded our wide-area network infrastructure. We have replaced all our out-of-support Wi-Fi access points and upgraded meeting rooms with equipment to facilitate hybrid meetings, as well as work-station facilities.*

### 10.1 Develop plans to secure financial sustainability

#### **Deliver balanced budget reflecting diminished income**

The Science Museum Group prepared a balanced budget for 2021–22 which included a reduced scale of operation, reduced public offer and reduced spend, reflecting anticipated diminished income levels versus 2019–20. During the year we were able to decrease the scale of these reductions as we received additional support from Government. We ended the year with a surplus which allowed us to increase our general funds by £3.3m to £5.2m in line with our policy and the levels recommended for other arm's-length bodies in the sector. Our budget, prepared during the pandemic, took a prudent view on income and spend per head which we outperformed. Progress against each quarter is reported monthly via boards and to budget holders via system-garnered reports.

#### **Develop a medium-term financial plan aligned to the Inspiring Futures strategy**

A three-year settlement for resource spending (RDEL) and capital spending (CDEL) was issued to the Group on 1 April 2022 and we have developed a five-year financial plan aligned to our Inspiring Futures strategy. In April we also received confirmation that funding would be provided for our maintenance backlog and, following phasing information received in May, are working on a three-year plan of delivery. We continue to look at various forms of funding to increase the scale of our offering to the public as well as managing our cash and reserves on a monthly basis to ensure we remain solvent and a going concern.

### 10.2 Complete Inspiring Futures five-year review

At the end of 2020 we initiated a more substantive review of Inspiring Futures to be completed by end of October 2021 for publication and implementation from April 2022, five years after its first publication and in line with the commitment in the original document. It was always planned at this point to take a deep dive, including review of the strategic priorities themselves. The enormous, worldwide impact of the COVID-19 pandemic meant the review was even more challenging than anticipated, with much uncertainty. Despite this, our fundamental mission and values remain constant – we exist to inspire futures.

The strategy review was led by a small steering group on behalf of the Board of Trustees. This was supported by contributions from across the Group and our many stakeholders. The changed circumstances are reflected in our six strategic priorities. Two areas are no longer separated as strategic priorities, signifying that since 2017 they have become intrinsic to our practice. These are international working and capital development of the estate, both of which remain embedded under several strategic priorities. Reporting from 2022–23 will be against these updated strategic priorities.

### 10.3 Improve Group working and communications through IT solutions

#### **Deliver a new centralised Group call centre**

The new Group Contact Centre is now live, complete with Anywhere365 call centre software to enhance Teams call centre capabilities. Integration of our secure credit-card payments system, PCI Pal, and Tessitura (our customer relationships software), has also been delivered. Our centralised call centre provides efficiencies in delivery as well as a better customer service by providing a single point of contact for enquiries and bookings for all sites across seven days, helping the Group to be open for all.

#### **Deliver an upgraded Group wide-area network infrastructure, with higher performance and lower cost**

The Group's wide-area network (WAN) upgrade is now complete and running live, offering higher levels of performance and resilience at lower cost – a £600k saving in costs of ownership over five years. The planned enhancements to provide increased resilience are now also running live at most sites, with backup secondary WAN connections between Group sites now having capacity equal to our primary connections. The delayed backup connection at Locomotion is expected to be complete by end of first quarter 2022–23.



**Deliver Wi-Fi improvements**

This year we replaced all 82 of our out-of-support Wi-Fi access points with new equipment which is now running live, ensuring visitors and colleagues have smooth access to Wi-Fi. Analysis and planning for future Wi-Fi improvement is now under way and will be aligned with our digital strategy for the future development of visitor interaction with galleries and exhibits.

**Support hybrid working**

Colleagues have continued to collaborate through our unified communication platform rolled out in 2020. The platform has remained essential for the Group's continued operation as we switched to piloting our hybrid working model. In support of hybrid working we have already upgraded 13 meeting rooms with equipment to facilitate hybrid meetings and will upgrade additional meeting rooms in the course of 2022–23.

We have also upgraded the workstation facilities at 60% of our existing office desks to a new common standard, including dual screens and a video camera. This new common standard makes shared use of bookable desks straightforward and the addition of a second screen and a video camera provides improved support for hybrid working video conference facilities. We aim to have upgraded 88% of our existing desks to the new standard by the end of 2022–23.

## Performance

Performance information is sourced through both internal records and our communications and records management (CRM) system. In previous years we have relied on electronic door counters to ascertain visitor numbers and carried out periodic independent face-to-face visitor surveys to obtain visitor profile information and customer feedback. Since 2020, with the introduction of ticketed entry in response to the pandemic, we have taken the opportunity to collect information at the point of booking through our CRM system and used an online post-visit survey to avoid the need for face-to-face interviews at a time of social distancing.

### Performance against DCMS indicators

	Science Museum	Science and Industry Museum	National Railway Museum	Locomotion	National Science and Media Museum	Science Museum Group <sup>[1]</sup>
Number of visits to the museum						
2019–20	3,160,000	539,000	698,000	189,000	421,000	5,007,000
2020–21	208,000	36,000	89,000	16,000	11,000	360,000
2021–22	1,395,000	262,000	462,000	70,000	139,000	2,327,000
Number of visits by children under 16						
2019–20	894,000	192,000	182,000	46,000	149,000	1,462,000
2020–21	79,000	15,000	25,000	5,000	5,000	130,000
2021–22	543,000	85,000	119,000	22,000	50,000	819,000
Number of overseas visitors						
2019–20	1,536,000	120,000	98,000	3,000	11,000	1,769,000
2020–21	4,000	400	300	20	20	4,800
2021–22	64,500	9,500	8,000	500	1,500	84,500
Percentage of visitors who would recommend a visit <sup>[2]</sup>						
2019–20	98%	98%	100%	100%	98%	98%
2020–21	81%	78%	83%	89%	75%	81%
2021–22	73%	64%	83%	89%	69%	75%
Number of facilitated and self-directed visits by children under 18 in formal education						
2019–20	328,000	44,000	27,000	5,000	33,000	436,000
2020–21	100	0	0	0	0	100
2021–22	59,000	4,500	4,000	1,000	4,500	73,500
Number of instances of children under 18 participating in on-site organised activities						
2019–20	472,000	135,000	68,000	21,000	110,000	806,000
2020–21	19,000	5,000	2,000	0	5,000	31,000
2021–22	159,000	42,000	18,000	12,000	49,000	280,000
Number of unique website visits						
2019–20	6,517,000	648,000	1,271,000	134,000	805,000	10,963,000
2020–21	3,315,000	338,000	736,000	89,000	607,000	7,641,000
2021–22	6,570,000	957,000	1,505,000	172,000	1,051,000	12,574,000 <sup>[3]</sup>
Number of Science Museum Group UK loan venues						
2019–20	162					
2020–21	156					
2021–22	156					

## Group-wide performance indicator results for year

	2021–22 £000	2020–21 £000	2019–20 £000
Exhibitions admission income (gross income)	1,653	170	1,725
Trading income (net profit/(loss), excluding sponsorship income)	500	314	2,389
Total charitable giving (including sponsorship income)	17,113	3,666	27,520
Ratio of charitable giving to Grant in Aid	24.2%	5.6%	39.0%

[1] Any discrepancies in Group totals are due to rounding.

[2] Based on ratings of 'Definitely' and 'Very likely' to recommend.

[3] Group total includes Group-wide websites in addition to museum websites.

## Commentary on performance indicators

### *Number of visits to the museum*

We reopened at all our sites on 19 May 2021. We continued to deliver a five-day-a-week operation, extending to seven days a week in holiday periods, with the National Science and Media Museum opening its cinema operation at full capacity and opening seven days a week where big releases justified this. Capacity limits in line with social distancing supported by free admission tickets remained throughout the year. Visit numbers were 44% of average pre-pandemic levels, a considerable increase on the 7% of pre-pandemic averages achieved the previous year.

### *Number of visits by children under 16*

While overall visit volumes have been depressed by the pandemic, the proportion of children among our visitors illustrates that our museums are firm favourites for families, with child visits making up over 35%.

### *Number of overseas visitors*

The collapse of the international tourism market is evident across our sites, but has had most impact at the Science Museum, where international visitors usually account for around half of all visits. This year they accounted for just under 4% across the Group.

### *Percentage of visitors who would recommend a visit*

While the substantial majority of visitors (75%) are definitely or very likely to recommend a visit, two years of coronavirus have had an impact, both broadly in terms of what engaging with cultural attractions entails for all visitors, and because of practical limitations on what our own sites have been able to offer. Most of our museums have seen a drop on pre-COVID levels of recommendation – the exception being Locomotion. At the Science and Industry Museum the major capital development work has also had an impact.

### *Number of facilitated and self-directed visits by children under 18 in formal education*

After almost no education group visits in 2020–21, this year we have started to rebuild these visits, achieving 17% of pre-pandemic averages. Following a positive response from schools and relaxation of restrictions, we were able to increase capacity for education groups during the year. Confidence continues to grow and in

March 2022 we achieved 40% of average pre-pandemic March performance.

### *Number of instances of children under 18 participating in on-site organised activities*

We have been able to rebuild engagement with family visitors as restrictions eased, enhancing their experience and supporting the growth of science capital.

### *Number of unique website visits*

As more visitors have returned to our physical sites we have seen strong growth in visits to our websites as people plan their visit and because they are able to book their free timed ticket in advance – this is about half of online visitors. The growth in use of the Group's online content by remote audiences is also reflected in this number.

### *Number of Science Museum Group UK loan venues*

The Group continued to be an active partner, with 156 loan venues across the UK. The majority of the Group's UK loans are long loans out rather than temporary exhibition loans. As such, year-on-year data is relatively static.

### *Exhibitions ticket income*

Exhibition ticket income was driven by *Amazonia* at the Science Museum and *Use Hearing Protection* at the Science and Industry Museum.

### *Trading income*

Trading income profit (after internal Museum recharges), while remaining significantly behind pre-pandemic levels, has started to recover, aided by site opening for the majority of the year, strong spend per head and the return of corporate events.

### *Charitable giving*

Museum admission ticketing and prebooking had a significant positive impact on visitor giving, with visitors invited to make a donation at the time of booking. Support for our exhibitions programme across the Group has been strong. We have generated unrestricted funds from STEM Circle members, Patrons and other trusts and philanthropists choosing to give unrestricted donations, including the People's Postcode Lottery. Our capital Masterplan programmes have continued to be successful in their support received.

*Ratio of charitable giving to Grant in Aid*

Owing to the significant increase in charitable giving in 2021–22, the ratio of charitable income to Government funding increased in the year as the Grant in Aid funding received was only marginally more than in 2020–21.

This was lower in 2020–21 because of the significant reduction in charitable giving owing to the site closures and reduced activity across the museum.

## 3. FINANCIAL REVIEW

### 3.1. Summary

The 2021–22 financial year was dominated by the recovery phase of the global COVID-19 pandemic. The impact of the pandemic on the Group's visitor numbers, although not as pronounced as in 2020–21, remained significant: this year we welcomed 2,327,000 visitors to our museums, where usually we enjoy over 5 million annual visits. This had an impact on the Group's ability to generate income across nearly all its income streams, as well as on its core expenditure levels, as the museums were open for only five days a week for the financial year.

The Group maintained a three-pronged approach developed through the COVID-19 pandemic to managing its financial performance in the year, consisting of:

1. Performing a full, bottom-up budgeting exercise for the year.
2. Accessing UK Government support packages for which the Group was eligible, including the Coronavirus Job Retention Scheme (or furlough) and relief from non-domestic rates.
3. Receiving additional resource Grant in Aid funding made available by DCMS through the Emergency Covid Support Package.

The Group's general funds increased by £2.8m from 2020–21 to £4.6m, in line with our policy and the levels seen at other arm's-length bodies in the sector.

Income for the Group was £109.8m, which is 31% higher than in 2020–21 (£83.6m). Of this income, £70.8m (71%) was Grant in Aid received from DCMS. Trading income of £12.1m was more than four times that in 2020–21 (£2.8m), owing to the reopening of the sites and the resumption of retail, catering, commercial experiences and events activities. Donations, grants and sponsorship of £24.4m were gratefully received from donors and supporters for a variety of capital and non-capital activities. Grant income included £2.9m for the Congruence Engine research project from the Arts and Humanities Research Council and £1.9m for the *Injecting Hope* project from the Wellcome Trust.

The Group's expenditure, including depreciation and amortisation, was £87.7m for the period and was 10% higher than in 2020–21 (£80.0m). Of our non-capital expenditure, 60% was directed to our charitable objectives of science education and communication, care for and research into our collections and providing services to our visitors. Support costs of £34.9m included the running costs of our large estate, as well as back-office and management functions; these were slightly higher than in 2020–21 due to re-opening of the sites.

Our capital expenditure on capital and major projects was £21.7m, as we delivered on projects including conservation

work at the Science and Industry Museum's Power Hall, facilities upgrades across all of the Group's sites and the National Railway Museum's Vision 2025 project. We also continued with our ambitious project to develop a new *Technicians* gallery at the Science Museum, funded by a generous grant from the Gatsby Charitable Foundation.

Over the long term, the Group's return to its past operating model depends on a recovery in visitor numbers and continued consumer confidence in the face of increasing cost-of-living challenges. The Group will apply the lessons it learned over recent years on entrepreneurial attitudes, operational efficiency and effectiveness as it seeks to manage the challenges of the coming years.

### 3.2. Financial performance

#### 3.2.1. Overall result

The net result in 2021–22 was a surplus of £22.9m, compared with a surplus of £6.2m in 2020–21. Income increased by £26.2m, while expenditure rose by £7.7m.

Unrestricted income increased by £16.6m, as a result of additional resource Grant in Aid from the Public Bodies Support Package of £6.9m and the reopening of the sites across the Group leading to increases in visitor numbers; donations; retail, catering and commercial spend; and corporate events. Unrestricted expenditure increased by £10.6m, as visitor-related and project activity recovered from the previous year.

A £9.6m increase in restricted income related to a higher level of activity across the Group and an increase in donations received, offset by reduction in Coronavirus Job Retention Scheme (furlough) grants of £5.6m. Restricted expenditure fell by £2.9m, as some of the projects for which funds were received were due to start in future periods.

#### 3.2.2. Income

Grant in Aid received from DCMS increased from £65.6m in 2020–21 to £70.8m in 2021–22. The allocation for core activities at the Group of £35.9m was same as £35.9m in 2020–21; as mentioned above, this was supplemented by a £6.9m allocation from the Public Bodies Support Package and £4.5m as part of COVID-19 recovery support.

These allocations were supplemented by a core capital allocation of £2.5m (2020–21: £2.5m). There was an additional allocation of £7.2m (2020–21: £3.8m) from the Museums Infrastructure Fund to support capital maintenance. Funding of £4.5m (2020–21: £3.0m) was also received for the One Collection programme. In 2020–21 the Group also received £2.5m for works on the Power Hall in Manchester. One Collection is a major programme to relocate collections currently stored at Blythe House in West Kensington to a purpose-built facility at the National

Collections Centre in Wiltshire that is anticipated to run until 2024. The second tranche of funding (£6.0m) for the Group's Vision 2025 programme in York was received, as was a grant of £0.3m for the *Top Secret* exhibition in Manchester and £0.5m for the Type Archive project.

#### Grant in Aid

Continuing receipt of Grant in Aid from DCMS is dependent upon the Science Museum Group's compliance with the DCMS/SMG Management Agreement dated January 2017. This sets out DCMS policy and financial requirements, which include the relevant provisions of Managing Public Money and such other guidance as the Treasury, Cabinet Office or DCMS have issued. It also describes the delegated powers and limits.

For 2021–22 the allocation of Grant in Aid was set at the same level as 2020–21, which itself represented an increase of 1.84% on the 2019–20 allocation. However, during 2021–22 the Group received additional resource Grant in Aid funding of £4.5m as part of COVID-19 recovery support.

In March 2021, a support package of £90m for the UK's cultural and heritage organisations was announced by the chancellor. This was in addition to the £1.57 billion support package announced in July 2020. As part of this package, the Science Museum Group received £6.9m of additional resource grant in aid funding during 2021–22.

The Comprehensive Spending Review 2021 was announced in October 2021 and set funding levels for the period to 2024–25. As a baseline, the Group's Grant in Aid allocation is forecast to rise by 2% in each year of the three-year period, increasing baseline funding from £38.1m to £40.4m.

#### Distribution of Grant funding to the National Coal Mining Museum

In 2012–13 the Science Museum Group entered into a management agreement with the National Coal Mining Museum for England (NCMME) under which SMG supports NCMME through an annual grant payment. NCMME retains its own Board of Trustees and continues to publish its own annual report of its activities, together with its audited annual accounts, no later than 31 December each year. NCMME is not considered a subsidiary undertaking for the purposes of Group accounting and the Science Museum Group does not exercise any control over NCMME's financial and operating policies. Under the agreement SMG does retain accountability for the use of public funds. In addition, the Accounting Officer for the Group is also the Accounting Officer for NCMME and appoints the NCMME Director as Accountable Officer. SMG reserve the right to adjust or withhold the funding to NCMME where there is a risk to public funds.

As described above, the Group received £0.4m from the Coronavirus Job Retention Scheme in 2021–22. During the year 401 employees were placed on furlough. Of these employees, 59 were contracted to the Board of Trustees of the Science Museum and 342 to SCMG Enterprises Ltd, the Group's trading subsidiary.

Donations and legacies increased by £4.4m to £8.0m in 2021–22. The majority of this was due to increased levels of visitor giving and specific donations in support of the group's Vision 2025 programme. Also included within this figure is the value of donated assets, which fluctuate significantly from year to year depending on the individual assets donated: in 2020–21 the value of such assets, including the contents of the office of Professor Stephen Hawking, was £2.2m; in 2021–22 the value was £0.8m.

Other charitable income – mainly grants and ticket sales – increased from £3.2m to £14.7m. The 2021–22 figure includes a significant grant of £4.2m for decarbonisation activities at the Science and Industry Museum from the government via Salix Finance. Ticket income increased to £1.8m (2020–21: £0.2m), the majority of which related to admission to *Wonderlab: The Statoil Gallery*. Also included in other charitable income is the receipt of Museums and Galleries Exhibition Tax Relief of £0.5m (2020–21: £0.5m).

The recognition of sponsorship income is closely related to significant projects across the Group. The current-year balance of £1.8m includes amounts in support of the Group's *Our Future Planet*, *Amazônia* and *Cancer Revolution* exhibitions and the MathWorks Academy.

### 3.2.3. Expenditure

Total resources expended were £87.7m (2020–21: £80.0m). The increase in expenditure is primarily due to increased activity across the Group following reopening of the sites. As the sites returned to operational capacity for the majority of the year, the utilities and facilities costs, including security, cleaning and electricity, saw increases compared with 2020–21's levels.

Within expenditure, staff costs were £33.6m (2020–21: £35.3m), the reduction being the result of lower staffing levels during closures at the beginning of 2021–22. Direct costs increased most significantly in trading activities (£10.3m; 2019–20: £6.8m) as a result of the reopening of all sites, exhibitions and public programmes.

### 3.2.4. Income and expenditure by fund

The unrestricted result for the year was a deficit of £1.9m, compared with a deficit of £7.8m in 2020–21. The decrease in the deficit during the year was mainly due to the increase in resource Grant in Aid funding and commercial income from the reopening of all the sites.

The restricted result, which is before the allocation of funds for capital projects, was a surplus of £24.0m, compared with a surplus of £11.5m in 2020–21.

This was driven by the increased level of restricted income described above, including that from DCMS for One Collection, Vision 2025 and capital infrastructure works.

The Group is grateful to DCMS for its continued support through the year.

	2021–22		2020–21	
	Restricted/ endowment	Unrestricted	Total	Total
	£k	£k	£k	£k
Income	41,270	68,568	109,838	83,619
Expenditure	(17,243)	(70,440)	(87,683)	(79,982)
<b>Total</b>	<b>24,027</b>	<b>(1,872)</b>	<b>22,155</b>	<b>3,637</b>

### 3.3. Financial position

#### 3.3.1. Balance sheet

Tangible assets increased by £25.0m in the year, driven by in-year additions of £21.6m (2020–21: £20.0m) before disposals and impairments of £0.6m (2020–21: £0.8m), an upwards revaluation of £20.1m (2020–21: upwards £2.0m) and depreciation of £16.6m (2020–21: £17.1m). The additions represented a variety of capital projects including conservation work at Power Hall, facilities upgrade across all the sites, Vision 2025 and *Technicians Gallery*.

Investments of £10.9m were held at year end (2020–21: £10.0m). These funds, expected to be held over the longer term, are part of the proceeds from the 2015 sale of the Post Office Building. The remainder of the proceeds were held as current investments, short-term deposits or cash and cash equivalents at year end. The balance on the sales proceeds fund at year end was £27.7m (2019–20: £27.1m).

Net current assets increased by £15.7m in the year to £63.2m, with increases in debtors, current asset investments and short-term deposits. The debtor balance included accrued income for a variety of grant-funded projects expected to be completed in future years. During 2021–22 surplus medium-term cash holdings were invested in money market funds and short-term deposits.

Current creditors include the advance receipt of £5.7m for the sale of land in York to Homes England as part of the York Central development project. As explained in Note 30, the sale was completed in April 2022 and the Group subsequently received a further payment of £3.3m, this being the difference between the market value of the land (£9.0m) and the consideration received to date (£5.7m). The final element of this transaction will be reflected in the 2022–23 financial statements.

Accruals and deferred income increased from £8.5m to £9.8m, with the deferred sponsorship income within this decreasing from £1.1m to £0.8m. Accrued expenditure is higher than in March 2021, with the majority of the balance relating to accruals for operational costs. Deferred sponsorship income relates to exhibitions and galleries due to open in future periods and to several learning projects across the Group where the activity –

and therefore the benefit to sponsors – is scheduled for future years.

The Group repaid principal and interest on its two outstanding loan facilities with DCMS. As outlined in Note 20, the total loan balance of £3.5m (2020–21: £4.3m) is repayable over the next five years and relates to two loans designed to support the increase of commercial income generation across the Group.

The Group's pension liability decreased over 2021–22 from £5.8m to £3.1m at 31 March 2022. This is primarily due to remeasurements resulting from changes in financial assumptions, including increases in the discount rate, offset by inflation-linked assumptions around future salary increases and pension increase rate. Following the acquisition of the Science and Industry Museum in 2012, the Science Museum Group became an admitting body of the Greater Manchester Pension Fund, a defined benefit scheme. Details are given in Note 22 of the accounts.

### 3.4. Group funds

#### 3.4.1. Movement in funds in 2021–22

##### Definition of funds

Restricted funds are income funds or endowments which can only lawfully be spent for purposes specified by the donors. During 2021–22 the Group used its restricted funds on a variety of activities, including capital projects and research activities funded by grants.

Designated funds are unrestricted income funds held for specific future projects of high strategic value. During 2021–22 the Group has used its designated funds on a variety of capital projects and infrastructure investments, in line with budget.

The Group further distinguishes between restricted and unrestricted and between expendable and non-expendable funds, with non-expendable amounts being those associated with future depreciation of capital assets, endowment funds and the Group's defined benefit pension liability, and expendable reserves being all other funds.



In 2021–22 the Group's funds increased by £46.4m to a total of £611.5m at 31 March (2021: £565.1m). At March 2022 the Group's expendable reserves have increased to £72.8m (2020–21: £56.7m), though a large proportion of these funds remain represented by restricted rather than designated reserves, with £56.2m restricted and £16.5m unrestricted (2020–21: £45.8m restricted and £10.9m unrestricted).

*Funds, split into expendable and non-expendable reserves*

	2021–22			2020–21		
	Restricted £k	Unrestricted £k	Total £k	Restricted £k	Unrestricted £k	Total £k
Expendable	56,210	16,541	72,751	45,774	10,919	56,693
Non-expendable	257,719	281,014	538,733	244,201	264,217	508,418
<b>Total</b>	<b>313,929</b>	<b>297,555</b>	<b>611,484</b>	<b>289,975</b>	<b>275,136</b>	<b>565,111</b>

Non-expendable reserves reflect the capitalisation in the year, offset by depreciation, while expendable reserves are amounts expected to be spent in future periods on capital and non-capital activities.

### 3.4.2. Use of expendable reserves

#### *Expendable reserves*

Expendable reserves comprise a mixture of restricted and unrestricted funds which the Group can use at its discretion. These funds comprise general funds, restricted grants and donations reserves, the restricted proceeds of the sale of the Post Office Building and designated funds.

In addition to income and expenditure shown in the Statement of Financial Activities, expendable reserves were used for capital activities and transferred to non-expendable capital funds to meet future depreciation.

- Restricted expendable funds increased as income for various projects such as The Congruence Engine, *Injecting Hope* and Vision 2025 was offset by expenditure on a variety of projects including the Winton Explainers, One Collection and Vision 2025, supplemented by investment returns.
- Unrestricted expendable funds increased by £5.6m, with additional amounts designated for the Group's capital improvement programme over 2022–23 and an increase in the Group's general fund balance.

*Result for expendable reserves, including transfers*

	2021–22			2020–21		
	Restricted £k	Unrestricted £k	Total £k	Restricted £k	Unrestricted £k	Total £k
Opening balance	45,774	10,919	56,693	45,891	9,420	55,311
Income	40,380	68,568	108,948	31,611	51,987	83,598
Expenditure	(8,565)	(61,546)	(70,111)	(12,074)	(49,828)	(61,902)
Investment result	712	–	712	2,538	–	2,538
Transfers	(22,091)	(1,400)	(23,491)	(22,192)	(660)	(22,852)
<b>Closing balance</b>	<b>56,210</b>	<b>16,541</b>	<b>72,751</b>	<b>45,774</b>	<b>10,919</b>	<b>56,693</b>

# CONSOLIDATED FUND POSITION 2021-22

	March 2021 £000	Income £000	Expenditure £000	Net result £000	Investment results £000	Revaluation £000	Transfers, including capitalisation £000	March 2022 £000
<b>EXPENDABLE FUNDS</b>								
Unrestricted funds								
General funds	1,843	68,568	(60,307)	8,261	-	-	(5,459)	4,645
Museum improvement fund	8,795	-	(1,181)	(1,181)	-	-	4,042	11,656
Collection purchases fund	281	-	(58)	(58)	-	-	17	240
<b>Total unrestricted expendable funds</b>	<b>10,919</b>	<b>68,568</b>	<b>(61,546)</b>	<b>7,022</b>	<b>-</b>	<b>-</b>	<b>(1,400)</b>	<b>16,541</b>
Restricted funds								
Grants and donations fund	18,651	40,251	(8,305)	31,946	-	-	(22,091)	28,506
Collection purchases fund	-	-	-	-	-	-	-	-
Buildings sale fund	27,123	129	(260)	(131)	712	-	-	27,704
<b>Total restricted expendable funds</b>	<b>45,774</b>	<b>40,380</b>	<b>(8,565)</b>	<b>31,815</b>	<b>712</b>	<b>-</b>	<b>(22,091)</b>	<b>56,210</b>
<b>TOTAL EXPENDABLE FUNDS</b>	<b>56,693</b>	<b>108,948</b>	<b>(70,111)</b>	<b>38,837</b>	<b>712</b>	<b>-</b>	<b>(23,491)</b>	<b>72,751</b>
<b>NON-EXPENDABLE FUNDS</b>								
Capital assets fund (unrestricted)	22,684	-	(1,419)	(1,419)	-	-	1,139	22,404
Capital assets fund (restricted)	243,033	-	(8,678)	(8,678)	-	-	22,181	256,536
Other restricted fund	-	875	-	875	-	-	(875)	-
Capital asset revaluation fund	247,340	-	(6,838)	(6,838)	-	20,559	657	261,718
Defined benefit pension deficit fund	(5,807)	-	(637)	(637)	-	2,947	389	(3,108)
Endowment fund	1,168	15	-	15	-	-	-	1,183
	<b>508,418</b>	<b>890</b>	<b>(17,572)</b>	<b>(16,682)</b>	<b>-</b>	<b>23,506</b>	<b>23,491</b>	<b>538,733</b>
<b>TOTAL NON-EXPENDABLE FUNDS</b>	<b>508,418</b>	<b>890</b>	<b>(17,572)</b>	<b>(16,682)</b>	<b>-</b>	<b>23,506</b>	<b>23,491</b>	<b>538,733</b>
<b>TOTAL FUNDS</b>	<b>565,111</b>	<b>109,838</b>	<b>(87,683)</b>	<b>22,155</b>	<b>712</b>	<b>23,506</b>	<b>875</b>	<b>611,484</b>
<b>Total unrestricted funds</b>	<b>275,136</b>	<b>68,568</b>	<b>(70,440)</b>	<b>(1,872)</b>	<b>-</b>	<b>23,506</b>	<b>785</b>	<b>297,555</b>
<b>Total restricted funds</b>	<b>288,807</b>	<b>41,255</b>	<b>(17,243)</b>	<b>24,012</b>	<b>712</b>	<b>-</b>	<b>(785)</b>	<b>312,746</b>
<b>Total endowment fund</b>	<b>1,168</b>	<b>15</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,183</b>

## 3.5. Financial sustainability

### 3.5.1. Future developments

2021–22 saw a partial recovery from the COVID-19 crisis and a return to more normal operations. The Group was able to open all its sites to the public from May 2021 and visitor numbers, while lower than pre-pandemic, have been above forecast. This is a result of the successful digital brand marketing campaign; strong ticket sales for our interactive gallery *Wonderlab*, the IMAX cinema and the exhibition programme including *Amazônia, Our Future Planet*, *Ancient Greeks* and *Stephen Hawking at Work*, and the return of education group visitors.

The full effects on visitor numbers and behaviour, on the wider economy and on the philanthropic environment will play out over a longer time frame. Some evidence of this uncertainty is provided by the increase in inflation and continued supply chain disruption in the first half of 2022. Over the longer term, there may be significant changes in visitor numbers and behaviour, which will require us to change our offer to the public. This will have knock-on effects on our ability to generate income, but also on our cost base. The Group will continue to monitor its operating model to ensure that it is as robust and efficient as possible, while maintaining our high standards for visitor safety and collections care. In the 2021 Spending Review the Group received confirmation of an increase in its core Grant in Aid allocation of 2% a year over the period to 2024–25.

Work on capital projects will continue, as successful delivery of these investments is crucial to our long-term health. This includes further work on the Vision 2025 programme in York and appropriate capital infrastructure works to address an existing maintenance deficit. The Chancellor announced support for critical maintenance work on the national museums' estates during the Spring Budget in March 2020. As part of this package, the Group will receive £42.0m over the three-year period from 2022–23 to 2024–25 for various projects.

For both the Group and the wider economy, 2022–23 and the years that follow may be challenging. We are well placed to withstand these challenges, with a lean operating model and significant cash balances. Our museums will play a crucial role in the return to normality after the crisis, and we look forward to contributing to this exercise.

### 3.5.2. Going concern

The accounts have been prepared on the going concern basis. The Board of Trustees of the Science Museum is a statutory body established under Section 9 of the National Heritage Act 1983, it, through the Museum, has a statutory responsibility for keeping its collections and making them available for inspection by the public, and the Trustees and Accounting Officer have assumed in making the going concern assessment that sufficient Government

funding support will continue to be made available to fulfill this responsibilities.

Building on its experience through the COVID-19 pandemic, the Group performs regular modelling and scenario planning to track the most significant income and cost drivers in its operating model and to anticipate challenges. This scenario planning includes consideration of a variety of assumptions around social or economic measures that could be experienced by the Group in reasonably likely future states, including those related to the pandemic.

From May 2021 onwards the Group has been able to open all its sites to the public, albeit at reduced capacity of five days per week; over 2022–23 it plans to resume seven-day opening, suggesting a return to more normal operations.

After reviewing the Group's forecasts and projections, the Trustees have a reasonable expectation that the Science Museum Group has adequate resources to continue in operational existence for a period of at least twelve months from when the financial statements are authorised for issue. The Group therefore continues to adopt the going-concern basis in preparing its financial statements.

## 3.6. Financial policies

### 3.6.1. Creditor policy

The Science Museum Group operates a 30-days payment policy where no payment terms have been specifically agreed. Using a sampling method, 68% of payments were made within this policy during 2020–21 (2020–21: 68%). No allowance has been made within these statistics for disputed invoices.

### 3.6.2. Investment policy

The Trustees are empowered to invest by the Trustees Act 2000. Taking into account both best return, short-term availability and security, the Group ensures that all funds identified as surplus to working capital are reviewed daily and invested on short- to medium-term facilities to maintain their value over time.

The Trustees continued to invest in line with their policy, which allows for investment in equity and fixed-income funds aimed at preservation of value over the period by seeking to produce the best financial return within an acceptable level of risk. The investment objective for the long-term reserves is to generate a return of 3% in excess of inflation over the long term. The investment objective for the short-term reserves is to preserve capital value with a minimum level of risk. Assets should be readily available to meet unanticipated cash-flow requirements.

In 2021–22 the long-term portfolio gained 8.7% (2020–21: gained 25.8%). This is above the target return. Since inception in December 2015 the portfolio has returned a cumulative 75.5%.

### 3.6.3. Reserves policy

The Trustees seek to maintain unrestricted general funds not committed or invested in tangible fixed assets at a level equivalent to eight weeks' worth of unrestricted, non-Grant in Aid income. This level of reserves is held as a safeguard against unpredictable income streams, which may be vulnerable to the wider economic climate, including retail income and visitor donations. Having regard to the wider economic uncertainty and the level of general reserves held by comparable institutions, and after considering the forecast results for future years, the Trustees agreed at their meeting in March 2022 that £5.2m was an appropriate level of reserves to hold in this respect. The value of general reserves at 31 March 2022 was £4.6m.

The Trustees review the reserves policy each year and make changes where appropriate to reflect likely funding requirements or known risks.

Designated funds are unrestricted income funds held for specific future projects of high strategic value. The museum improvement fund represents the aggregate value of designated funds held for such projects, which include major capital works as well as exhibitions, research and educational projects. The majority of projects for which funds are held in the museum improvement fund will be undertaken during the coming financial year.

## 3.7. Fundraising performance

The Science Museum Group is an exempt charity under Schedule 3 of the Charities Act 2011, with DCMS acting as its principal regulator for charity law purposes, and is recognised as charitable by HM Revenue & Customs. The Group is registered with the Fundraising Regulator and is compliant with its Code of Fundraising Practice. In 2021–22 all fundraising was carried out by in-house fundraisers employed by the Science Museum Group and the Group did not work with any third-party commercial participators or professional fundraisers. No complaints were received regarding fundraising this year. The Science Museum Group regularly reviews fundraising processes to ensure that visitors can make a clearly informed decision about whether to make a donation in addition to any tickets or products they may choose to purchase. All fundraisers are trained to ensure that no undue pressure is placed on visitors or other prospective supporters to donate.

## 4. REMUNERATION AND STAFF REPORT

### Remuneration

The Remuneration Committee provides advice to the Board on the remuneration of the Director and the senior leadership team. The Committee met during 2021–22 to discuss the Director's and senior leaders' remuneration.

The Remuneration Committee's responsibilities are to:

- Review annually the performance, pay and bonus of the Science Museum Group Director and agree recommendations for approval by the Group's Board
- Receive reports on performance of designated senior managers (those reporting to Director and Managing Director) and agree recommendations as to their remuneration for approval by the Board
- Have oversight of the performance, effectiveness and wellbeing of the leadership team, providing support as necessary to the Director
- Approve and periodically review the design of any performance bonus scheme
- Keep succession planning under review
- Have oversight of severance awards for senior staff and ensure any payments are made in line with the appropriate guidance and policy
- Review annually a register of external income for which senior leaders are eligible (including retained and donated income where relevant)

### Membership of Remuneration Committee

The membership of the Remuneration Committee during the year is shown in the Governance Statement.

The Science Museum Group Director and Director of People and Culture attended meetings that reviewed senior remuneration (excluding discussion concerning their own pay and performance).

### Policy on the remuneration of senior managers for current and future financial year

When determining salary levels generally, several factors are taken into account:

- The projected budget for the annual pay settlement for the wider organisation, which considers Government guidance
- Salary levels internally and in the marketplace (through salary surveys and benchmarking)
- Job size and whether this has changed over the period

### Performance-related pay for senior leaders

At the beginning of the year, senior leaders are set objectives based in line with business plans. At the end of the year they are assessed by the Director, Managing

Director or a Group Executive member on the extent to which they have achieved their objectives and their performance is rated accordingly. The Chair of the Board of Trustees assesses and rates the Director's performance. All ratings are then reviewed by the Remuneration Committee. Senior leaders are eligible to be considered for a discretionary bonus, which is dependent on performance, within a range from 0 to 15% of their annual salary.

When determining individual salary increases, the performance and contribution of the individual over the period (measured through performance appraisal) forms the major component together with any impact from changes in job scope and external factors. In light of the current financial climate following the COVID pandemic, it was decided that no bonuses would be paid for performance in the previous year.

### Policy on contractual terms

Senior employees are on permanent contracts with either the Science Museum Group ('Museum') or SCMG Enterprises Ltd ('Enterprises'). Notice periods for senior employees are between three and six months, and six months for the Director. Termination payments are in accordance with Museum or Enterprises contractual terms.

All Museum employees, except those detailed below working at the Science and Industry Museum and Locomotion, are eligible to be members of the Principal Civil Service Pension Scheme (PCSPS) with associated redundancy and early retirement conditions. Civil Service pension details are given in notes to the accounts at Note 13. Museum employees working at the Science and Industry Museum are eligible to be members of the Greater Manchester Pension Fund, for which the Science Museum Group is an admitted body, with associated early retirement conditions. Employees working at Locomotion who transferred from Durham District Council under the Transfer of Undertakings (Protection of Employment) Regulations 2006 continue to participate in the Durham District Council pension scheme to which the Science Museum Group makes payments on a contributory basis.

All Enterprises employees have the option to join a group personal pension arrangement, currently provided by Royal London. If they do not wish to join that scheme they are auto-enrolled into a group personal pension arrangement, also provided by Royal London. In the event of redundancy they will be entitled to payments as defined under the Employment Rights Act 1996 unless individual contracts define other terms.

The members of the Board of Trustees of the Science Museum, who hold overall responsibility for the Science Museum Group, are not remunerated. Expenses paid are disclosed in Note 13 of the annual accounts.

## Remuneration information

The information below has been audited.

‘Remuneration’ includes gross salary, performance pay or bonuses, overtime, reserved rights to London weighting or London allowances, recruitment and retention allowances, and any other allowance to the extent that it is subject to UK taxation.

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue & Customs as a taxable emolument.

## Senior directors

This Remuneration Report has been prepared in accordance with the Government Financial Reporting Manual, which requires disclosure of information about directors’ remuneration, where ‘directors’ is interpreted to mean those having authority or responsibility for directing or controlling the major activities of the Science Museum Group. This means those who influence the decisions of the entity as a whole rather than the decisions of individual directorates or sections within the entity.

It is the view of the Science Museum Group that this requirement encompasses the three posts listed below, whose emoluments and pension details are disclosed. The Group considers that no other key management staff details need to be disclosed under this guidance for 2021–22.

Remuneration	Salary £000	Bonus payments £000	Benefits in kind Nearest £100	Pension benefits £000	Single total figure of remuneration £000
<b>Sir Ian Blatchford, Director and Chief Executive</b>					
2021–22	140–145 (FTE:180–185)	–	–	19 <sup>[1]</sup>	160–165 (FTE: 200–205)
2020–21	170–175	–	–	63 <sup>[1]</sup>	235–240
<b>Jonathan Newby, Acting Director and Chief Executive (May 2021 – August 2021) and Managing Director (until November 2021)</b>					
2021–22	95–100 (FYE: 135–140)	–	700	6 <sup>[2]</sup>	100–105 (FYE: 140–145)
2020–21	135–140	–	1,200	10 <sup>[2]</sup>	145–150
<b>Shri Mukundagiri, Chief Operating Officer (from November 2021)</b>					
2021–22	55–60 (FYE: 135–140)	–	–	2 <sup>[2]</sup>	55–60 (FYE: 135–140)

The ‘Single total figure of remuneration’ bandings have been adjusted to be in line with the FReM with rounded bandings

[1] Calculated as 20 times the real increase in pension plus the real increase in any lump-sum payment due, less member contributions.

[2] Non-PCSPS employee; the figure is the employer’s contributions in the year.

Pension benefits (PCSPS scheme members only)	Total accrued pension and related lump sum at pensionable age 31/03/22 £000	Real increase in pension and related lump sum at pensionable age £000	CETV at 31/03/22 £000	CETV at 31/03/21 £000	Real increase in CETV £000
<b>Sir Ian Blatchford</b>	65–70	0–2.5	1,165	1,101	4

## Cash-equivalent transfer values

A cash-equivalent transfer value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time.

The benefits valued are the member’s accrued benefits and any contingent spouse’s pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued

in his/her former scheme. The pension figures shown relate to the benefits that individuals have accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of his/her purchasing additional pension benefits at his/her own cost. CETVs are calculated within the guidelines and framework

prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

#### *Real increase in CETV*

The real increase in CETV reflects the increase effectively funded by the employer. It takes account of the increase in accrued pension that is due to inflation and contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement), and uses common market valuation factors for the start and end of the period.

#### *Fair pay*

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the

organisation's workforce. The midpoint for the banded remuneration of the highest-paid director in the Science Museum Group in the financial year 2021–22 was £182,500 (2020–21: £172,500, which was an increase of 5.8%. This was 7 times (2020–21: 6.7 times) the median remuneration of the workforce (based on permanent and fixed term appointment staff), which was £26,099 (2020–21: £26,136) a 0.2% decrease.

In 2021–22 no employee received remuneration in excess of the highest-paid director. Remuneration ranged from banded midpoint of £17,500 to £182,500 (2020–21: £17,500 to £172,500) on a full-year basis.

Total remuneration includes salary, non-consolidated performance-related pay and benefits in kind. It does not include employer pension contributions and the cash-equivalent transfer value of pensions. Further details on the pay percentile ratios are in the table below:

Pay ratios (Financial Year)	25th Percentile	50th Percentile	75th Percentile
2021-22 (Multiple)	8.6	7.0	5.1
2021-22 (Salary)	21,213	26,000	35,735
2021-22 (Remuneration)	21,213	26,099	35,735
2020-21 (Multiple)	8.2	6.6	4.8
2020-21 (Salary)	20,963	25,999	35,735
2020-21 (Remuneration)	20,963	26,136	35,735

The above figures for 20-21 have been adjusted to be calculated based on remuneration in line with the FReM



## Employees

The information below has been audited.

Details of employee numbers, employees receiving remuneration over £60,000 and the remuneration of key management personnel are provided in Note 13.

### *Civil Service and other compensation schemes – exit packages*

The numbers of exit packages agreed during the year, split by cost band, are shown in the table below. This is as a result of restructuring activity as well as redundancies due to the impact of the COVID-19 pandemic.

Exit package cost band (£)	Number of compulsory redundancies	Number of other departures	Total number of exit packages for 2021–22	Total number of exit packages for 2020–21
0<25,000	6	25	31	57
25,001–50,000	–	–	–	4
50,001–100,000	–	2	2	1
Total	6	27	33	62
Cost (£000)	13	289	302	468

The information below has not been audited.

### *Sickness absence*

The average number of days lost from sickness for each full-time equivalent employee was 4.6 days (2020–21: 2.0 days). The change in this figure is largely attributable to the high number of colleagues and large percentage of time spent on furlough and working from home during 2020–21, and the organisation returning to pre-pandemic levels of absence in 2021–22.

### *Off-payroll arrangements*

There were two off-payroll arrangements in 2021–22 lasting longer than six months, for more than £220 a day (2020–21: four).

All off-payroll arrangements have been subject to a risk-based assessment as to whether assurance needs to be sought that the individual is paying the right amount of tax, and where necessary this assurance has been sought.

## Trade union facility time

The information below has not been audited.

### Relevant union officials

	2021–22	2020–21
Number of employees who were relevant union officials	23	19
Full-time equivalent employees	4.2	3.6

### Percentage of time spent on facility time

Employees who were relevant union officials employed during the relevant period spent the following proportion of their working hours on facility time:

	Number of employees	
Percentage of time	2021–22	2020–21
0%	–	–
1–50%	23	19
51–99%	–	–
100%	–	–

### Percentage of pay bill spent on facility time

	2021–22	2020–21
Total cost of facility time (£000)	125	108
Total pay bill (£000)	33,635	35,255
Percentage of the total pay bill spent on facility time	0.37%	0.31%

During 2021–22 the full-time equivalent employees engaged in trade union time increased because of change programmes initiated by the Group as well as the additional time spent in dealing with health and safety matters in relation to the COVID-19 pandemic.

### Paid trade union activities

	2021–22	2020–21
Time spent on paid trade union activities as a percentage of total paid facility time hours	20%	20%

## Composition of staff by sex

The information below has not been audited.

	2021–22		2020–21	
	Male	Female	Male	Female
Directors	37.5%	62.5%	40.0%	60.0%
Employees	34.9%	65.1%	34.9%	65.1%
Total	35.0%	65.0%	34.9%	65.1%

## Gender pay gap

The information below has not been audited.

The Science Museum Group normally reports the gender pay gap for employees of the two legal entities within the Group (the Board of Trustees of the Science Museum and SCMG Enterprises Ltd) in line with its statutory obligations. The Group will voluntarily publish its overall gender pay gap and this will be available on the Group's website. At the snapshot date of 5 April 2021 the overall mean gender pay gap for the Group was 2.8% and the median was -4.2%.

## Expenditure on consultancy

The information below has not been audited.

There was no expenditure on management consultancy during 2021–22 (2020–21: nil).

## Employee engagement

The Science Museum Group continues to operate various ways of facilitating effective communications with employees. Regular colleague briefings from the Director, the Directors of museums and other senior leaders on strategic and topical issues are supplemented by Group-wide and museum-specific newsletters and intranet updates.

The Group runs engagement surveys to monitor employee engagement as well as deep dives into specific issues such as wellbeing, internal communications and other matters. This enables employees to voice their feedback across a range of issues. This data is used to inform Group-wide and local improvements. Please refer to the 'People' section for further details.

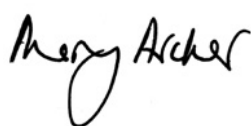
There are a number of forums where the Group engages with employee representatives and officials from the trade unions on matters of mutual interest and concern. These forums are used for the usual business of addressing pay and benefits but also for the development of policies and health and safety matters.

The Group continues to focus on supporting managers and employees in dealing with change, including offering career transition support where appropriate.

## Equality, diversity and inclusion

'Open for all' is one of five core values for the Science Museum Group, and this reflects the Group's commitment to equality, diversity and inclusion. The Group aims to create and maintain a culture which is inclusive and diverse, providing equality of opportunity for all. There should be no discrimination on the basis of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation.

This financial year the Group has continued to work with occupational health providers, Access to Work and a range of other specialist advisers to make reasonable adjustments to the workplace for employees and potential recruits with disabilities.



**Dame Mary Archer**  
Chair of the Board of Trustees  
12 December 2022



**Sir Ian Blatchford**  
Accounting Officer and Director  
12 December 2022

## 5. STATEMENT OF BOARD OF TRUSTEES' AND DIRECTOR'S RESPONSIBILITIES

Under Sections 9(4) and (5) of the Museums and Galleries Act 1992, the Secretary of State for Digital, Culture, Media & Sport with the consent of HM Treasury has directed the Science Museum Group to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Science Museum Group and of its net resource outturn, application of resources, changes in funds and cash flows for the financial year.

In preparing the accounts, the Board of Trustees and Accounting Officer are required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the Accounts Direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis.
- Make judgments and estimates on a reasonable basis.
- State whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements.
- Prepare the financial statements on the going-concern basis, unless it is inappropriate to presume that the Science Museum Group will continue in operation.

The Accounting Officer for the Department for Digital, Culture, Media & Sport has designated the Director as the Accounting Officer of the Science Museum Group. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Science Museum Group's assets, are set out in Managing Public Money published by HM Treasury.

As far as the Board of Trustees and the Accounting Officer are aware there is no relevant audit information of which the entity's auditors are unaware. The Board of Trustees and the Accounting Officer have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

The Annual Report and Accounts as a whole is fair, balanced and understandable and the Board of Trustees and the Accounting Officer take responsibility for the Annual Report and Accounts and the judgments required for determining that it is fair, balanced and understandable.



**Dame Mary Archer**  
Chair of the Board of Trustees  
12 December 2022



**Sir Ian Blatchford**  
Accounting Officer and Director  
12 December 2022

## 6. GOVERNANCE STATEMENT

### The governance framework

The Board of Trustees of the Science Museum (the Science Museum Group Board) is responsible for the whole of the Science Museum Group. The Trustees, who may number between 12 and 20, are appointed by, and responsible to, the Prime Minister through the Department for Digital, Culture, Media & Sport (DCMS). The Director of the Science Museum Group, as Chief Executive Officer, is responsible to the Board of Trustees and, as Accounting Officer, is accountable to DCMS for compliance with a Framework Agreement. Within the framework of their statutory duties as stated under the National Heritage Act 1983, the role of the Trustees is to establish the Science Museum Group's overall strategy, review performance and endorse appointments to key management positions. Their primary activity is to assist the Chair in meeting the

Board's overall responsibilities, in accordance with the policies of the Secretary of State, and in compliance with charity law. Trustees offer guidance and expertise to the Chair on setting and implementing the Group's strategy.

The recruitment of Trustees takes place in accordance with the procedures defined by DCMS and the Office of the Commissioner for Public Appointments. Descriptions of the roles required are advertised, interviews conducted and recommendations made to DCMS for appointment by the Prime Minister in accordance with the National Heritage Act 1983.

To help support a diverse and complex organisation, the Board has chosen to delegate some of its activities to a number of advisory boards and committees, each with a defined remit and terms of reference. The structure that operated in 2021–22 is briefly summarised in the table below:

	Type	Remit
Board of Trustees	Board	Determine all matters requiring Board approval
Audit and Risk Committee	Board subcommittee	Provide assurance on risk, control and governance
Collections and Research Committee	Board subcommittee	Advise Board of Trustees on collections and research
Finance Committee	Board subcommittee	Advise Board of Trustees on all financial matters and make financial decisions within its remit and delegated limits
Masterplan and Estate Committee	Board subcommittee	Advise Board of Trustees on all the Group's capital development plans and make financial decisions within its remit and delegated limits
Remuneration Committee	Board subcommittee	Advise Board of Trustees on remuneration of Director and senior executives
Wroughton Management Group	Board subcommittee	Advise Board of Trustees on strategic development of the Wroughton site
Partnership Panel	Board subcommittee	Advise Board of Trustees on Development activities
Science Museum Advisory Board	Board subcommittee	Advise Group Director and Board of Trustees on cultural offer
Science and Industry Museum Advisory Board	Board subcommittee	Advise local Director and Board of Trustees on cultural offer
National Railway Museum Advisory Board	Board subcommittee	Advise local Director and Board of Trustees on cultural offer
National Science and Media Museum Advisory Board	Board subcommittee	Advise local Director and Board of Trustees on cultural offer
Locomotion Advisory Board	Board subcommittee	Advise local Director and Board of Trustees on cultural offer
Digital Advisory Board	Board subcommittee	Advise Board of Trustees on digital matters
Railway Heritage Designation Advisory Board	Board subcommittee	Make recommendations to Board of Trustees on designation and disposal of railway heritage artefacts and archives
Board of Directors of SCMG Enterprises Ltd	Board of Directors of trading subsidiary	Make decisions regarding commercial operations and monitor progress against budget

Trustees who served during the year and their attendance at meetings are shown in the table below.

	Term	Date of current appointment	Expiry of current appointment	Board <sup>[1]</sup>	Attendance			
					Audit and Risk Committee	Collections and Research Committee	Finance Committee	Masterplan and Estate Committee
Chair								Remuneration Committee
Dame Mary Archer DBE	2	01.01.19	31.12.23	4/4	4/4	3/4	4/6	6/6
<b>Members</b>								2/2
Professor Brian Cantor CBE	2	01.12.20	30.11.24	4/4			6/6	5/6
Mrs Judith Donovan CBE	1	01.02.19	31.01.23	4/4				
Dr Sarah Dry	1	01.06.16	31.05.21	0/0		1/1		
Ms Sharon Flood	2	01.04.19	31.03.23	4/4			6/6	2/2
Dr Jo Foster	1	01.07.19	30.10.21	2/2				
Professor Russell G Foster CBE	2	01.04.19	31.12.22	4/4		2/4		
Dr Hannah Fry	1	01.07.19	29.10.21	1/2				
Sir Peter Hendy CBE	1	01.07.19	30.06.23	4/4				
Professor Ludmilla Jordanova	3	01.08.19	31.07.21	1/1				
Professor Ajit Lalvani	1	01.02.19	31.01.23	2/4				
Mr Iain McIntosh	1	08.08.18	07.08.22	4/4	4/4		6/6	
Ms Lopa Patel MBE	2	01.12.20	30.11.24	4/4	4/4			
Professor David Phoenix OBE	2	01.04.19	31.03.23	4/4				2/2
Ms Sarah Staniforth CBE	1	08.08.18	07.08.22	4/4		4/4		4/6
Mr Steven Underwood	1	08.08.18	07.08.22	4/4				6/6
Mr Anton Valk CBE	2	01.04.19	30.09.21	1/1				2/3
Dame Fiona Woolf DBE	2	01.04.19	31.03.22	4/4	4/4			

[1] The Science Museum Group Board met four times in the year 2021–22; a strategy day was also held in October 2021.

## Report from the Board of Trustees

Significant issues considered by the Board of Trustees in 2021–22 included:

- **Science Museum Masterplan** – The Board approved plans for the *Energy Revolution* and *Technicians* galleries.
- **Vision 2025** – The Board approved plans for the Vision 2025 programme at the National Railway Museum.
- **Professor Stephen Hawking's office** – The Board approved the Group's acquisition of the office (contents and associated property) of the late Professor Stephen Hawking.
- **Type Archive** – The Board approved future plans for the Type Archive.
- **Partnership Panel** – The Board approved the creation of a new governance group to oversee the Science Museum Group's Development activities.

At each meeting of the Board of Trustees the standing agenda includes the following matters:

- Chair's report on recent activity
- Director's report on recent activity
- Updates from Board subcommittees
- Science Museum Group Plan updates
- Health and safety updates
- Recommendations from the Board of Survey

### *Audit and Risk Committee*

The Audit and Risk Committee kept the management of risks under review throughout the year. Members of internal and external audit attended each meeting of the Audit and Risk Committee, and their work was considered by the committee.

### *Collections and Research Committee*

The Collections and Research Committee advised the Board on the suitability and appropriateness of strategy and policy for the Group's collections and research, including acquisitions and disposals of objects and the management and care of the collection.

### *Finance Committee*

In addition to its continuing work to provide the Board with assurance on the financial management and performance of the Group, the Finance Committee reviewed and approved a number of major projects.

### *Masterplan and Estate Committee*

The Masterplan and Estate Committee provided focused technical and strategic advice to the Board on the Group's capital development plans.

### *Remuneration Committee*

The Remuneration Committee provided advice to the Board on the remuneration of the Director and senior management team.

## *Digital Advisory Board*

The Digital Advisory Board provided oversight and guidance on the development and implementation of the Group's digital strategy, with the aim of helping to shape the long-term digital transformation of the Science Museum Group.

## *Railway Heritage Designation Advisory Board*

The Railway Heritage Designation Advisory Board (RHDAB) advised the Board on the designation of certain artefacts and records related to railways as being of significant heritage value.

## Group Executive

As Accounting Officer, the Director is personally responsible for safeguarding the public funds for which he has responsibility for propriety and regularity in the handling of those public funds as guided by Managing Public Money, and for the day-to-day operations and management of the Science Museum Group. The Director of the Group is also Director of the Science Museum and is supported by the Group's Chief Operating Officer. Each of the other museums within the Group is headed by a Director who is responsible for collections, the museum's cultural programme and for coordinating the overall delivery of the museum's goals.

The Group Executive is accountable to the Director of the Science Museum Group, and comprises the museum Directors and other senior executives, most of whom report directly to the Director. The Group Executive is responsible for resource allocation, leading strategic management, developing the cultural content and programmes, and sustaining the Group's values. Individuals who served on the Group Executive during the year were:

Ian Blatchford	Helen Jones	Jonathan Newby
Craig Bentley	Julia Knights	Jo Quinton-Tulloch
Anna Dejean	Sally MacDonald	Susan Raikes
Peter Dickinson	Judith McNicol	John Stack
Sarita Godber	Shri Mukundagiri	Sian Williams
Roger Highfield	Deborah Myers	

## Risk management framework and risk assessment

### *Risk strategy*

The Board of Trustees sets the risk appetite and risk management standards for the Science Museum Group and monitors the profile of major principal risks. The Board of Trustees believes that the Group cannot be risk averse and be successful. Risk is inherent in everything we do to deliver high-quality outcomes. However, the resources available for managing risk are finite.



The Group's risk management strategy is therefore to achieve an optimal response to risk, prioritised in accordance with an evaluation of the risks. The specific principles are as follows:

- Risk management is an essential part of governance and leadership, and fundamental to how the Group is directed, managed and controlled at all levels.
- Risk management is an integral part of all organisational activities to support decision-making in meeting objectives.
- Risk management is collaborative and informed by the best available information.
- Risk management processes are structured to include: risk identification and risk assessment; selection and design of risk response options; design and operation of risk monitoring procedures; and timely, accurate and useful risk reporting.
- Risk management is continually improved through learning and experience.

The Group takes the view that risk management should be a part of its culture and integrated into its philosophy, practices, decision-making and planning processes. Risk management is embedded in our operations and culture through measures such as:

- Raising awareness via workshops, training and communications
- Clear documentation of risk assessment in decision-making
- Regular review of risk management arrangements
- Monitoring and independent assurance by internal audit
- Promoting risk management at the highest levels

The Group believes considered risk-taking is a necessary feature of the entrepreneurialism that is essential to success; our decision-making approach balances potential consequences against the scale of opportunity. The Group's risk appetite varies according to the nature of the risk, but in general we take a moderate approach to risk. The Group has a low tolerance for risks relating to safety, legal and regulatory requirements, and information and security; a moderate tolerance for operational, reputational and technology risks; and acknowledges the need for higher tolerance for commercial and project/programme risks in order to deliver its objectives.

### *Risk policy*

The Group maintains a system of internal control based on a framework of regular reporting, risk management procedures including the segregation of duties, and a system of delegation and accountability. This system of internal control is supported by an ongoing process designed to identify the principal risks to the achievement of the Group's policies, aims and objectives; to evaluate the likelihood and impact of those risks being realised; and to manage them effectively and economically.

Risk management processes within the Group require responsible individuals to:

- Identify risks
- Assign each of those risks to an individual risk owner
- Assess the inherent risk and the appropriate risk management responses or controls
- Monitor and evaluate the effectiveness of relevant responses or controls
- Assess the residual risk given the existing controls in place
- Agree further action to manage risks where the residual risk is greater than the stated risk tolerance
- Report on the risk environment and effectiveness of risk responses and internal controls

The approach to risk management takes into account HM Treasury guidance on management of risk with reference as appropriate to best practice guidance from the National Audit Office and risk management standards. It is informed by the regulatory environment as set out in the Group's Framework Agreement with DCMS.

### *Roles and responsibilities*

- The **Board of Trustees** sets the risk appetite and risk management standards for the Group and monitors the profile of major principal risks.
- The **Group Director** is the Accounting Officer for the purposes of reporting to DCMS and has overall responsibility for the Group's risk management framework. The Accounting Officer ensures that expected values and behaviours are communicated and embedded at all levels to support the appropriate risk culture and establishes the organisation's overall approach to risk management.
- The **Audit and Risk Committee** supports the Board and the Accounting Officer in their responsibilities for issues of risk, control and governance by reviewing the completeness, reliability and integrity of assurances provided to them. In particular, the Audit and Risk Committee:
  - Reviews the strategic risk register at each of its meetings
  - Considers the work done by the Corporate Risk Group at each of its meetings
  - Challenges the Group's management to provide assurance that risk management and internal controls are thoroughly understood and effectively implemented at operating level
  - Approves the programme of review by internal audit, reviews internal audit reports and monitors the status of implementation of internal audit recommendations by management
  - Reports to the Board of Trustees annually with regard to the effectiveness of risk management and the system of internal control
  - Reports to the Board of Trustees as required on emerging issues related to risk management
- The **Group Executive** is responsible for strategic and day-to-day risk management within the Group, as delegated by the Director. Specific responsibilities include:

- Ensuring participation in the delivery of risk management within the Group
  - Ensuring that risk management is embedded in their functional areas
  - Reviewing the corporate risk register and Corporate Risk Group reports
  - Validating risk assessments in the corporate risk register
  - Owning individual corporate risks as delegated by the Director and undertaking any agreed actions to manage those risks
  - Ensuring that active risk management forms a part of the project management of all project activity and that the risks involved in partnership working with other organisations are assessed and managed
- The **Corporate Risk Group** is responsible for coordinating risk management activities across the Group to facilitate the identification, evaluation and management of all key risks. It aims to provide assurance to the Group Executive and the Audit and Risk Committee that an effective system of internal control is being maintained across the Group. Specific responsibilities include:
    - Raising awareness of and ensuring accountability for management of the risks faced by the Group
    - Supporting implementation of the risk management process
    - Reviewing departmental risk registers on a cyclical basis and assessing the need for escalation of these risks
    - Identifying emerging risks and reviewing and assessing existing corporate risks and appropriate actions to manage those risks
    - Reporting on the effectiveness of control activities across the Group, as documented in the Group's assurance framework
    - Reporting corporate risks and recommended actions to the Group Executive (for validation) and to the Audit and Risk Committee
    - Acting as a source of advice on risk management to aid embedding of risk management across the organisation
    - Continuously developing risk management processes
    - Identifying the need for investment to fund high-priority risk response actions
  - The Corporate Risk Group monitored the major risks and focused on measures in place to manage them during the year, reporting to the Group Executive, the Audit and Risk Committee and the Board of Trustees. Risk assessment and management formed an integral part of business planning and project management.
  - The COVID-19 crisis necessitated the closure of the Group's museums to visitors and staff until May 2021. Extensive business continuity and crisis management planning facilitated the safe closure of sites and the transition to remote working. Planning around remobilisation and the return to a 'new normal' was performed, including modelling of financial and non-financial impacts of differing visitor levels and methods of operation. The Group continued to take advantage of the Government's Coronavirus Job Retention Scheme and conducted bottom-up replanning of its future public programme and operations in order to inform strategic and operational decision-making.
  - Risks around future levels of income, including Grant in Aid, create challenges for medium-term financial planning. These were mitigated to a certain extent by a favourable three-year settlement in the latest Comprehensive Spending Review, but in light of the wider economic pressures currently being experienced around inflation and supply-chain disruption, the Group will continue to seek ways to both increase self-generated income and control expenditure in order to maintain longer-term financial sustainability.
- Standing risks relating to the Group's estate and its collection have been addressed through:
- Monitoring of a ten-year estate maintenance plan, supported by detailed condition surveys and usage of capital infrastructure funding received from DCMS to continue a project to refurbish the Power Hall in Manchester and to perform critical estate maintenance across the Group's museums.
  - A continuing programme of object location audits and progress in the One Collection programme to vacate the Group's shared storage facility at Blythe House.
- Other areas of risk monitored during the year included protest and adverse publicity relating to sponsorship of our galleries by energy companies, our operational capacity to deliver an ambitious programme of project activity over the medium term, staff welfare, and management of the financial aspects of the portfolio of capital projects including One Collection and Vision 2025.

### *Internal control*

The Board of Trustees places assurance on reports from the Chairs of the Audit and Risk Committee and Finance Committee and the Director concerning matters affecting internal control. The minutes of all subcommittees are distributed to Trustees. The Audit and Risk Committee places assurance on the work of internal audit.

### *Assessment of system of internal control*

The system of internal control has been in place in the Science Museum Group throughout the year ended 31 March 2022 and up to the date of approval of the Annual Report and Accounts. In accordance with Treasury guidance, the system of internal control is based on a framework of regular management information,

### *Risk profile and significant risks*

The most significant risks faced by the Group and considered by the Audit and Risk Committee in 2021–22 were around the COVID-19 pandemic and financial sustainability.

administrative procedures including the segregation of duties, and a system of delegation and accountability.

In particular it includes:

A Group Executive management team, as described above, which met regularly throughout the year to review progress against plans, make operational and policy decisions, and consider the management of identified and emerging risks.

Regular reports from managers to the Audit and Risk Committee, Finance Committee and Board of Directors of SCMG Enterprises Ltd or management team (as appropriate) on the steps they are taking to manage risks in their areas of responsibility, including progress on key projects.

Annual completion of internal control schedules by senior managers to confirm their compliance with the Group's internal control standards.

Comprehensive budgeting systems, with an annual budget which is reviewed and agreed by the Board of Trustees.

Regular reviews by the Board of Trustees of progress against the key performance indicators (KPIs) that measure attainment against objectives, and of regular financial reports that track financial performance against forecasts.

Quarterly assurance returns by control owners on the effectiveness of the controls in their departments or areas.

A Corporate Risk Group, chaired by the Director of Corporate Services and reporting to the Audit and Risk Committee, which met regularly through the year to review risks and mitigating actions and the effectiveness of the system of internal controls.

Maintenance of a register of interests for Trustees, Directors of SCMG Enterprises Ltd, subcommittee advisers and senior staff.

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve the Group's policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of the Group's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

### *Valuation of tangible fixed assets*

The Science Museum Group's property assets are subject to quinquennial valuations with the last full valuation year being performed as at 31 March 2019. At 31 March 2022 the valuation of these assets was £459.0m (20/21: £446.5m) and included properties across the five museums located in London, Manchester, Bradford, York and Shildon and the National Collection Centre

in Wroughton. Of this, assets with a total valuation of £356.9m related to building assets.

The valuation of building assets is based upon information provided to the valuer, including gross internal areas. Through work undertaken during the audit, it was identified that the gross internal areas used for some of the properties were based on historic data which did not meet modern standards. This has prevented the Group's auditor from being able to verify the information used, and as such, the Group's auditor's opinion on the financial statements is qualified in respect of building assets totalling £307.5m. The limitation described also applies to buildings valued at £299.8m included within the comparative figure of £346.6m relating to buildings within tangible fixed assets at 31 March 2021.

The Group is undertaking work to produce the required floor plans for the estate and to ensure that these are held to modern standards. This work is expected to complete in February 2023. The Group has considered the balance of the need to publish timely financial information against the need for accurate and reliable information. The Group has brought forward the next planned full valuation and will obtain a full valuation as at 31 March 2023. As part of this exercise, the Group will look to have a retrospective valuation of the estate performed as at 31 March 2022 in order that the audit opinion for future years is not qualified in respect of this matter.

### *Internal audit*

Internal audit acts as an independent review of the internal control framework, including risk management. In addition to reports on individual reviews, internal audit produces an annual report that contains the Head of Internal Audit's opinion of the overall adequacy and effectiveness of the risk management, control and governance processes.

Internal audit services in 2021–22 were provided by PricewaterhouseCoopers LLP, in accordance with Public Sector Internal Audit Standards. The work of the internal audit provider is informed by an analysis of the risk to which the body is exposed, and annual internal audit plans are based on this analysis, which is endorsed by the Audit and Risk Committee. The Head of Internal Audit (HIA) provides the Audit and Risk Committee with regular reports on internal audit activity, which include the HIA's independent opinion on the adequacy and effectiveness of the system of internal control, together with recommendations for improvement. Actions arising from all the internal audit work are addressed by the Group Executive and progress is monitored by the Audit and Risk Committee.

Internal audit work during the year looked at the expenditure controls, safe ways of working, remote working arrangements, compliance with the General Data Protection Regulations, the learning strategy and collections management.

### ***Internal audit assessment of risk management framework***

The opinion of the Head of Internal Audit was that governance, risk management and control in relation to business-critical areas are generally satisfactory with some improvements required. There are some areas of weakness and non-compliance in the framework of governance, risk management and control which potentially put the achievement of objectives at risk. Some improvements are required in those areas to enhance the adequacy and/or effectiveness of the framework of governance, risk management and control.

The key factors that contributed to the opinion were summarised as follows:

- An isolated risk, a prompt response to which has been agreed, around device management.
- The Group has a strong engagement with risk management and continues to develop its control maturity and assurance framework.
- While the immediate impact of COVID-19 reduced in 2021–22, the Group has continued to operate with minimal disruption.
- In some areas, the Group will benefit from dedicated strategies that define relevant objectives and appropriate KPIs.

## **Whistle-blowing arrangements**

The Group upholds the core values detailed in the Code of Professional Ethics of the Museums Association and the International Council of Museums, and actively promotes their implementation. In line with these commitments, the Group encourages employees and others with serious concerns about any aspects of the Group's work to come forward and voice those concerns. There is a whistle-blowing procedure in place which sets out the Group's commitments and approach.

## **Information security**

During the year no breach notifications were made to the Information Commissioner's Office relating to personal data.

## **Immunity from seizure requested**

The Science Museum Group has approved status under Part 6, Section 136 of the Tribunals, Courts and Enforcement Act 2007. This was granted by the Secretary of State for Digital, Culture, Media & Sport on 9 November 2009. Part 6 of the Act confers protection on objects loaned from abroad for temporary public exhibitions, provided the conditions set out in Section 134 of the Act are met when the objects enter the UK. If the conditions of this legislation are met, a court cannot make an order to seize an object that has been loaned from abroad for an exhibition, except where required to under EU

law or the UK's international obligations. The Group provides information regarding immunity from seizure on the Science Museum Group website: [www.sciencemuseumgroup.org.uk/about-us/policies-and-reports](http://www.sciencemuseumgroup.org.uk/about-us/policies-and-reports)

This year the Science Museum hosted two exhibitions for which protection under the legislation was sought:

*Brass, Steel and Fire* – 22 October 2020 to 30 August 2021, Science Museum, Exhibition Road, London SW7 2DD; 3 objects

*Ancient Greeks: Science and Wisdom* – 16 November 2021 to 5 June 2022, Science Museum, Exhibition Road, London SW7 2DD; 6 objects

Details of the objects were published on the Science Museum Group website at least four weeks before the objects were imported into the UK. Up to 31 March 2022 no enquiries or claims had been received with respect to these objects under Section 7 of the Protection of Cultural Objects on Loan (Publication and Provision of Information) Regulations 2008.

## Membership of Trustee subcommittees, subsidiary company boards and advisory boards

Full memberships of the Trustee subcommittees, advisory boards and subsidiary company boards are set out below.

<b>Audit and Risk Committee</b>	
<i>Chair</i>	Mr Iain McIntosh (Trustee)
<i>Members</i>	Mr Paul Feldman Ms Lopa Patel MBE (Trustee) Dame Fiona Woolf DBE (Trustee)
<b>Collections and Research Committee</b>	
<i>Chair</i>	Ms Sarah Staniforth CBE (Trustee, Chair from 01.06.21)
<i>Members</i>	Dr Sarah Dry (Trustee), to 31.05.21 Professor Jon Agar Dr Katrina Dean Professor Russell G Foster CBE (Trustee) Professor Melissa Terras
<b>Finance Committee</b>	
<i>Chair</i>	Ms Sharon Flood (Trustee)
<i>Members</i>	Professor Brian Cantor CBE (Trustee) Mr Iain McIntosh (Trustee) Mr Deian Tecwyn
<b>Masterplan and Estate Committee</b>	
<i>Chair</i>	Mr Steven Underwood (Trustee)
<i>Members</i>	Professor Brian Cantor CBE (Trustee) Mr Nick Kirkbride Mr Steve McGuckin Mr Ken Shuttleworth Ms Sarah Staniforth CBE (Trustee) Mr Anton Valk CBE (Trustee), to 30.09.21
<b>Remuneration Committee</b>	
<i>Chair</i>	Professor David Phoenix OBE (Trustee)
<i>Members</i>	Dame Mary Archer DBE (Trustee) Ms Sharon Flood (Trustee)
<b>Subsidiary company Board of Directors</b>	
<b>SCMG Enterprises Ltd</b>	
<i>Directors</i>	Sir Ian Blatchford Mr Shri Mukundagiri Mr Jonathan Newby, to 12.10.21

## Advisory boards

### Digital Advisory Board

<i>Chair</i>	Mr James Bilefield
<i>Members</i>	Dr Hannah Fry (Trustee), to 29.10.21
	Mr Matt Locke
	Mr Iain McIntosh (Trustee)
	Ms Lopa Patel MBE (Trustee)
	Ms Nicki Sheard

### Science Museum Advisory Board

<i>Chair</i>	Professor Russell G Foster CBE (Trustee)
<i>Deputy Chair</i>	Sir Paul Nurse
<i>Members</i>	Dr Maggie Aderin-Pocock MBE, from 30.06.21
	Mr Marcus Agius CBE, from 02.08.21
	Dr Jane Atkinson CBE, to 29.04.21
	Dr Hannah Fry (Trustee), to 29.10.21
	Professor Lucie Green, to 25.10.21
	The Rt Hon Lord Kitchin
	Professor Ajit Lalvani (Trustee)
	Dr Robert Parker
	Professor Chris Rapley CBE, to 01.10.21
	Dr Mark Richards, from 28.06.21
	Professor Simon J Schaffer, to 24.06.21
	Professor Sally Shuttleworth, from 12.07.21

### Science and Industry Museum Advisory Board

<i>Chair</i>	Professor David Phoenix OBE (Trustee)
<i>Members</i>	Mr Mark Ball, to 18.10.21
	Mr David Brown, to 30.09.21
	Professor Danielle George MBE
	Ms Clare Hudson
	Professor Andy Miah
	The Rt Hon the Baroness Morris of Yardley
	Ms Lopa Patel MBE (Trustee)
	Ms Angela Saini, from 29.06.21
	Ms Sheona Southern
	Mr Geoff Spooner, from 24.09.21
	Mr Steven Underwood (Trustee)

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### National Railway Museum Advisory Board

<i>Chair</i>	Mr Anton Valk CBE (Trustee), to 30.09.21
<i>Members</i>	Sir Peter Hendy CBE (Trustee, Chair from 01.10.21)
	Mr Philip Benham
	Mr Anit Chandarana, from 14.02.22
	Mr Tim Dunn, from 14.02.22
	Ms Carolyn Griffiths
	Professor Ludmilla Jordanova (Trustee), to 31.07.21
	Mrs Jo Lewington, from 14.02.22
	Mr Toufic Machnouk, from 14.02.22
	Dr Ellen McAdam
	Mr Steve Oates, from 14.02.22
	Professor Clive Roberts
	Mr Matthew Teller, from 09.02.21
	Mr Christian Wolmar

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### National Science and Media Museum Advisory Board

<i>Chair</i>	Mrs Judith Donovan CBE (Trustee)
<i>Members</i>	Ms Samira Ahmed
	Mr Kevin Blacoe
	Ms Anna Bogutskaya, from 21.01.22
	Ms Amanda Dickins
	Dr Sarah Dry (Trustee), to 31.05.21
	The Rt Hon The Baroness Eaton DBE DL
	Professor Elizabeth Edwards
	Dr Jo Foster (Trustee), to 30.10.21
	Mr Amir Hussain, from 25.02.21
	Mrs Sally Joynson, to 28.10.21
	Mr Damian Murphy, from 21.01.22
	Ms Nicki Sheard

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### Locomotion Advisory Board

<i>Chair</i>	Professor Ludmilla Jordanova (Trustee), to 31.07.21
<i>Members</i>	CLlr Joy Allen, to 16.06.21
	Mr Philip Benham
	Dr Simon Bradley
	Miss Rowan Brown
	Mr Tom Dower
	Mr James Grierson
	Ms Amy Harhoff
	CLlr Simon Henig, to 16.06.21
	CLlr Amanda Hopgood, from 16.06.21
	CLlr Elizabeth Scott, from 16.06.21
	Ms Samantha Townsend

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## Railway Heritage Designation Advisory Board

*Cochairs  
Members*

Ms Sarah Staniforth CBE (Trustee)  
Lord Faulkner of Worcester  
Mr Edmund Bird  
Dr David Brown  
Mr Ian Gilbert  
Mr Joe Graham  
Dr Elizabeth Hallam Smith CB  
Sir Peter Hendy CBE (Trustee)  
Mr Mike Lamport  
Mr Andrew McLean  
Mr Mark Merryweather  
Mr Peter Ovenstone  
Ms Vicky Stretch

## Records and enquiries

### *Corporate records*

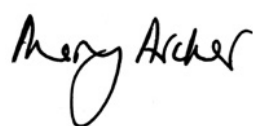
As a public body the Science Museum Group has a responsibility to catalogue and preserve organisational records, including some collections records. This year the Corporate Information team catalogued 875 new records and 1,324 legacy records. Along with the Collections Information Officer, we retrieved 2,297 corporate and collections files for colleagues and researchers. We also commenced reviews of historic records under the Public Records Act 1958 – 5,276 historic public records were transferred to our archives as Places of Deposit under this Act.

### *Freedom of Information*

The Science Museum Group's statutory responsibility to respond to enquiries under the Freedom of Information Act 2000 and Data Protection Act 2018 was met by responding to 111 requests for information, which focused on income-generating activities, diversity, procurement and other high-profile projects and activities.

### *Data protection*

We responded to 127 requests for individuals to exercise their rights under the Data Protection Act 2018 by providing access to, rectification of and deletion of personal data as requested.



**Dame Mary Archer**  
Chair of the Board of Trustees  
12 December 2022

## Compliance with the Corporate Governance Code

While the Board of Trustees has different responsibilities and is appointed in accordance with the relevant Acts, the Science Museum Group confirms that its governance processes comply with the intentions of 'Corporate governance in central government departments: Code of good practice 2017'. The Board is well balanced in composition and supports the Director in leading the Group through strategic direction, monitoring activity and achievement of objectives, and ensuring good governance is in place. The work of the Board is well supported by strong committee management. Regular evaluation by the Board of its effectiveness, including the views of senior staff, ensures that the Board is reviewing its activities and processes to continue to improve its performance. The Trustee register of interests is available for inspection on the Group's website or on application to the Science Museum Group Directorate at the Science Museum, Exhibition Road, London SW7 2DD.

## Conclusion

The Accounting Officer and Board of Trustees have to maintain a balance between the strength of internal control systems and the cost of their implementation and improvement. At present the Accounting Officer and Board of Trustees consider that the framework of internal controls and risk management is proportionate and effective.



**Sir Ian Blatchford**  
Accounting Officer and Director  
12 December 2022

## 7. THE CERTIFICATE OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

### Qualified opinion on financial statements

I certify that I have audited the financial statements of the Science Museum and its Group for the year ended 31 March 2022 under the Museums and Galleries Act 1992.

The financial statements comprise:

- the Museum and Group Balance Sheets as at 31 March 2022;
- the Consolidated Statement of Financial Activities for the year ended 31 March 2022;
- the Consolidated Statement of Cash Flows for the year ended 31 March 2022;
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and United Kingdom accounting standards including Financial Reporting Standards (FRS) 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In my opinion, except for the possible effects of the matters described in the basis for qualified opinion section of my certificate, the financial statements:

- give a true and fair view of the state of the Science Museum and its Group's affairs as at 31 March 2022 and its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with the Museums and Galleries Act 1992 and Secretary of State directions issued thereunder.

### Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

### Basis for qualified opinion on financial statements

Valuation of tangible fixed assets:

The Science Museum holds property assets of £356.9 million relating to buildings within tangible fixed assets, as disclosed in note 14. I was unable to obtain sufficient

appropriate evidence over the accuracy and completeness of the gross internal areas of certain properties within the Science Museum Estate valued at £307.5 million. Gross internal areas are inputs used in the valuation of these assets. I was unable to satisfy myself by using other audit procedures concerning the valuation of these properties at 31 March 2022, which are included in the balance sheet at £307.5million. Consequently, I was unable to determine whether any adjustment to this amount was necessary. The limitation described also applies to buildings valued at £299.8 million included within the comparative figure of £346.6million relating to buildings within tangible fixed assets at 31 March 2021.

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements of Public Sector Entities in the United Kingdom. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of the certificate.

Those standards require me to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I have also elected to apply the ethical standards relevant to listed entities. I am independent of the Science Museum and its Group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. I have fulfilled my other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

### Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Science Museum and its Group's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Science Museum and its Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Trustees and Director as Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

## Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements and the auditor's certificate and report. The Trustees and Director as Accounting Officer are responsible for the other information contained within the Annual Report.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the course of the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

As described in the basis for qualified opinion on financial statements section of my certificate, I was unable to obtain sufficient and appropriate evidence concerning the buildings valuation of £307.5 million at 31 March 2022, or comparative figure of £299.8million as at 31 March 2021, which are included in the balance sheet. I have concluded that where the other information refers to the tangible fixed assets or related balances such as the gains/losses on revaluation of fixed assets, it may be materially misstated for the same reason.

## Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Museums and Galleries Act 1992.

In my opinion, except for the possible effects of the matters described in the basis for qualified opinion on financial statements section of my certificate, based on the work undertaken in the course of the audit:

- those parts of the Annual Report subject to audit have been properly prepared in accordance with Secretary of State directions issued under the Museums and Galleries Act 1992.
- the information given in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

## Matters on which I report by exception

Except for the possible effects of the matters described in the basis for qualified opinion on financial statements section of my certificate, in the light of the knowledge and understanding of the Science Museum and its Group and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report.

Arising solely from the limitation on the scope of my work relating to the valuation of property, referred to above:

- I have not received all of the information and explanations I require for my audit; and
- adequate accounting records have not been kept by the Science Museum.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- Returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Annual Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by the Charities Act 2011 have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

## Responsibilities of the Board of Trustees and Director as Accounting Officer for the financial statements

As explained more fully in the Statement of Board of Trustees' and Director's Responsibilities, the Board of Trustees and the Director are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- internal controls as the Trustees and the Director determine is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error; and
- assessing the Science Museum and its Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees and the Director either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Museums and Galleries Act 1992.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

### Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I considered the following:

- the nature of the sector, control environment and operational performance including the design of the Science Museum and its Group's accounting policies, key performance indicators and performance incentives.
- Inquiring of management, the internal auditor and those charged with governance, including obtaining and reviewing supporting documentation relating to the Science Museum and its Group's policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Science Museum and its Group's controls relating to the compliance with the

Museum and Galleries Act 1992, the Charities Act 2011, and Managing Public Money.

- discussing among the engagement team including the significant component audit teams and involving relevant internal and external specialists, including specialists in the valuation of tangible fixed assets and the pension liability, regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Science Museum and its Group for fraud and identified the greatest potential for fraud in the following areas: revenue recognition in grant income, posting unusual journals, complex transactions and capitalisation of expenditure. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override of controls.

I also obtained an understanding of the Science Museum and Group's framework of authority as well as other legal and regulatory frameworks in which the Science Museum and Group operate, focusing on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Science Museum and its Group. The key laws and regulations I considered in this context included the Museum and Galleries Act 1992, the Charities Act 2011, Managing Public Money, employment Law, tax legislation, pensions legislation, and the Coronavirus Act 2020.

### Audit response to identified risk

As a result of performing the above, the procedures I implemented to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- enquiring of management, the Audit and Risk Committee and in-house legal counsel concerning actual and potential litigation and claims;
- reading and reviewing minutes of meetings of those charged with governance and the Board of Trustees and internal audit reports;
- in addressing the risk of fraud through management override of controls:
- testing the appropriateness of journal entries and other adjustments;
- assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and
- evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

- In addressing the risk of fraud in the recognition of grant income:
- testing a sample of grants by reviewing the grant agreements and determining whether performance conditions were met in order for the revenue to be recognised.
- In addressing the risk of fraud in the capitalisation of expenditure:
- testing a sample of additions in year and evaluating whether the amounts were appropriately capitalised in accordance with the accounting framework.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists and the significant component audit team and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

### Other auditor's responsibilities

I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

**Gareth Davies**

**Comptroller and Auditor General**

16 December 2022  
National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

## 8. REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

### Introduction

The Science Museum Group is sponsored by the Department for Digital, Culture, Media and Sports (DCMS) and operates from several sites in London, Manchester, York and Bradford as well as a National Collections Centre in Wroughton. The Group is principally funded through grant-in-aid from the DCMS and has total income of £109.8 million.

My report is on the buildings asset valuation in the balance sheet. The value of buildings in note 14 of the financial statements includes building values of £356.9 million.

### The purpose of my report

This report explains the basis of my qualification in relation to the availability of evidence to support the building values of £356.9 million.

### Sufficiency of evidence for building valuations

A key input to the valuation of the Science Museum's buildings is the Gross Internal Areas (GIAs) of the different buildings within the Science Museum estate. There should be limited estimation uncertainty around the GIAs as they can be measured accurately by surveyors.

During the course of my audit, the Science Museum was unable to fully evidence the GIAs used in its professional valuation of the estate for a number of its sites with a total value of £307.5 million. The Science Museum undertook additional procedures to estimate the GIAs of its largest buildings, but this led to variances outside of a tolerance that would enable me to conclude on the accuracy of the valuation of buildings. The limitations of this data are set out within the financial statements (note 2.3) and within the Governance Statement. The limitation described also applies to buildings valued at £299.8 million included within the comparative figure of £346.6 million within the tangible fixed assets as at 31 March 2021.

I consider the valuation of these properties, £307.5 million as at 31 March 2022 and £299.8 million as at 31 March 2021, to be material. I have therefore qualified my opinion on the financial statements in respect of these valuations only.

### Action by the Science Museum

The Science Museum plans to undertake a full remeasurement of material buildings across its estate by March 2023 to ensure there is sufficient evidence to support the buildings' valuation in the 2022-23 financial statements.

**Gareth Davies**  
**Comptroller and Auditor General**

12 December 2022  
National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

## 9. FINANCIAL STATEMENTS

### Consolidated Statement of Financial Activities for the year ended 31 March 2022

		2022					2021			
All activities are continuing activities		Notes	Unrestricted £000	Restricted £000	Endowment £000	Total £000	Unrestricted £000	Restricted £000	Endowment £000	Restated* £000
Income from:										
Government Grant in Aid										
Grant in Aid for Science Museum Group		5	47,376	23,404	-	70,780	44,863	20,721	-	65,584
Coronavirus Job Retention Scheme grants			-	404	-	404	-	6,045	-	6,045
Donations and legacies		6	2,343	5,665	-	8,008	1,051	2,548	-	3,599
Charitable activities		7	3,030	11,653	-	14,683	1,134	2,083	-	3,217
Trading activities										
Commercial activities			12,066	-	-	12,066	2,775	-	-	2,775
Sponsorship			1,753	-	-	1,753	735	-	-	735
Rental income			1,090	-	-	1,090	1,012	-	-	1,012
Investments		8	26	129	15	170	12	214	21	247
Other income		9	884	-	-	884	405	-	-	405
Total			68,568	41,255	15	109,838	51,987	31,611	21	83,619
Expenditure on:										
Charitable activities										
Care for and research into collections		11	14,088	2,551	-	16,639	13,167	2,656	-	15,823
Grant payment to NCMME			-	3,453	-	3,453	-	2,693	-	2,693
Science education and communication			28,210	8,371	-	36,581	24,964	9,746	-	34,710
Visitor services			14,377	2,436	-	16,813	13,027	2,781	-	15,808
Raising funds		11								
Activities for generating funds			3,329	32	-	3,361	2,841	560	-	3,401
Commercial activities			10,436	400	-	10,836	5,819	1,728	-	7,547
Total			70,440	17,243	-	87,683	59,818	20,164	-	79,982
Net gains/(losses) on investments		17	-	712	-	712	-	2,538	-	2,538
Net income/(expenditure)			(1,872)	24,724	15	22,867	(7,831)	13,985	21	6,175
Transfers between funds			785	(785)	-	-	(121)	121	-	-
Other recognised gains/(losses):										
Gains/(losses) on revaluation of fixed assets		14	20,559	-	-	20,559	2,001	-	-	2,001
Actuarial gains/(losses) on defined benefit pension scheme		22	2,947	-	-	2,947	(1,629)	-	-	(1,629)
Net movement in funds		25	22,419	23,939	15	46,373	(7,580)	14,106	21	6,547
Reconciliation of funds:										
Total funds brought forward		25	275,136	288,807	1,168	565,111	282,716	274,701	1,147	558,564
Total funds carried forward		25	297,555	312,746	1,183	611,484	275,136	288,807	1,168	565,111

Notes 1 to 30 form part of these accounts.

\*Grant in Aid funding for the NCMME was previously presented separately to Grant in Aid funding for the Science Museum Group and grant payment for NCMME was included within care and research for the collections. These has been restated in accordance with the Group's key accounting judgements, see note 3.1.



## Balance sheets as at 31 March 2022

	Notes	Group 2022 £000	Group 2021 Restated £000	Museum 2022 £000	Museum 2021 Restated £000
<b>Fixed assets</b>					
Tangible fixed assets	14	512,675	487,644	507,275	482,244
Heritage assets	15	32,546	31,534	32,546	31,534
Intangible assets	16	243	334	243	334
Investments	17	10,885	10,011	12,588	10,422
<b>Total fixed assets</b>		<b>556,349</b>	<b>529,523</b>	<b>552,652</b>	<b>524,534</b>
<b>Current assets</b>					
Stock		1,403	1,339	-	-
Debtors falling due within one year	18	14,520	8,136	15,184	8,638
Debtors falling due after more than one year	18	6,638	3,995	6,638	5,288
Current asset investments	17	20,117	15,146	20,117	15,146
Short-term deposits	17	10,051	3,046	10,051	3,046
Cash at bank and in hand	19	33,060	34,468	25,406	28,291
<b>Total current assets</b>		<b>85,789</b>	<b>66,130</b>	<b>77,396</b>	<b>60,409</b>
Creditors: amounts falling due within one year	20	(22,567)	(18,635)	(14,768)	(12,037)
<b>Net current assets</b>		<b>63,222</b>	<b>47,495</b>	<b>62,628</b>	<b>48,372</b>
<b>Total assets less current liabilities</b>		<b>619,571</b>	<b>577,018</b>	<b>615,280</b>	<b>572,906</b>
Creditors: amounts falling due after more than one year	20	(3,395)	(3,683)	(2,795)	(3,483)
Provisions and liabilities	21	(1,584)	(2,417)	(1,584)	(2,400)
Defined benefit pension liability	22	(3,108)	(5,807)	(3,108)	(5,807)
<b>Net assets</b>		<b>611,484</b>	<b>565,111</b>	<b>607,793</b>	<b>561,216</b>
<i>Represented by:</i>					
<b>Restricted funds</b>					
Grants and donations fund		28,506	18,651	28,506	18,651
Buildings sale fund		27,704	27,123	27,704	27,123
Capital assets fund		256,536	243,033	256,536	243,033
<b>Total restricted funds</b>	25	<b>312,746</b>	<b>288,807</b>	<b>312,746</b>	<b>288,807</b>
<b>Unrestricted funds</b>					
Designated funds					
Museum improvement fund		11,656	8,795	11,656	8,795
Collection purchases fund		240	281	240	281
Capital assets fund		22,404	22,684	22,404	22,684
Capital asset revaluation fund		261,718	247,340	257,561	243,183
		296,018	279,100	291,861	274,943
Defined benefit pension deficit fund		(3,108)	(5,807)	(3,108)	(5,807)
General funds		4,645	1,843	5,111	2,105
<b>Total unrestricted funds</b>	25	<b>297,555</b>	<b>275,136</b>	<b>293,864</b>	<b>271,241</b>
<b>Endowment funds</b>	25	<b>1,183</b>	<b>1,168</b>	<b>1,183</b>	<b>1,168</b>
<b>Total funds</b>		<b>611,484</b>	<b>565,111</b>	<b>607,793</b>	<b>561,216</b>

Notes 1 to 30 form part of these accounts.



**Dame Mary Archer**  
Chair of the Board of Trustees  
12 December 2022



**Sir Ian Blatchford**  
Accounting Officer and Director  
12 December 2022

## Consolidated Statement of Cash Flows

	Notes	2022 £000	2021 £000
<b>Net cash provided by operating activities</b>	28	<b>33,307</b>	<b>31,882</b>
<b>Cash flows from investing activities</b>			
Purchases of fixed assets	14/16	(21,666)	(20,089)
Purchases of heritage assets	15	(171)	(159)
Purchases of investments		(6,186)	(8,870)
Sales of fixed assets		–	–
Sales of investments		1,043	7,636
Short-term deposits placed		(7,005)	(7)
Interest received from investments		170	247
<b>Net cash (used in) investing activities</b>		<b>(33,815)</b>	<b>(21,242)</b>
<b>Cash flows from financing activities</b>			
Repayment of loans owed		10	–
Repayment of DCMS loan funding	20	(910)	(1,109)
<b>Net cash (used in) financing activities</b>		<b>(900)</b>	<b>(1,109)</b>
<b>Change in cash and cash equivalents in reporting period</b>		<b>(1,408)</b>	<b>9,531</b>
Cash and cash equivalents at beginning of reporting period		34,468	24,937
<b>Cash and cash equivalents at end of reporting period</b>		<b>33,060</b>	<b>34,468</b>

Notes 1 to 30 form part of these accounts.

## Notes to the consolidated accounts for the year ended 31 March 2022

### 1. Basis of preparation and consolidation

#### 1.1. Basis of preparation

The Science Museum Group (the Group) is a non-departmental public body, sponsored by the Department for Digital, Culture, Media & Sport (DCMS). The Group is an exempt charity as listed in Part 3 of the Charities Act 2011.

The Group's financial statements have been prepared in compliance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' (FRS 102) – and with 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland' (effective 1 January 2015, the Charities SORP), as amended in Update Bulletin 1 (published February 2016) and 2 (published October 2018).

The Group, as a charitable arm's-length body of Government, complies with regulations issued under charities legislation and the Charities SORP, but also follows the principles in the Government's Financial Reporting Manual for 2021–22 (FRM), issued by HM Treasury, and provides the additional disclosures required by the FRM where these go beyond the SORP.

The financial statements have been prepared under the historic cost convention as modified by the revaluation of certain fixed assets. The financial statements are prepared in sterling, which is the functional currency of the Group, and rounded to the nearest £000.

#### *Public benefit*

The Trustees have complied with the duty in Section 17(5) of the Charities Act 2011 to have due regard to the guidance published by the Charity Commission on public benefit. The Trustees consider the Group to be a public benefit entity.

#### *Going concern*

The accounts have been prepared on the going concern basis. The Board of Trustees of the Science Museum is a statutory body established under Section 9 of the National Heritage Act 1983, it, through the Museum, has a statutory responsibility for keeping its collections and making them available for inspection by the public, and the Trustees and Accounting Officer have assumed in making the going concern assessment that sufficient Government funding support will continue to be made available to fulfill this responsibilities.

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organization as a 'global pandemic' on 11 March 2020, had a significant impact on the organisation's operations throughout 2020–21 and for some period during 2021–22 owing to site closures, the impact on global financial markets and travel restrictions imposed by many countries. The Group's museums were able to open during 2021–22, albeit for five days per week instead of seven, thus limiting the Group's ability to generate income. The Group has drafted plans to revert to seven-day opening for all the museums during 2022–23. The Group took advantage of the Government's Coronavirus Job Retention Scheme and the reduction in business rates available to charities in order to protect its financial position. The UK Government further indicated its willingness to support the Group by making available additional resource (non-capital) Grant in Aid funding for 2021–22. This amounted to £6.9m. This support has been extended for the 2022–23 financial year and the Group will be able to access up to £2.7m of additional resource Grant in Aid funding. The Group has also prepared a zero-based budget

for 2022–23 and beyond, taking into account its balance sheet at 31 March 2022 and a range of scenarios for visitor numbers and operational activities.

After reviewing these forecasts and projections, the Trustees have a reasonable expectation that the Science Museum Group has adequate resources to continue in operational existence for a period of at least twelve months from when the financial statements are authorised for issue. The Group therefore continues to adopt the going-concern basis in preparing its financial statements.

#### 1.2. Basis of consolidation

Consolidated accounts have been prepared which include the Museum and its subsidiary company, SCMG Enterprises Ltd. The consolidation is on a line-by-line basis with the recharges between the Museum and the trading subsidiaries eliminated from the Statement of Financial Activities. Amounts owed and owing between the entities have been eliminated from the consolidated balance sheet.

### 2. Principal accounting policies

#### 2.1. Income recognition

##### *Grant and donation income*

Grant and donation income, including Lottery income, is recognised as income when the Group is entitled to the funds, when the receipt is probable and when the value of income can be measured reliably. In certain agreements, including those with the National Lottery Heritage Fund, performance conditions exist that prevent recognition of income until specified activities have been completed and outputs delivered.

##### *Grant in Aid income*

Grant in Aid from DCMS is recorded in the Statement of Financial Activities and recorded in the year in which it is received. Except where it has been allocated for a specific purpose, it is disclosed as unrestricted income.

##### *Exchange transactions*

Revenue from contractual arrangements is measured at the fair value of the consideration received, net of discounts, rebates, VAT and other sales taxes or duty. The following criteria must also be met before revenue is recognised:

**Sale of goods** – Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer, usually on dispatch of the goods, when the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

**Exhibition sponsorship income** – The Group recognises the costs and income of a charged exhibition in the year(s) in which the exhibition takes place. Income received for an exhibition taking place in a future period is treated as deferred exhibition income and costs treated as deferred exhibition costs. These are included in deferred income and prepayments respectively on the balance sheet.

All other income is accounted for on a receivable basis.

##### *Coronavirus Job Retention Scheme (furlough) grant income*

The Group recognises amounts expected to be recovered in relation to the UK Government's Coronavirus Job Retention Scheme during the related period of employment. Staff costs are shown full within expenditure and are not net of this income.

## 2.2. Expenditure

Expenditure is classified under the principal categories of charitable and other expenditure rather than the type of expense, in order to provide more useful information to users of financial statements. An analysis of resources expended is set out in Note 11.

Costs of raising funds include fundraising and publicity costs incurred in seeking voluntary contributions to the Group.

Charitable expenditure comprises direct expenditure, including direct staff costs attributable to the activity, and, where costs cannot be directly attributed, an allocation of indirect costs on a basis consistent with the use of the resources as set out in Notes 11 and 12. The costs of publicising the museums are included in the cost category 'Science education and communication'.

Governance costs, which are included in the support costs allocated to charitable activities, are the costs associated with the governance arrangements and the strategic management of the charity's activities. These costs include internal and external audit, legal advice for Trustees and costs associated with constitutional and statutory requirements.

## 2.3 Fixed assets valuation and depreciation

Fixed assets are defined as assets costing £5,000 or more with a useful life of greater than one year. Where staff costs are directly incurred to bring a tangible fixed asset into its intended working condition, these are included in the measurement of cost.

All property assets are subject to quinquennial valuations in accordance with the RICS Appraisal and Valuation Manual. These revaluations are supplemented by independent desktop valuations in the third year of the five-year cycle. As part of the revaluation process asset lives are evaluated and re-estimated; the restated expected useful life is then applied to the original historic cost, and to any previous revaluation movements, for the purposes of calculating depreciation. These revaluations are supplemented by annual indexation adjustments in relevant property cost categories.

The valuation of building assets is based upon information provided to the valuer, including gross internal areas. Through work undertaken during the audit, it was identified that the gross internal areas used for some of the properties were based on historic data which did not meet modern standards. This has prevented the Group's auditor from being able to verify the information used, and as such, the Group's auditor's opinion on the financial statements is qualified in respect of building assets totalling £307.5m. The limitation described also applies to buildings valued at £299.8m included within the comparative figure of £346.6m relating to buildings within tangible fixed assets at 31 March 2021.

The Group is undertaking work to produce the required floor plans for the estate and to ensure that these are held to modern standards. This work is expected to complete in February 2023. The Group has considered the balance of the need to publish timely financial information against the need for accurate and reliable information. The Group has brought forward the next planned full valuation and will obtain a full valuation as at 31 March 2023. As part of this exercise, the Group will look to have a retrospective valuation of the estate performed as at 31 March 2022 in order that the audit opinion for future years is not qualified in respect of this matter.

Specialised properties, including the five museums within the Science Museum Group, are valued on a depreciated replacement cost basis. The freehold land subject to a sale agreement with Homes England is valued on a market basis.

Galleries and exhibitions are not revalued but the lives of the relevant assets are reviewed annually to reflect their true value. For other asset categories, where the assets have short useful lives or low values, the Group adopts a depreciated historic cost basis as a proxy for fair value. Fixed assets are reviewed annually for evidence of impairment.

Depreciation is provided on all tangible fixed assets, other than freehold land and collection items, at rates calculated to write off the cost or valuation, less the estimated residual value, on a straight-line basis for each asset over its expected useful life as follows:

Asset category	Estimated useful life in years
Freehold, leasehold and residential buildings	5–50
Plant and machinery	3–30
Galleries and exhibitions	5–20
Information technology and audio-visual equipment	2–25
Fixtures and fittings	2–30

A full year of depreciation is charged in the year of capitalisation and none in the year of disposal.

## 2.4. Heritage assets

Heritage assets acquired since April 2001 are reported in the balance sheet at cost. Donated assets with an estimated value greater than £5,000 are reported at an internally generated valuation for which reliance is placed on the professional knowledge and expertise of the museums' in-house curatorial staff.

For the collections that existed at March 2001, the Board of Trustees is of the opinion that valuation information cannot be obtained at a cost commensurate with the benefits to users of the financial statements, so a valuation approach is not practicable and the Group has adopted a non-recognition approach.

Expenditure which is required to preserve or prevent further deterioration of individual collection items is recognised in the Statement of Financial Activities when it is incurred. Purchases of items for the collection at a price less than £5,000 are charged to the Statement of Financial Activities in the year of acquisition.

Heritage assets are not subject to depreciation or revaluation and are reviewed at the reporting date for impairment.

## 2.5. Intangible assets

Intangible assets with an economic life of more than one year and value greater than £5,000 are capitalised. All intangible assets are measured at cost. Costs relating to assets developed internally are capitalised in accordance with the requirements of FRS 102.

Amortisation is provided on all intangible assets, at rates calculated to write off the value of each asset evenly over its expected useful life, with no residual value assumed. Amortisation is charged to the business function responsible for the acquisition of the assets; where the charge forms part of costs apportioned over charitable purposes, the basis of apportionment is as explained in Notes 11 and 12.

Asset category	Estimated useful life
Purchased software licences	Licence period
Databases and developed software	2–5 years

A full year of amortisation is charged in the year of capitalisation and none in the year of disposal. Impairment reviews are carried out at the end of each reporting period in accordance with FRS 102 to ensure that the carrying values of the assets do not exceed their recoverable amounts.

## 2.6. Stock

Stock is stated at the lower of the cost, using the weighted average method, and the price less costs to complete and sell.

## 2.7. Leases

Costs relating to operating leases are charged to the Statement of Financial Activities evenly over the life of the lease. There are no assets held under finance leases.

## 2.8. Employee benefits

### *PCSPS pension scheme*

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS), which is a contributory and unfunded scheme. Although the scheme is a defined benefit scheme, liability for payment of future benefits is a charge to the PCSPS. The Science Museum Group and other bodies covered by the PCSPS meet the cost of pension cover provided for the staff they employ by payment of charges calculated on an accruing basis.

Pension contributions are paid at rates determined from time to time by the Government Actuary and advised by the Treasury.

### *GMPPF pension scheme*

The Science Museum Group is an admitting body of the Greater Manchester Pension Fund, which is a defined benefit scheme. The expected cost of providing pensions, as calculated periodically by professionally qualified actuaries, is charged to the Statement of Financial Activities so as to spread the cost over the service lives of the employees in the scheme, in such a way that the pension cost is a substantially level percentage of current and expected future pensionable payroll.

The pension costs are assessed on the advice of a professional qualified actuary using the projected unit method. The scheme is funded in advance by contributions from its members, including the company and its employees, at rates assessed by the scheme actuary in regular funding reviews.

Pension scheme assets are valued at market value at the balance sheet date. The pension scheme deficit relating to Science and Industry Museum employees is recognised in full on the balance sheet because the Group is able to identify its share of the deficit.

The Group recognises the cost of the defined benefit plan as follows:

- The change in the net defined benefit pension liability arising from employee service rendered during the reporting period in profit or loss
- Net interest on the net defined benefit pension liability during the reporting period in profit or loss
- The cost of plan introductions, benefit changes, curtailments and settlements in profit or loss
- Remeasurement of the net defined benefit liability in other comprehensive income

Interest income on plan assets is a component of the return on plan assets and is determined by multiplying the fair value of the plan assets by the discount rate.

The difference between the interest income on plan assets and the return on plan assets is included in the remeasurement of the net defined benefit liability.

Remeasurement of the net defined benefit liability comprises:

- Actuarial gains and losses
- The return on plan assets, excluding amounts included in net interest on the net defined benefit liability

### *SCMG Enterprises Ltd pension schemes*

SCMG Enterprises Ltd operates two defined contribution pension schemes, the assets of which are held separately in independently administered funds. Contributions are charged to the Statement of Financial Activities as they become payable, in accordance with the rules of the schemes.

### *Provision for annual leave*

The Group recognises a provision for annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use within the next 12 months. The provision is measured at the cost payable for the period of absence.

## 2.9. Early retirement scheme

The Group operates an Early Retirement and Severance Scheme, which gives retirement benefits on redundancy terms to certain qualifying employees. These benefits conform to the rules of the Principal Civil Service Pension Scheme. The Group pays annual compensation payments to those employees retired under the Early Retirement and Severance Scheme.

The total forecast annual compensation payments liability up to normal retiring age in respect of each employee is charged to the Statement of Financial Activities in the year in which the employee takes early retirement. The early retirement provision is recalculated annually, informed by updated information. Funds are released from the provision annually to fund compensation payments made in the year.

## 2.10. Taxation

The Science Museum Group is exempt from corporation tax on its charitable activities under the provisions of the Corporation Tax Act 2010.

For SCMG Enterprises Ltd provision is made at current rates of taxation deferred in respect of all material timing differences except to the extent that, in the opinion of the Directors, there is reasonable probability that the liability will not arise in the foreseeable future.

SCMG Enterprises Ltd has covenanted to distribute all taxable profits, provided there are sufficient accounting reserves to do so.

## 2.11. Investments

The value of the Museum's investment in its trading subsidiary is disclosed at cost.

Funds identified as surplus to working capital in the short or longer term are invested to maintain their value over time. The Science Museum Group has investments in equity and fixed-income funds, and places funds on short-term deposit, as explained in Note 17. These investments are actively traded and are held at fair value, as reported by the Group's fund managers.

## 2.12. Financial instruments

Financial investments comprise investments in equity and fixed-income funds which are measured at fair value. Changes in fair value are recognised in profit or loss, in accordance with FRS 102, Section 11. The nature and extent of the risks associated with the financial instruments are disclosed in accordance with FRS 102. Other financial instruments (trade debtors and creditors,

cash and cash equivalents) are initially recognised at fair value plus or minus material transaction costs directly attributable to their acquisition or issue; and subsequently measured at cost, less impairment where material.

## 2.13. Cash at bank and in hand

Cash at bank and in hand is held to meet short-term cash commitments as they fall due rather than for investment purposes and includes all cash equivalents in the form of short-term highly liquid investments. Cash equivalents comprise money market funds which are short-term, highly liquid, subject to an insignificant risk of changes in value and with maturities of three months or less.

## 2.14. Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the time of the transaction and, at year end, balances are restated at the year-end rate. All exchange differences are taken to the Statement of Financial Activities.

## 2.15. Provisions

Provisions are made when an obligation exists for a future liability in respect of a past event, where the amount of the obligation can be reliably estimated, and where the outflow of resources is probable. Discount rates provided by the Treasury are used in current value calculations for long-term commitments. Details of the discount rates used are provided in Note 21.

## 2.16. Reserves

The Science Museum Group has the following categories of reserves:

- General funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the museum.
- Designated funds comprise unrestricted funds which have been set aside at the discretion of the Trustees for specific purposes.
- Restricted funds are funds subject to specific restrictions imposed by donors.
- Endowment funds are funds which the donor has stated are to be held as capital or expended over the long term.

The major funds comprising each category, the summary result for the year and a description of the movements between the funds are shown in Note 25.

## 2.17. Change in accounting policy for the presentation of the balance sheet

The Group previously presented the balance sheet under the adapted format which distinguished assets between non-current and current assets. During the current year, the Group has changed its accounting policy for the presentation of the balance sheet to distinguish assets between fixed and current assets to enable comparability with other organisations within the sector. This has been retrospectively applied for the prior year comparatives. There is no impact on the net assets as a result of this change.

## 3. Significant judgments and estimates

In the application of the Group's accounting policies, the management are required to make judgments (other than those involving estimations) that have a significant impact on the amounts recognised and to make estimates and assumptions

about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis.

## 3.1. Critical judgments in applying the Group's accounting policies

The following are the critical judgments, apart from those involving estimations (which are dealt with separately below), that the directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

### *Income recognition – grant income*

Revenue is recognised on grant agreements when the Group is entitled to the funding. In certain agreements, including those with the National Lottery Heritage Fund (NLHF), SMG management reach a judgement that performance conditions exist that prevent recognition of income until specified activities have been completed and outputs delivered. This income is expected to be recognised in future periods, as the projects are delivered. At the balance sheet date £0.1m of NLHF funding for the Science Museum's *Medicine: The Wellcome Galleries* (31 March 2021: £0.2m) was yet to be recognised because of these conditions.

### *Disposal of land in York – timing*

On 24 April 2017 the Group completed an agreement to dispose of surplus land in York to the Homes and Communities Agency (now Homes England), £5.7m of consideration was received in the financial year 2017–18. This amount is shown in the current liabilities. There are conditions attached to the agreement which enable either party to exercise different buy-back options under which the land would be transferred back to the Science Museum Group and the consideration returned to Homes England. Even though legal title has passed to Homes England, the transaction will not be deemed to have completed until the conditions attached to buy-back provisions, under which the transaction can be reversed by either party, have been met. This is expected to occur in the financial year 2022–23.

Please refer to Note 30 for further information on the sale of the land.

### *Income recognition – grant in aid*

In 2012–13 the Science Museum took on responsibility for providing funding to the National Coal Mining Museum for England (NCMME). The arrangement is governed by a Management Statement and Memorandum agreed between the Group and the NCMME. The Science Museum applies for grant in aid funding from the Department of Culture, Media and Sport (DCMS) on an annual basis under a single application which takes into account the funding requirements of both the Science Museum and the NCMME. DCMS provides a single allocation of grant in aid funding to the Science Museum, with no separate allocation made for the NCMME, and the Science Museum determines the level of funding to be provided to the NCMME. The DCMS reminds the Science Museum of its responsibility to continue to provide funding to the NCMME as a condition for receiving grant in aid funding. The DCMS therefore views this as a single grant in aid allocation made to the Science Museum. The Science Museum has overall responsibility for the allocation of the funding and has responsibility to ensure the funds are spent in an appropriate manner. The Science Museum judges that it is a principal, rather than an agent, in this arrangement and therefore recognises Grant in Aid income from DCMS with a related expense for the grant it awards to NCMME. In making this judgement, management



considered the fact that they have overall discretion in how much funding is given to NCMME, it makes a single application to DCMS and DCMS provide a single allocation of grant in aid to the Science Museum, with no separate allocation made for the NCMME. There is no impact on the Group's surplus from this arrangement.

The NCMME retains its own Board of Trustees and continues to publish its own annual report of its activities, together with its audited annual accounts, no later than 31 December each year. The NCMME is not considered a subsidiary undertaking for the purposes of Group accounting and the Science Museum does not exercise any control over the NCMME's financial and operating policies.

independent actuaries Hymans Robertson LLP for 31 March 2022. The actuarial calculations are based on individual membership data submitted at 31 March 2019 for the purposes of the formal funding valuation at that date.

Details of the assumptions used in the valuation, the valuation of assets and liabilities and sensitivity analysis of the estimation can be found in Note 22.

### 3.2. Key source of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

#### *Valuation of property, plant and equipment (PPE)*

Property, plant and equipment represent a significant proportion of the asset base and therefore the estimates and assumptions such as the treatment of the Group's property as specialised and the specification of modern replacements for historical buildings, have been made to determine their carrying value and related depreciation which are critical to the reported financial position and expenditure. Revaluation of PPE requires management to rely on the expertise of professional surveyors. The freehold and leasehold properties comprising the Group's estate were valued as at 31 March 2021 and 2022 by an external valuer, Gerald Eve LLP, a regulated firm of chartered surveyors. The valuation was prepared in accordance with the requirements of the RICS Valuation – Global Standards January 2022 and UK national standards (November 2018), the Charities SORP and FRS 102. Specialised properties were valued by reference to the depreciated replacement cost method; other operational properties have been valued on the basis of current value in their existing use. In 2021–22 the valuation resulted in an uplift of £20.6m.

Further detail is provided in Note 14.

#### *Disposal of land in York – Valuation*

The fair value of the land in York held for sale is considered to be the market value of the right to receive the proceeds of the land sale. This includes subsequent payments to which the Group will be entitled once buy-back options are released and a development partner is identified for the land.

At 31 March 2022 the assets were included on the Group's balance sheet with a net book value of £9.0m. This valuation was prepared by an external valuer, Montagu Evans LLP, a regulated firm of chartered surveyors, in accordance with the RICS Definition of Market Value.

Please refer to Note 30 for further information on the sale of the land.

#### *Valuation of defined benefit pension liability*

At 31 March 2022 the Group has recognised a liability of £3.1m (2020/21: £5.8m) in relation to its status as an admitting body of the Greater Manchester Pension Fund ('the fund'). This represents the Group's share of the estimated difference between the fair value of the fund's assets and the net present value of the fund's liabilities at the reporting date.

The last formal completed triennial valuation of the fund was carried out at 31 March 2019. The results of this valuation have been projected forward to 31 March 2022 using approximate methods. Results schedules were prepared by qualified



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## 5. Grant in Aid

	Unrestricted £000	Restricted £000	2022 Total £000	Unrestricted £000	Restricted £000	2021 Total Restated £000
Resource Grant in Aid	47,376	2,453	49,829	44,863	2,453	47,316
Capital Grant in Aid	-	8,671	8,671	-	6,101	6,101
DCMS Capital Infrastructure Fund	-	1,000	1,000	-	2,740	2,740
Vision 2025	-	6,000	6,000	-	6,080	6,080
One Collection	-	4,497	4,497	-	3,000	3,000
Other projects	-	783	783	-	347	347
	<b>47,376</b>	<b>23,404</b>	<b>70,780</b>	<b>44,863</b>	<b>20,721</b>	<b>65,584</b>

## 6. Donations and legacies

	Unrestricted £000	Restricted £000	2022 Total £000	Unrestricted £000	Restricted £000	2021 Total £000
Value of donated goods and services	-	29	29	-	3	3
Corporate donations	21	4,485	4,506	61	72	133
Individual donations and memberships	2,322	184	2,506	990	161	1,152
Legacies	-	126	126	-	69	69
	<b>2,343</b>	<b>4,824</b>	<b>7,167</b>	<b>1,051</b>	<b>305</b>	<b>1,356</b>
Value of donated heritage assets	-	841	841	-	2,243	2,243
	<b>2,343</b>	<b>5,665</b>	<b>8,008</b>	<b>1,051</b>	<b>2,548</b>	<b>3,599</b>

## 7. Charitable income

	Unrestricted £000	Restricted £000	2022 Total £000	Unrestricted £000	Restricted £000	2021 Total £000
Lottery funding	-	34	34	-	293	293
UK Government grants, excl Grant in Aid	-	4,900	4,900	-	947	947
Other grant income	700	6,719	7,419	525	843	1,368
Ticket income	1,813	-	1,813	153	-	153
Museums and Galleries Exhibition Tax Relief	517	-	517	456	-	456
	<b>3,030</b>	<b>11,653</b>	<b>14,683</b>	<b>1,134</b>	<b>2,083</b>	<b>3,217</b>

## 8. Investment income

	Unrestricted £000	Restricted/ Endowment £000	2022 Total £000	Unrestricted £000	Restricted/ Endowment £000	2021 Total £000
Dividends from equity funds	-	120	120	-	204	204
Interest on fixed-interest funds	1	15	16	4	21	25
Interest on cash and cash equivalents	25	9	34	8	10	18
	<b>26</b>	<b>144</b>	<b>170</b>	<b>12</b>	<b>235</b>	<b>247</b>

£15k (2020–21: £21k) of interest income earned on endowment funds is included in restricted income above.

## 9. Other income

Other income includes conference and educational events, locomotive hire, cloakroom fees and reimbursement of costs.

## 10. Net income

Net income is stated after charging:

	2022 £000	2021 £000
Auditors' remuneration: Comptroller and Auditor General	71	70
Auditors' remuneration: subsidiary company audit fee	27	27
Internal audit fees	98	101
Lease rentals on land and buildings	20	21
Lease rentals on vehicles	24	27
Lease rentals on equipment	261	177
Movement on bad debt provision	91	199
Cost of sales	4,285	1,031
Movement on stock provision	32	149

No fees (2020–21: nil) were paid to the Group's external auditors for non-audit services.

## 11. Total expenditure

2022	Direct costs £000	Grants awarded £000	Support costs <sup>[A]</sup> £000	Total costs £000
Care for and research into collections	6,473	-	10,166	16,639
Grant payment to NCMME	-	3,453	-	3,453
Science education and communication	22,722	-	13,859	36,581
Visitor services	7,424	-	9,389	16,813
<b>Charitable activities</b>	<b>36,619</b>	<b>3,453</b>	<b>33,414</b>	<b>73,486</b>
Generating donations and legacies	2,497	-	864	3,361
Trading activities	10,253	-	583	10,836
<b>Total expenditure</b>	<b>49,369</b>	<b>3,453</b>	<b>34,861</b>	<b>87,683</b>

2021	Direct costs £000	Grants awarded £000	Support costs <sup>[A]</sup> £000	Total costs £000
Care for and research into collections	7,407	-	8,416	15,823
Grant payment to NCMME	-	2,693	-	2,693
Science education and communication	22,727	-	11,983	34,710
Visitor services	8,020	-	7,788	15,808
<b>Charitable activities</b>	<b>38,154</b>	<b>2,693</b>	<b>28,187</b>	<b>69,034</b>
Generating donations and legacies	2,545	-	856	3,401
Trading activities	6,817	-	730	7,547
<b>Total expenditure</b>	<b>47,516</b>	<b>2,693</b>	<b>29,773</b>	<b>79,982</b>

[A] Support costs include the depreciation charged on support activities.

## 12. Support costs

2022	Collections £000	Education £000	Visitors £000	Fundraising £000	Trading £000	Total £000
HR	495	1,360	386	172	333	2,746
ICT	708	1,883	364	369	204	3,528
Estates	7,679	7,679	7,679	-	-	23,037
Management	616	1,408	460	155	22	2,661
Finance	553	1,266	414	139	20	2,392
Governance	115	263	86	29	4	497
<b>Total expenditure</b>	<b>10,166</b>	<b>13,859</b>	<b>9,389</b>	<b>864</b>	<b>583</b>	<b>34,861</b>

2021	Collections £000	Education £000	Visitors £000	Fundraising £000	Trading £000	Total £000
HR	486	1,430	447	190	420	2,973
ICT	740	1,968	380	385	213	3,686
Estates	6,074	6,074	6,074	-	-	18,222
Management	551	1,240	438	139	48	2,416
Finance	482	1,084	383	121	42	2,112
Governance	83	187	66	21	7	364
<b>Total expenditure</b>	<b>8,416</b>	<b>11,983</b>	<b>7,788</b>	<b>856</b>	<b>730</b>	<b>29,773</b>

HR costs are allocated in proportion to the number of full-time equivalent staff in each area, ICT costs in proportion to the number of PCs/terminals used by each area. Estates costs are allocated equally across the three charitable activities. Management, governance and finance costs are allocated in proportion to the direct costs in each area.

Governance costs comprise support for Trustee committee activity and related governance work, internal and external audit, and resources required to produce statutory accounts.

### 13. Staff costs

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
Wages and salaries	28,222	28,706	25,077	25,313
Bonuses	5	-	2	-
Social security costs	2,610	2,742	2,369	2,446
Pension costs	1,902	2,080	1,776	1,936
	<b>32,739</b>	<b>33,528</b>	<b>29,224</b>	<b>29,695</b>
Early retirement and redundancy	396	1,050	397	890
	<b>33,135</b>	<b>34,578</b>	<b>29,621</b>	<b>30,585</b>
Agency staff	500	677	500	681
<b>Total staff costs</b>	<b>33,635</b>	<b>35,255</b>	<b>30,121</b>	<b>31,266</b>

Staff costs are charged to unrestricted or restricted funds on the basis of the activities that the staff perform.

	2022 £000	2021 £000
<b>Capitalised staff costs (Museum and Group)</b>		
Wages and salaries	1,480	1,832
Social security costs	159	180
Pension costs	97	97
	<b>1,736</b>	<b>2,109</b>
Agency staff	2	79
<b>Total staff costs</b>	<b>1,738</b>	<b>2,188</b>

### Pension schemes

#### Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as ‘alpha’ – are unfunded multi-employer defined benefit schemes, but the Science Museum Group is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2016. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)).

For 2021–22 employer’s contributions of £984,166 were payable to the PCSPS (2020–21: £1,124,459) at one of four rates in the range 26.6–30.3% (2020–21: 26.6–30.3%) of pensionable earnings, based on salary bands. The number of employees who were members of the schemes in the year was 110 (2020–21: 123).

The scheme actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2021–22 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employer’s contributions during 2021–22 were nil as currently no members are part of the scheme (2020–21: £7,974). Employer contributions are age-related and range from 8% to 14.75% of pensionable earnings from 1 October 2015. Employers also match employee contributions up to 3% of pensionable earnings.

In addition, in 2021–22 employer contributions of nil (2020–21: £174), 0.5% of pensionable pay from 1 October 2015, were payable to the PCSPS to cover the cost of the future provision of lump-sum benefits on death in service or ill-health retirement of these employees. The scheme had no members during 2021–22.

None of the contributions due to the partnership pension providers at the balance sheet date were unpaid and none had been prepaid.

**Local Government Pension Scheme – Durham County Council**

After the transfer of Locomotion staff from Durham County Council, effective 1 December 2017, the Group became liable for contributions to the Local Government Pension Scheme on a contributory basis. Contributions of £38,485 (2020–21: £44,226) were made on behalf of 13 (2020–21: 16) employees.

**SCMG Enterprises Ltd pension schemes**

SCMG Enterprises offers a contracted-in group money-purchase scheme with optional contracted-out pensions to which the employer contributes 7% and the employees 5%. Employer pension contributions of £673,696 were paid in the year (2020–21: £604,615). The number of employees who were members of the scheme in the year was 340 (2020–21: 261).

Employees not opting to join the scheme are auto-enrolled in a stakeholder pension scheme. Employer pension contributions of £461,673 were paid in the year (2020–21: £519,505). The number of employees who were members of the scheme in the year was 725 (2020–21: 672).

**Greater Manchester Pension Fund pension scheme**

Details of employer's contributions in respect of the Greater Manchester Pension Fund in respect of employees of the Science and Industry Museum are contained in Note 22.

**Employee numbers (full-time equivalents), analysed by activity**

	Permanent contract		Other staff		Total	
	2022	2021	2022	2021	2022	2021
Care for and research into collections	140	138	1	-	141	138
Science education and communication	385	402	2	4	387	406
Visitor services	101	117	9	10	110	127
Generating income and sponsorship	49	54	-	-	49	54
Trading activities	91	116	4	3	95	119
Support activities	155	151	5	7	160	158
Total	921	978	21	24	942	1,002

The average head count, calculated quarterly and excluding casual, agency and contract staff, was 1,055 (2020–21, excluding agency and contract staff: 1,109).

**Employees receiving remuneration over £60,000**

	2021–22	2020–21
60,001–70,000	16	16
70,001–80,000	8	9
80,001–90,000	5	7
90,001–100,000	8	4
100,001–110,000	1	2
110,001–120,000	3	2
120,001–130,000	1	-
130,001–140,000	1	1
140,001–150,000	-	-
150,001–160,000	-	-
160,001–170,000	-	-
170,001–180,000	-	1
	43	42

The figures above exclude pension costs. Contributions were paid to a defined contribution scheme on behalf of 33 (2020–21: 30) employees. For 9 (2020–21: 11) of the staff included in this table retirement benefits accrued under a defined benefit scheme. For 9 (2020–21: 14) of these employees total remuneration includes BUPA contributions.

**Key management personnel**

If employer contributions to defined benefit pension schemes were included rather than the single figure for pension benefits given in the Remuneration Report, the total remuneration of the key management personnel – Ian Blatchford, Jonathan Newby and Shri Mukundagiri (for the period he served as Chief Operating Officer) – would be £351,160 (2020–21: £366,475).

**Trustees**

The Chair and Trustees (listed in the Annual Report) received no remuneration for their services, but travel expenses totalling £6,107 were paid to 12 Trustees (2020–21: £189 paid to two Trustees). Costs were lower in 2020–21 owing to the lockdown imposed by the UK Government in response to the pandemic. No amounts were paid to third parties in the financial year relating to Trustee activities (2020–21: nil).

## 14. Tangible fixed assets

### Group assets

	Land and buildings £000	Plant and machinery £000	Galleries and exhibitions £000	Fixtures and fittings £000	IT and Audio Visual £000	Assets under construction £000	Total £000
<b>Current cost</b>							
At 1 April 2021	379,019	100,755	29,545	14,699	4,959	10,216	539,193
Additions	-	9	-	-	8	21,622	21,639
Reclassifications	5,528	267	109	1,105	1,371	(8,380)	-
Disposals	(74)	(430)	-	(318)	(574)	-	(1,396)
Revaluation	(2,461)	(3,377)	-	-	-	-	(5,838)
At 31 March 2022	382,012	97,224	29,654	15,486	5,764	23,458	553,598
<b>Depreciation</b>							
At 1 April 2021	10,748	12,905	19,031	5,502	3,363	-	51,549
Charge for the year	7,171	6,049	1,166	1,504	674	-	16,564
Reclassifications	-	-	-	-	-	-	-
Disposals	(16)	(70)	-	(264)	(563)	-	(913)
Impairment	114	6	-	-	-	-	120
Revaluation	(17,815)	(8,582)	-	-	-	-	(26,397)
At 31 March 2022	202	10,308	20,197	6,742	3,474	-	40,923
<b>Net book value</b>							
At 31 March 2022	381,810	86,916	9,457	8,744	2,290	23,458	512,675
At 31 March 2021	368,271	87,850	10,514	9,197	1,596	10,216	487,644
	Land and buildings £000	Plant and machinery £000	Galleries and exhibitions £000	Fixtures and fittings £000	IT and Audio Visual £000	Assets under construction £000	Total £000
<b>Current cost</b>							
At 1 April 2020	359,034	89,378	29,450	12,862	4,421	31,845	526,990
Additions	11,823	846	95	991	611	5,666	20,032
Reclassifications	11,860	14,399	-	1,036	-	(27,295)	-
Disposals	(1,070)	(23)	-	(190)	(73)	-	(1,356)
Revaluation	(2,628)	(3,845)	-	-	-	-	(6,473)
At 31 March 2021	379,019	100,755	29,545	14,699	4,959	10,216	539,193
<b>Depreciation</b>							
At 1 April 2020	8,002	11,102	17,362	4,250	2,802	-	43,518
Charge for the year	7,181	6,168	1,669	1,409	634	-	17,061
Reclassifications	(72)	72	-	-	-	-	-
Disposals	(422)	(4)	-	(157)	(73)	-	(656)
Impairment	92	9	-	-	-	-	101
Revaluation	(4,033)	(4,442)	-	-	-	-	(8,475)
At 31 March 2021	10,748	12,905	19,031	5,502	3,363	-	51,549
<b>Net book value</b>							
At 31 March 2021	368,271	87,850	10,514	9,197	1,596	10,216	487,644
At 31 March 2020	351,032	78,276	12,088	8,612	1,619	31,845	483,472

**Museum assets**

	Land and buildings £000	Plant and machinery £000	Galleries and exhibitions £000	Fixtures and fittings £000	Audio Visual £000	IT and construction £000	Assets under construction £000	Total £000
<b>Current cost</b>								
At 1 April 2021	373,618	99,048	29,545	14,653	4,959	10,216		532,039
Additions	-	9	-	-	8	21,622		21,639
Reclassifications	5,528	267	109	1,105	1,371	(8,380)		-
Disposals	(74)	(430)	-	(272)	(574)	-		(1,350)
Revaluation	(2,461)	(3,377)	-	-	-	-		(5,838)
At 31 March 2022	376,611	95,517	29,654	15,486	5,764	23,458		546,490
<b>Depreciation</b>								
At 1 April 2021	10,747	11,199	19,031	5,455	3,363	-		49,795
Charge for the year	7,171	6,049	1,166	1,504	674	-		16,564
Reclassifications	-	-	-	-	-	-		-
Disposals	(16)	(70)	-	(218)	(563)	-		(867)
Impairment	114	6	-	-	-	-		120
Revaluation	(17,815)	(8,582)	-	-	-	-		(26,397)
At 31 March 2022	201	8,602	20,197	6,741	3,474	-		39,215
<b>Net book value</b>								
At 31 March 2022	376,410	86,915	9,457	8,745	2,290	23,458		507,275
At 31 March 2021	362,871	87,849	10,514	9,198	1,596	10,216		482,244
	Land and buildings £000	Plant and machinery £000	Galleries and exhibitions £000	Fixtures and fittings £000	Audio Visual £000	IT and construction £000	Assets under construction £000	Total £000
<b>Current cost</b>								
At 1 April 2020	354,834	87,671	29,450	12,816	4,421	31,845		521,037
Additions	11,823	846	95	991	611	5,666		20,032
Reclassifications	11,860	14,399	-	1,036	-	(27,295)		-
Disposals	(1,070)	(23)	-	(190)	(73)	-		(1,356)
Revaluation	(3,829)	(3,845)	-	-	-	-		(7,674)
At 31 March 2021	373,618	99,048	29,545	14,653	4,959	10,216		532,039
<b>Depreciation</b>								
At 1 April 2020	8,002	9,417	17,362	4,203	2,802	-		41,786
Charge for the year	7,180	6,147	1,669	1,409	634	-		17,039
Reclassifications	(72)	72	-	-	-	-		-
Disposals	(422)	(4)	-	(157)	(73)	-		(656)
Impairment	92	9	-	-	-	-		101
Revaluation	(4,033)	(4,442)	-	-	-	-		(8,475)
At 31 March 2021	10,747	11,199	19,031	5,455	3,363	-		49,795
<b>Net book value</b>								
At 31 March 2021	362,871	87,849	10,514	9,198	1,596	10,216		482,244
At 31 March 2020	346,832	78,254	12,088	8,613	1,619	31,845		479,251



*Revaluation of land and buildings*

The freehold and leasehold properties comprising the Group's estate were valued at 31 March 2022 and 2021 by an external valuer, Gerald Eve LLP, a regulated firm of chartered surveyors. The valuations were prepared in accordance with the requirements of the RICS Valuation – Global Standards January 2022 (2020–21: Global Standards January 2020) and UK national standards (November 2018), the Charities SORP and FRS 102.

Specialised properties were valued by reference to the depreciated replacement cost method.

The historic cost of the land and buildings and certain plant and machinery is not known.

*Land and buildings – revaluation of land in York*

Valuations of this land as at 31 March 2021 and 2020 were carried out in accordance with the RICS Appraisal and Valuation Manual by chartered surveyors Montagu Evans LLP. These valuations reflected the market value of the land, including the potential for development given the current progress of a related planning application.

Please refer to Note 30 for further information on the sale of the land.

## 15. Heritage assets

### 15.1. Overview of the collections

*Science Museum, London*

The Science Museum holds the nation's pre-eminent collections in the fields of science, technology, engineering and medicine. The collections have their roots in those of the South Kensington Museum, founded in 1857, augmented by those of the Patent Office Museum, the Special Loan Collection of Scientific Instruments and the Wellcome Trust.

The diverse collections comprise scientific demonstration instruments from leading makers of the 19th century and other historical artefacts often acquired from major collectors, examples of contemporary instrumentation and laboratory science, non-Western astronomy and elementary mathematics. The Industrial Revolution and postindustrial eras are represented by examples of the work of central figures such as James Watt, Henry Maudslay, Richard Arkwright, and Marc and Isambard Brunel. The development of mechanical, electrical and electronic communications technologies from the mid 19th century to the present is also fully represented and the museum holds the only surviving Fleet Street rotary newspaper press. The development of computing is charted from the Babbage machine, via electromechanical equipment, to early business and home computers and contemporary technologies. Space technologies from the 1960s onward are well represented. The museum also holds the collection of the Farnborough Museum of the Royal Aircraft Establishment.

Additionally, there are significant holdings of prints, drawings, paintings, printed ephemera, technical drawings, maps, photographs, postal items, sculpture and contemporary art, and in the library and archive collections comprising important collections of rare books and documents, which span the full history and development of science and technology.

*Science and Industry Museum, Manchester*

The museum was founded in the mid-1960s when Manchester's traditional industries, particularly engineering and textile production, were undergoing major changes. The collections reflect Manchester's pre-eminence as the world's first industrial city, and the city's role in an international exchange of goods, people and ideas. They demonstrate the role of Manchester and northwest England as a nexus of industrialisation. As a whole

the collections also reflect the effects of science, technology, industrialisation, urbanisation and deindustrialisation on the lives of inventors, designers, workers and consumers.

At the core of the museum is the historic site itself, a very rare example of the development of a working station and railway yard over 150 years. Several of the city's internationally known scientific endeavours and personalities are represented in the object collections, from the pioneering work of John Dalton and James Joule to graphene, Manchester's latest global scientific export.

Manchester's role as the centre of the Lancashire textile industry is also covered, alongside power for the Industrial Revolution, and the development of precision engineering and machine tools that laid the foundations for a new age of mass production. The collections cover the technologies that affected life in industrial Manchester, including electricity, gas, water supply and sanitation. Communications and information technologies form a major theme, ranging from early photographic material through to ground-breaking calculating and computing machines. Bringing the story up to date, material from the broadcasting, music and animation industries represents the growth of creative industries in the postindustrial city.

*National Railway Museum, York**Locomotion, Shildon*

These collections have evolved over the last 150 years and were brought together by the amalgamation of the railway collections of the Science Museum with those of the former railway museum at York and railway items from the British Transport Commission's Museum of British Transport, Clapham. They have expanded since the opening of the National Railway Museum in 1975, through collecting from the modern railway industry and private individuals.

The museum curates its collection in five main subject areas: the origins of railways, the impact of railways on our lives, the impact of railways on our world, the impact of railways on our culture, and the science and technology of railways.

*National Science and Media Museum, Bradford*

Founded in 1983 as the National Museum of Photography, Film & Television, the National Science and Media Museum inherited collections from its parent institution, the Science Museum.

The collection currently numbers in the region of 3.5 million individual objects. These range from one-off individual donations of ephemeral material such as instruction manuals, to family photographic portraits, to the most significant collection of American television receivers in the UK, to the Kodak Museum collection, comprising photographs and equipment dating back to the very beginnings of photography.

The museum curates its collection in three main areas: photography (encompassing photographic technology and photographs), cinematography and television.

### 15.2. Acquisitions, management, preservation and disposals

*Acquisitions*

Acquisitions are made in accordance with the collecting policies agreed for each museum by the Board of Trustees and may be by purchase or donation. Further details of policies can be found at [www.sciencemuseumgroup.org.uk/about-us/policies-and-reports/](http://www.sciencemuseumgroup.org.uk/about-us/policies-and-reports/).

*Collections management and preservation*

The Science Museum Group exists, under the terms of the National Heritage Act 1983, to develop, manage and make its collection useful for the public. The Act requires it to preserve, care for and add to the objects in its collection, to exhibit them to

the public and to make them available for study and research, and to promote the public's enjoyment and understanding of science and technology and of the development of those subjects.

The Group follows the principle that it will share its collection widely. This objective is mainly delivered through public programmes of displays, events, publications and websites. Objects from the collection are either displayed in its museums, or made available via loans to third parties, or else they are in store for future use and research.

The collection is displayed and stored according to the Group's standards for the prevention of material deterioration; these are based on international standards and current research in alignment with PAS 198:2012 'Specification for managing environmental conditions for cultural collections'.

Library and archive storage facilities and exhibitions are based on and informed by the requirements of BS 5454, PAS 198 and the National Archives Standard for Record Repositories.

Collections management and care are regularly reviewed by the Group to ensure adherence to these standards.

The Science Museum Group will:

- Keep all objects in conditions in which deterioration is minimised.
- Undertake conservation so that objects may be made accessible to audiences.
- Manage hazards in the collection with clear and effective systems to ensure public, staff and object safety.

The Group's museums demonstrate their commitment to managing collections effectively as Arts Council England accredited museums, and by following the SPECTRUM standard and PAS 197:2009, the code of practice for cultural collections management.

Records proving title or relating to the history of objects in the collections are managed in accordance with the requirements of the Public Records Act and the Group's status as a designated Place of Deposit.

Information relating to the history and management of objects in the collection is held within the collections management system. This constitutes the primary record of the collection and is subject to regular review.

Information relating to the Group's library and archive collections is held within local management systems. It is made accessible to the public subject to relevant legislation.

The Group will have secure title to all objects in the collection, hold basic data on every object so that it can be uniquely identified and the collection audited regularly, and ensure records relating to objects in the collection are enhanced and made available to audiences.

Further details of policies adopted by the Group in the management of its collections can be found at <https://group.sciencemuseum.org.uk/about-us/policies-and-reports>.

#### *Disposals*

The Science Museum Group actively manages its collection in order to ensure its long-term sustainability, significance and safety. The Group's museums have a long-term purpose, and except for sound curatorial (including collections management) reasons, there is a strong presumption against the disposal of any item in the collection. However, the breadth of the collection, and the ways in which it has been developed, mean that the Group is currently holding material that is duplicate, unsuitable or unusable.

Disposals will be guided by the National Heritage Act 1983 (as amended) and the Museums Association's Code of Ethics (as amended). The Group will dispose of material that is unsuitable for retention in the collection and can be disposed of without detriment to the interests of students or other members of the public.

Material may be unsuitable for retention if:

- It is a duplicate of another accessioned item in the collection, beyond the number of similar items that would reasonably be of interest and necessary for future use.
- It is more suitable for transfer to the collection of another national museum, other accredited museum or other organisation in the public domain that can improve access to or the use, care or context of the material.
- It is otherwise unsuitable for the collection, because it falls outside the scope and content of the Group's collection.
- It is useless for the purposes of the collection because it is in a poor or hazardous condition by reason of damage, physical deterioration or infestation by destructive organisms. All material that is in such poor condition as to render it unusable will be destroyed to remove the risk of contamination or infestation.

The Group recognises that financially motivated disposal risks damaging public confidence in museums and the principle that collections should not normally be regarded as financially negotiable assets.

The Group accepts the principle that sound curatorial reasons for disposal must be established before consideration is given to the disposal of any item in the collection. The Group will not undertake disposal principally for financial reasons, except in exceptional circumstances, when it can be demonstrated that:

- It will significantly improve the long-term public benefit derived from the remaining collection.
- It is not to generate short-term revenue (for example to meet a budget deficit).
- It is as a last resort after other sources of funding have been thoroughly explored.
- Extensive prior consultation with sector bodies has been undertaken.
- The material under consideration lies outside the museums' established core collection.
- The proceeds of disposal through sale, if this exceptional circumstance arises, will be applied solely and directly for the benefit of the museums' collection. Money raised will be restricted to the long-term sustainability, use and development of the collection.

### **15.3. Heritage assets on the balance sheet (Group and Museum)**

In the opinion of the Trustees, reliable information on cost or value is not available for the Group's collections prior to 2001. This is owing to the lack of information on purchase cost, the lack of comparable market values, the diverse nature of the objects and the volume of items held.

In the Trustees' opinion, conventional valuation approaches lack sufficient reliability and any valuation is likely to incur significant cost that is likely to be onerous. Even if valuations could be obtained this would not be at a cost commensurate with any benefits to the Group's management, curatorial staff, the public or users of the financial statements.

For this reason the collections assembled up to the end of the 20th century (before 2001), large proportions of which were gifted to the museums at nil cost and are incomparable in nature, are not recognised as assets in the Group's balance sheet.

Prior to 1 April 2011 the Science and Industry Museum did not recognise heritage assets in the balance sheet. The small number of objects acquired between 2002 and 2011 are of low value and it is not considered a sensible use of resources to attempt to determine their appropriate capital value.

#### Summary of heritage assets on balance sheet

	£000	Purchased No.	£000	Donated No.	£000	Total No.
2002–17	5,130	70	16,326	107	21,456	177
2017–18	120	7	525	18	645	25
2018–19	22	3	65	7	87	10
2019–20	610	7	6,334	23	6,944	30
2020–21	159	9	2,243	8	2,402	17
2021–22	171	7	841	10	1,012	17
At 31 March 2022	<b>6,212</b>	<b>103</b>	<b>26,334</b>	<b>173</b>	<b>32,546</b>	<b>276</b>

Professor Stephen Hawking's office and associated property were physically received in June 2021, though acceptance had been confirmed in March 2021. The assets are shown as a single addition in 2020–21.

#### Summary analysis of heritage asset transactions

	2022 £000	2021 £000	2020 £000	2019 £000	2018 £000
Purchases	171	159	610	22	120
Donations	841	2,243	6,334	65	525
Total additions	1,012	2,402	6,944	87	645
Disposals <sup>[A]</sup>	-	-	-	4,500	290

[A] During 2018–19 the RPS Collection was transferred to the Victoria and Albert Museum.

#### Analysis of heritage assets

	Basis of capitalisation		Total
	Cost £000	Valuation £000	£000
Carrying amount at 1 April 2021	6,041	25,493	31,534
Additions	171	841	1,012
Carrying amount at 31 March 2022	<b>6,212</b>	<b>26,334</b>	<b>32,546</b>
	Basis of capitalisation		Total
	Cost £000	Valuation £000	£000
Carrying amount at 1 April 2020	5,882	23,250	29,132
Additions	159	2,243	2,402
Carrying amount at 31 March 2021	<b>6,041</b>	<b>25,493</b>	<b>31,534</b>

## 15.4. Collection subcategories

	Estimated number of items at 31 March 2022	Number of items capitalised at 31 March 2022
<b>Science Museum</b>		
Scientific instruments	26,190	26
Commerce and industry	43,896	66
Medical	20,339	13
Art	7,719	23
Television and broadcast	28	-
Coins and medals	904	1
Library and archive collections	707,322	14
<b>National Railway Museum</b>		
Railway origins	5,279	1
Locomotives and rolling stock	3,006	17
Railway life and work	20,306	20
Railway image and sound collections	18,241	5
Railways and culture	4,417	4
Library and archive collections	2,963,015	5
Handling collections	226	-
<b>National Science and Media Museum</b>		
Photographic collections	10,950	29
Printed materials and ephemera	352	-
Cinematography	3,267	6
Photographic technology	11,620	-
Television and broadcast	2,875	33
Library and archive collections	3,485,076	2
<b>Science and Industry Museum</b>		
Science and technology	2,941	3
Industrial heritage	5,393	5
Transport	1,357	1
Communications	2,842	-
Energy	5,016	-
Community history	7,179	2
	<b>7,359,756</b>	<b>276</b>

NB: The estimated number of total items includes individual figures for collections of objects which are split into parts, eg archive or photographic collections. The number of capitalised items includes those collections as one object with a combined total value.

## 16. Intangible assets

	Databases £000	Development £000	Assets under construction £000	Total £000
<b>Museum and Group</b>				
<b>Current cost</b>				
At 1 April 2021	1,036	324	-	1,360
Additions	-	-	27	27
Disposals	(11)	-	-	(11)
At 31 March 2022	1,025	324	27	1,376
<b>Amortisation</b>				
At 1 April 2021	821	205	-	1,026
Charge for the year	70	48	-	118
Disposals	(11)	-	-	(11)
At 31 March 2022	880	253	-	1,133
<b>Net book value</b>				
At 31 March 2022	145	71	27	243
At 31 March 2021	215	119	-	334

<i>Museum and Group</i>	Databases £000	Development £000	Assets under construction £000	Total £000
<b>Current cost</b>				
At 1 April 2020	1,036	267	-	1,303
Additions	-	57	-	57
At 31 March 2021	1,036	324	-	1,360
<b>Amortisation</b>				
At 1 April 2020	733	137	-	870
Charge for the year	88	68	-	156
At 31 March 2021	821	205	-	1,026
<b>Net book value</b>				
At 31 March 2021	215	119	-	334
At 31 March 2020	303	130	-	433

## 17. Investments

All fixed and current asset investments shown below are in quoted investment funds and are stated at fair value.

Group	Fair value at 31 March 2021 £000	Additions/ accumulated dividends <sup>[A]</sup> £000	Disposals £000	Repayments £000	Investment gains/(losses) £000	Fair value at 31 March 2022 £000
<i>Fixed asset investments</i>						
Funds						
International equities	4,078	58	(219)	-	565	4,482
UK equities	2,722	71	(824)	-	228	2,197
Sterling corporate bonds	901	14	-	-	(62)	853
Cash funds	2,310	1,043	-	-	-	3,353
<b>Total fixed asset investments</b>	<b>10,011</b>	<b>1,186</b>	<b>(1,043)</b>	<b>-</b>	<b>731</b>	<b>10,885</b>
<i>Current asset investments<sup>[B]</sup></i>						
Funds						
Money market funds	15,122	5,000	-	-	(19)	20,103
Loans	24	-	-	(10)	-	14
<b>Total current asset investments</b>	<b>15,146</b>	<b>5,000</b>	<b>-</b>	<b>(10)</b>	<b>(19)</b>	<b>20,117</b>
<b>Total investments</b>	<b>25,157</b>	<b>6,186</b>	<b>(1,043)</b>	<b>(10)</b>	<b>712</b>	<b>31,002</b>

Group	Fair value at 31 March 2020 £000	Additions/ accumulated dividends <sup>[A]</sup> £000	Disposals £000	Repayments £000	Investment gains/(losses) £000	Fair value at 31 March 2021 £000
<i>Fixed asset investments</i>						
Funds						
International equities	5,727	85	(3,423)	-	1,689	4,078
UK equities	3,360	91	(1,380)	-	651	2,722
Sterling corporate bonds	2,938	44	(2,226)	-	145	901
Cash funds	1,282	1,640	(607)	-	(5)	2,310
<b>Total fixed asset investments</b>	<b>13,307</b>	<b>1,860</b>	<b>(7,636)</b>	<b>-</b>	<b>2,480</b>	<b>10,011</b>
<i>Current asset investments<sup>[B]</sup></i>						
Funds						
Money market funds	8,064	7,000	-	-	58	15,122
Loans	14	10	-	-	-	24
<b>Total current asset investments</b>	<b>8,078</b>	<b>7,010</b>	<b>-</b>	<b>-</b>	<b>58</b>	<b>15,146</b>
<b>Total investments</b>	<b>21,385</b>	<b>8,870</b>	<b>(7,636)</b>	<b>-</b>	<b>2,538</b>	<b>25,157</b>

[A] Accumulated dividends – all dividends received from investment funds in the year were accumulated.

[B] Current investments – included in current investments is one interest-free loan totalling £14k advanced to the Type Museum Trust for repairs and maintenance. A loan for the payment of contents insurance on behalf of TMT (£10k) was repaid during 2021–22.

### Short-term deposits

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
Notice accounts	10,051	3,046	10,051	3,046
Total short-term deposits	10,051	3,046	10,051	3,046

### Investments in trading subsidiary

The Board of Trustees of the Science Museum own two shares, which is the entire issued share capital of SCMG Enterprises Ltd, a company registered in England and Wales. The company's principal activities are retailing, catering, corporate hire, corporate partnership, temporary exhibitions and interactive production, and providing a range of services to the museums.

The carrying value of the Science Museum Group's investment in SCMG Enterprises Ltd, which is held at historic cost in the parent's balance sheet, is £1,704k (2020–21: £411k). During 2021–22 a loan of £1,293k from the Science Museum Group for the purchase of land at Leeman Road in York was converted to equity holding. Please refer to Note 18 for further details.

### SCMG Enterprises Ltd profit and loss account

	2022 Total £000	2021 Total £000
Turnover	11,743	2,529
Cost of sales	(4,271)	(1,015)
Gross profit	7,472	1,514
Other operating income	27,497	30,365
Rental income	12	52
Administrative expenses	(32,911)	(31,437)
Operating profit	2,070	494
Interest receivable	1	1
Interest payable	(16)	(14)
Profit on ordinary activities	2,055	481

Operating profit includes sponsorship and consultancy activities of £1,570k (2020–21: £180k) and a profit on core trading activities of £500k (2020–21: £314k). Sponsorship and consultancy income in 2021–22 included amounts for the BP sponsorship and for the *Our Future Planet*, *Amazônia* and *Cancer Revolution* exhibitions. In 2020–21 it included amounts for the Science Museum Group Academy and the *Trans-Siberian* exhibition for Russian Railways.

SCMG Enterprises Ltd employs staff whose costs are recharged to the Science Museum Group when those staff are available to perform work for the Group. The employment costs of these staff are shown in administrative expenses in the subsidiary; income received from the Group for services provided is included in other operating income.

### SCMG Enterprises balance sheet

	2022 Total £000	2021 Total £000
Fixed assets	5,400	5,400
Current assets	11,027	8,862
Creditors: amounts due within one year	(10,377)	(8,869)
Net current assets	650	(7)
Creditors: amounts due over one year	(600)	(1,493)
<b>Net assets</b>	<b>5,450</b>	<b>3,900</b>
Share capital	-	-
Share premium	1,293	-
Profit and loss account	-	(257)
Revaluation reserve	4,157	4,157
<b>Total shareholder's equity</b>	<b>5,450</b>	<b>3,900</b>

## 18. Debtors

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
<i>Amounts falling due within one year</i>				
Trade debtors	2,726	2,081	1,227	1,049
Provision for bad debts	(392)	(355)	(180)	(129)
<i>Net trade debtors</i>	<b>2,334</b>	<b>1,726</b>	<b>1,047</b>	<b>920</b>
Other debtors	140	545	36	154
Prepayments and accrued income	10,162	4,841	9,583	4,693
Taxation and social security	1,884	1,024	2,190	1,074
Intercompany current account	-	-	2,328	1,797
	<b>14,520</b>	<b>8,136</b>	<b>15,184</b>	<b>8,638</b>
<i>Amounts falling due after more than one year</i>				
Accrued income	6,638	3,995	6,638	3,995
Loans to subsidiary	-	-	-	1,293
	<b>6,638</b>	<b>3,995</b>	<b>6,638</b>	<b>5,288</b>
<b>Total debtors</b>	<b>21,158</b>	<b>12,131</b>	<b>21,822</b>	<b>13,926</b>

### Ageing of debtors

Analysis of the ageing of the non-impaired trade debtors is shown below:

Group	Trade debtors £000	Less than 30 days £000	30–60 days old £000	More than 60 days £000
As at 31 March 2022	2,334	1,700	147	487
As at 31 March 2021	1,726	677	412	637

Museum	Trade debtors £000	Less than 30 days £000	30–60 days old £000	More than 60 days £000
As at 31 March 2022	1,047	811	15	221
As at 31 March 2021	920	278	231	411

### Credit risk

The Science Museum Group's principal exposure to credit risk is primarily attributable to trade debtors. The amounts presented in the balance sheet are net of provisions for doubtful receivables estimated by the Group's management based on prior experience and their assessment of the current economic value.

### Movement in the provision for bad and doubtful debts relating to trade debtors

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
Provision at start of financial year/period	355	206	129	81
Utilised in the year	(2)	(44)	(2)	(34)
Increase in provision	91	198	67	83
Bad debts recovered	(50)	(5)	(13)	(1)
Reversal of provision	(2)	-	(1)	-
<b>Balance at 31 March</b>	<b>392</b>	<b>355</b>	<b>180</b>	<b>129</b>



*Loan to trading subsidiary*

Purpose of loan	2022 £000	2021 £000	Interest payable
Purchase of land at Leeman Road, York	-	1,293	1% above Bank of England base rate
	-	1,293	

On 30 March 2022 the Board of Trustees of the Science Museum signed an agreement to release the trading subsidiary from its obligations under the loan agreement in return for the subsidiary to allot and issue one ordinary share of £1 at an aggregate subscription price of £1,293k in its share capital to the Trustees. This has resulted in the Group recording an addition to its investment in the subsidiary of £1,293k with the subsidiary recording £1 in equity shares and the £1,293k as share premium.

**19. Cash at bank and in hand**

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
Cash at bank and in hand	23,033	24,443	15,379	18,266
Money market funds	10,027	10,025	10,027	10,025
	33,060	34,468	25,406	28,291

**20. Creditors: amounts falling due after more than one year***Amounts falling due within one year*

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
Trade creditors	4,476	2,245	4,239	2,187
Other creditors	6,289	6,230	1,758	2,022
Accrued expenditure	8,004	6,378	7,572	6,235
Deferred income	1,807	2,161	356	548
Taxation and social security	1,251	712	103	136
Loans from DCMS	740	909	740	909
	22,567	18,635	14,768	12,037

*Amounts falling due after one year*

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
Deferred income	663	267	63	67
Loans from DCMS	2,732	3,416	2,732	3,416
	3,395	3,683	2,795	3,483

The loan balance from DCMS comprises two loans for commercial activities at the Science Museum and National Railway Museum. The total agreed facility was £8.535m for a total of three loans, which has been wholly drawn down. The loans are repayable in equal instalments over periods of three to ten years, with the first repayment on 1 April 2016 and the final on 1 April 2026. Interest on the outstanding principal is payable annually and is calculated at a fixed rate of 1.68%.

Deferred income balances comprise rental income received in advance and recognised over the lease term, income received in advance for events and rental contracts, and sponsorship for exhibitions or galleries not yet open. The table below summarises the movement in the year.

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
<i>Current</i>				
Opening balance	2,161	1,584	548	394
Additions	2,483	1,655	229	306
Reclassification from non-current	200	100	-	-
Released to income	(3,037)	(1,178)	(421)	(152)
<i>Total current deferred income</i>	<b>1,807</b>	<b>2,161</b>	<b>356</b>	<b>548</b>
<i>Non-current</i>				
Opening balance	267	300	67	-
Additions	596	67	(4)	67
Reclassification to current	(200)	(100)	-	-
<i>Total non-current deferred income</i>	<b>663</b>	<b>267</b>	<b>63</b>	<b>67</b>
<b>Total deferred income</b>	<b>2,470</b>	<b>2,428</b>	<b>419</b>	<b>615</b>

## 21. Provisions (Group and Museum)

	Added-years pensions £000	Restructuring costs £000	Pension benefits £000	Onerous lease £000	Other £000	Total £000
<b>2021–22</b>						
Balance brought forward	33	57	584	1,743	-	2,417
Utilised	(7)	(46)	-	(813)	-	(866)
Reversed	(3)	(1)	-	(621)	-	(625)
Provision made in year	-	10	282	-	366	658
<b>Balance carried forward</b>	<b>23</b>	<b>20</b>	<b>866</b>	<b>309</b>	<b>366</b>	<b>1,584</b>
Due within one year	-	20	866	-	366	1,252
Due after one year	23	-	-	309	-	332
<b>2020–21</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance brought forward	36	-	584	-	-	620
Utilised	(7)	-	-	-	-	(7)
Reversed	1	-	-	-	-	1
Provision made in year	3	57	-	1,743	-	1,803
<b>Balance carried forward</b>	<b>33</b>	<b>57</b>	<b>584</b>	<b>1,743</b>	<b>-</b>	<b>2,417</b>
Due within one year	6	57	584	-	-	647
Due after one year	27	-	-	1,743	-	1,770

### *Added-years pension costs*

In accordance with FRS 102 the sum provided is equivalent to the present value of expenditure expected to be required to settle the obligation to pay for the added-years benefits gifted to two former Science and Industry Museum employees. The amount of the provision anticipates annual increases of 2.30% (2020–21: 2.30%). In accordance with Treasury guidance the discount factor applied is 1.55% (2020–21: 1.80%).

### *Restructuring costs*

The balance reflects the best estimate of costs arising from change programmes being undertaken by the Group at the period end.

### *Pension benefits*

The sum provided is the best estimate of expenditure required to satisfy the transfer costs of eligible employees seeking to rejoin the Principal Civil Service Pension Scheme (PCSPS) under the Government's New Fair Deal scheme after a period of service in a private sector scheme.

### *Onerous lease*

The sum provided is the best estimate of the expenditures expected to be required to meet lease obligations in respect of the Air and Space Hall in Manchester, which is leased from Manchester City Council.

### *Other*

The sum provided is the best estimate of the additional rent that could be payable in response to the identification of a clause in the lease agreement for Wardley House at the Bradford site. It also includes the best estimate of the amount expected to be settled in respect of disputed invoices with a supplier.

## 22. Pensions (Group and Museum)

For details of the Civil Service and SCMG Enterprises Ltd pension schemes, see Note 13.

### *Greater Manchester Pension Fund*

The Science Museum Group is an admitting body of the Greater Manchester Pension Fund ('the fund') which is part of the Local Government Pension Scheme ('the LGPS'). A defined benefit statutory scheme, administered in accordance with the Local Government Pension Scheme Regulations, it was contracted out of the State Second Pension until 6 April 2016. The last formal completed triennial valuation of the fund was carried out at 31 March 2019. The results of this valuation have been projected forward to 31 March 2022 using approximate methods. Results schedules were prepared by qualified independent actuaries Hymans Robertson LLP for 31 March 2022. The actuarial calculations are based on individual membership data submitted at 31 March 2019 for the purposes of the formal funding valuation at that date. The number of employees who were members of the scheme in the year was 33 (2020–21: 30)

### *Major assumptions*

The major assumptions used by the actuary were:

	2022	2021
Rate of increase in salaries	4.0%	3.6%
Rate of increase in pension	3.2%	2.9%
Discount rate	2.7%	2.0%

Mortality assumptions are identical to those used in the previous accounting period. The average life expectancies at age 65 are summarised below:

	2022		2021	
	Males	Females	Males	Females
Current pensioners	20.3 years	23.2 years	20.5 years	23.3 years
Future pensioners <sup>[A]</sup>	21.6 years	25.1 years	21.9 years	25.3 years

[A] Figures assume members aged 45 as at the last formal valuation date.

### *Fair value of employer's assets*

	2022		2021	
	Fair value £000	Proportion	Fair value £000	Proportion
Equities	12,407	69%	11,534	70%
Bonds	2,337	13%	2,471	15%
Property	1,438	8%	1,153	7%
Cash	1,798	10%	1,318	8%
<b>Total of net assets</b>	<b>17,980</b>	<b>100%</b>	<b>16,476</b>	<b>100%</b>

### *Balance sheet liability*

	2022 £000	2021 £000
Fair value of employer's assets	17,980	16,476
Present value of scheme liabilities	(21,088)	(22,283)
<b>Net pension liability recognised on balance sheet</b>	<b>(3,108)</b>	<b>(5,807)</b>

*Statement of Financial Activities*

	2022 £000	2021 £000
Service cost		
Current service cost	519	308
Past service cost (including curtailments)	-	14
Total service cost	519	322
Net interest		
Interest income on plan assets	(328)	(310)
Interest cost on defined benefit obligation	446	396
Total net interest	118	86
<b>Total defined benefit cost recognised in Statement of Financial Activities</b>	<b>637</b>	<b>408</b>

*Other comprehensive income*

	2022 £000	2021 £000
Remeasurements		
Changes in demographic assumptions	133	(89)
Changes in financial assumptions	1,588	(4,826)
Other experience	(49)	258
Return on assets excluding amounts included in net interest	1,275	3,028
<b>Total remeasurements recognised in other comprehensive income</b>	<b>2,947</b>	<b>(1,629)</b>

*Movement in scheme obligation during the year*

	2022 £000	2021 £000
Opening defined benefit obligation	22,283	17,329
Current service cost	519	308
Past service cost (including curtailments)	-	14
Interest on scheme liabilities	446	396
Contributions by scheme participants	63	61
Benefits paid	(551)	(482)
Actuarial losses/(gains)	(1,672)	4,657
<b>Closing defined benefit obligation</b>	<b>21,088</b>	<b>22,283</b>

*Changes in fair value of scheme assets during the year*

	2022 £000	2021 £000
Opening fair value of employer's assets	16,476	13,197
Interest income on plan assets	328	310
Contributions by members	63	61
Contributions by employer	389	362
Benefits paid	(551)	(482)
Return on assets, excluding amounts in net interest income	1,275	3,028
<b>Closing fair value of employer's assets</b>	<b>17,980</b>	<b>16,476</b>

*Projected pension expense for the year to 31 March 2023*

	£000	% of pay
Projected current service cost	450	46.7
Interest income on plan assets	(485)	50.4
Interest on obligation	570	59.3
<b>Total</b>	<b>535</b>	<b>55.6</b>

The estimate of the employer's contributions in the year to 31 March 2023 is approximately £368k.

At the last formal valuation, there was a shortfall of assets relative to the assessed cost of members' benefits on the target funding basis. Funding rates have been set for the triennial period to March 2023 and include annual deficit reduction payments of £153k. Total contributions in 2021–22 were £389k.

### Sensitivities

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

	Approximate % increase to employer liability	Approximate monetary amount (£000)
0.1% decrease in real discount rate	2	433
0.1% increase in salary increase rate	0	26
0.1% increase in pension increase rate (CPI)	2	403
One-year increase in member life expectancy	4	844

## 23. Commitments under operating leases

At the balance sheet date total minimum lease payments due under operating leases were as follows:

	Land and buildings £000		Vehicles £000		Equipment £000		Total £000	
	2022	2021	2022	2021	2022	2021	2022	2021
Within one year	11	11	10	12	275	175	296	198
In second to fifth year	44	44	-	-	317	277	361	321
After more than five years	423	434	-	-	-	-	423	434
	478	489	10	12	592	452	1,080	953

## 24. Capital commitments

At the balance sheet date, contracted commitments not recognised in the accounts totalled £9.6m, including amounts for works on the Power Hall (£2.1m), Central Hall (£0.9m), Building ONE (£0.8m), *Technicians* gallery (£0.6m) and *Engineers* gallery (£0.5m). At 31 March 2021 the corresponding balance totalled £5.0m, including £1.6m for Group-wide capital infrastructure improvement works, £0.5m for One Collection and £0.4m for structural repairs to the 1830 Warehouse.

## 25. Statement of funds (consolidated)

2021–22 (consolidated)	Brought forward £000	Income £000	Expenditure £000	Investment gains/(losses) £000	Net income/ (exp) £000	Revaluation £000	Transfers £000	Carried forward £000
Restricted funds								
Grants and donations fund	18,651	40,251	(8,305)	-	31,946	-	(22,091)	28,506
Collection purchases fund	-	-	-	-	-	-	-	-
Buildings sale fund	27,123	129	(260)	712	581	-	-	27,704
Capital assets fund	243,033	-	(8,678)	-	(8,678)	-	22,181	256,536
Other restricted fund	-	875	-	-	875	-	(875)	-
<b>Total restricted funds</b>	<b>288,807</b>	<b>41,255</b>	<b>(17,243)</b>	<b>712</b>	<b>24,724</b>	<b>-</b>	<b>(785)</b>	<b>312,746</b>
<b>Endowment fund</b>	<b>1,168</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>1,183</b>
Unrestricted funds								
Designated funds								
Museum improvement fund	8,795	-	(1,181)	-	(1,181)	-	4,042	11,656
Collection purchases fund	281	-	(58)	-	(58)	-	17	240
Capital assets fund	22,684	-	(1,419)	-	(1,419)	-	1,139	22,404
Capital asset revaluation fund	247,340	-	(6,838)	-	(6,838)	20,559	657	261,718
	279,100	-	(9,496)	-	(9,496)	20,559	5,855	296,018
Defined benefit pension deficit fund	(5,807)	-	(637)	-	(637)	2,947	389	(3,108)
General funds	1,843	68,568	(60,307)	-	8,261	-	(5,459)	4,645
<b>Total unrestricted funds</b>	<b>275,136</b>	<b>68,568</b>	<b>(70,440)</b>	<b>-</b>	<b>(1,872)</b>	<b>23,506</b>	<b>785</b>	<b>297,555</b>
<b>Total funds</b>	<b>565,111</b>	<b>109,838</b>	<b>(87,683)</b>	<b>712</b>	<b>22,867</b>	<b>23,506</b>	<b>-</b>	<b>611,484</b>

<b>2020-21 (consolidated)</b>		Brought forward £000	Income £000	Expenditure £000	Investment gains/(losses) £000	Net income/ (exp) £000	Revaluation £000	Transfers £000	Carried forward £000
<b>Restricted funds</b>									
Grants and donations fund		21,090	29,154	(11,982)	-	17,172	-	(19,611)	18,651
Collection purchases fund		-	2,243	-	-	2,243	-	(2,243)	-
Buildings sale fund		24,801	214	(92)	2,538	2,660	-	(338)	27,123
Capital assets fund		228,810	-	(8,090)	-	(8,090)	-	22,313	243,033
<b>Total restricted funds</b>		<b>274,701</b>	<b>31,611</b>	<b>(20,164)</b>	<b>2,538</b>	<b>13,985</b>	<b>-</b>	<b>121</b>	<b>288,807</b>
<b>Endowment fund</b>									
		1,147	21	-	-	21	-	-	1,168
<b>Unrestricted funds</b>									
<b>Designated funds</b>									
Museum improvement fund		7,663	-	(746)	-	(746)	-	1,878	8,795
Collection purchases fund		208	-	(7)	-	(7)	-	80	281
Capital assets fund		24,715	-	(2,208)	-	(2,208)	-	177	22,684
Capital asset revaluation fund		252,713	-	(7,374)	-	(7,374)	2,001	-	247,340
		285,299	-	(10,335)	-	(10,335)	2,001	2,135	279,100
<b>Defined benefit pension deficit fund</b>									
General funds		(4,132)	-	(408)	-	(408)	(1,629)	362	(5,807)
		1,549	51,987	(49,075)	-	2,912	-	(2,618)	1,843
<b>Total unrestricted funds</b>		<b>282,716</b>	<b>51,987</b>	<b>(59,818)</b>	<b>-</b>	<b>(7,831)</b>	<b>372</b>	<b>(121)</b>	<b>275,136</b>
<b>Total funds</b>									
		558,564	83,619	(79,982)	2,538	6,175	372	-	565,111



2021–22 (Museum)	Brought forward £000	Income £000	Expenditure £000	Investment gains/(losses) £000	Net income/ (exp) £000	Revaluation £000	Transfers £000	Carried forward £000
<b>Restricted funds</b>								
Grants and donations fund	18,651	39,913	(7,967)	-	31,946	-	(22,091)	28,506
Collection purchases fund	-	-	-	-	-	-	-	-
Buildings sale fund	27,123	129	(260)	712	581	-	-	27,704
Capital assets fund	243,033	-	(8,678)	-	(8,678)	-	22,181	256,536
Other restricted fund	-	875	-	-	875	-	(875)	-
<b>Total restricted funds</b>	<b>288,807</b>	<b>40,917</b>	<b>(16,905)</b>	<b>712</b>	<b>24,724</b>	<b>-</b>	<b>(785)</b>	<b>312,746</b>
<b>Endowment fund</b>	<b>1,168</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>1,183</b>
<b>Unrestricted funds</b>								
<b>Designated funds</b>								
Museum improvement fund	8,795	-	(1,181)	-	(1,181)	-	4,042	11,656
Collection purchases fund	281	-	(58)	-	(58)	-	17	240
Capital assets fund	22,684	-	(1,419)	-	(1,419)	-	1,139	22,404
Capital asset revaluation fund	243,183	-	(6,838)	-	(6,838)	20,559	657	257,561
	274,943	-	(9,496)	-	(9,496)	20,559	5,855	291,861
<b>Defined benefit pension deficit fund</b>								
General funds	(5,807)	-	(637)	-	(637)	2,947	389	(3,108)
	2,105	59,212	(50,747)	-	8,465	-	(5,459)	5,111
<b>Total unrestricted funds</b>	<b>271,241</b>	<b>59,212</b>	<b>(60,880)</b>	<b>-</b>	<b>(1,668)</b>	<b>23,506</b>	<b>785</b>	<b>293,864</b>
<b>Total funds</b>	<b>561,216</b>	<b>100,144</b>	<b>(77,785)</b>	<b>712</b>	<b>23,071</b>	<b>23,506</b>	<b>-</b>	<b>607,793</b>

2020-21 (Museum)	Brought forward £000	Income		Investment gains/(losses) £000	Net income/ (exp) £000	Revaluation £000	Transfers £000	Carried forward £000
		£000	Expenditure £000					
<b>Restricted funds</b>								
Grants and donations fund	21,090	24,111	(6,939)	-	17,172	-	(19,611)	18,651
Collection purchases fund	-	2,243	-	-	2,243	-	(2,243)	-
Buildings sale fund	24,801	214	(92)	2,538	2,660	-	(338)	27,123
Capital assets fund	228,789	-	(8,069)	-	(8,069)	-	22,313	243,033
<b>Total restricted funds</b>	<b>274,680</b>	<b>26,568</b>	<b>(15,100)</b>	<b>2,538</b>	<b>14,006</b>	<b>-</b>	<b>121</b>	<b>288,807</b>
<b>Endowment fund</b>	<b>1,147</b>	<b>21</b>	<b>-</b>	<b>-</b>	<b>21</b>	<b>-</b>	<b>-</b>	<b>1,168</b>
<b>Unrestricted funds</b>								
<b>Designated funds</b>								
Museum improvement fund	7,663	-	(746)	-	(746)	-	1,878	8,795
Collection purchases fund	208	-	(7)	-	(7)	-	80	281
Capital assets fund	24,715	-	(2,208)	-	(2,208)	-	177	22,684
Capital asset revaluation fund	249,756	-	(7,374)	-	(7,374)	801	-	243,183
	282,342	-	(10,335)	-	(10,335)	801	2,135	274,943
<b>Defined benefit pension deficit fund</b>	<b>(4,132)</b>	<b>-</b>	<b>(408)</b>	<b>-</b>	<b>(408)</b>	<b>(1,629)</b>	<b>362</b>	<b>(5,807)</b>
<b>General funds</b>	<b>1,837</b>	<b>51,089</b>	<b>(48,203)</b>	<b>-</b>	<b>2,886</b>	<b>-</b>	<b>(2,618)</b>	<b>2,105</b>
<b>Total unrestricted funds</b>	<b>280,047</b>	<b>51,089</b>	<b>(58,946)</b>	<b>-</b>	<b>(7,857)</b>	<b>(828)</b>	<b>(121)</b>	<b>271,241</b>
<b>Total funds</b>	<b>555,874</b>	<b>77,678</b>	<b>(74,046)</b>	<b>2,538</b>	<b>6,170</b>	<b>(828)</b>	<b>-</b>	<b>561,216</b>

## Funds

Fund	Description
<b>Endowment funds</b>	
Endowment funds	The Brink permanent endowment fund to advance the education of science in disadvantaged children and the expendable Evans Car Fund for the purchase and maintenance of pre-1940s motor cars
<b>Restricted funds</b>	
Grants and donations fund	Funds where donors or grant-makers have specified the uses to which they may be put or have placed certain restrictions on the use of the funds
Buildings sale fund	Disposal proceeds over which there are specific conditions relating to their application to certain capital projects in London, Bradford and the National Collections Centre at Wroughton
<b>Restricted or unrestricted funds</b>	
Collection purchases fund	Amounts restricted (in the restricted fund) or designated (in the unrestricted fund) for purchase of collection items
Capital assets fund	Funds relating to capital assets on the balance sheet which are fully employed in the operation of the Group and are not available for any other purpose
<b>Unrestricted funds</b>	
Museum improvement fund	Unrestricted funds set aside by the Trustees for specific projects, both capital and revenue, principally expected to be expended within the next year
Capital asset revaluation fund	Funds representing the revaluation of capital assets
Defined benefit pension deficit fund	Funds related to the Science and Industry Museum defined benefit pension liability
General funds	Expendable unrestricted funds

## Grants and donations fund

	2022 Total £000	2021 Total £000
One Collection	5,266	6,105
Gatsby Charitable Foundation <i>Technicians</i> gallery	4,446	4,543
National Railway Museum Vision 2025	4,268	-
<i>Wonderlab</i> National Railway Museum	2,901	-
The Congruence Engine	2,554	-
Science and Industry Museum capital improvements	2,216	2,344
<i>Injecting Hope</i>	1,782	-
David and Claudia Harding Foundation Explainers	1,000	2,000
Curators of Tomorrow scheme	500	-
Science and Industry Museum legacies	363	363
Station Hall	283	297
Science and Industry Museum Special Exhibition Gallery	207	140
Communities and Crowds	194	247
Agriculture	133	133
Families website	132	-
Time, Culture and Identity	118	118
Early Birds programme	117	117
Railway Industry National Archive Community Engagement	110	110
<i>Medicine: The Wellcome Galleries</i>	101	213
<i>Other funds below £100k</i>	1,815	1,921
<b>Total grants and donations fund</b>	<b>28,506</b>	<b>18,651</b>

***Museum improvement fund***

	2022 Total £000	2021 Total £000
National Railway Museum Vision 2025	5,011	4,331
One Collection	2,898	1,773
Science and Industry Museum capital improvements	2,350	1,661
Type Archive	500	-
Academy of Science Engagement	383	480
<i>Amazônia</i> exhibition	250	201
<i>Top Secret</i> exhibition	145	-
Locomotion capital improvements	-	134
<i>Other funds below £100k</i>	119	215
<b>Total museum improvement fund</b>	<b>11,656</b>	<b>8,795</b>

***General funds***

The Trustees seek to maintain unrestricted general funds not committed or invested in tangible fixed assets at a level equivalent to three months' worth of non-contractual income. The Trustees agreed at their meeting in March 2022 that £5.2m was an appropriate level of reserves to hold in this respect.

## Transfers of funds

	Restricted					Unrestricted											
	Grants and donations fund	Collection purchases fund	Buildings sale fund	Other restricted fund	Capital assets fund	Total restricted	Museum improvement fund	Collection purchases fund	Capital assets fund	Capital asset revaluation fund	Defined benefit pension deficit fund	General funds	Total unrestricted	Total endowment	TOTAL		
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
2021–22																	
Purchase of fixed assets	(21,670)	-	-	-	21,306	(364)	-	-	(293)	657	-	-	364	-	-		
Accession of heritage assets	-	-	-	(875)	875	-	-	(139)	139	-	-	-	-	-	-		
Return of funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Designation of funds for future expenditure	(421)	-	-	-	-	(421)	4,042	156	1,293	-	-	(5,070)	421	-	-		
Net pension costs incurred	-	-	-	-	-	-	-	-	-	-	389	(389)	-	-	-		
Net transfers of funds	(22,091)	-	-	(875)	22,181	(785)	4,042	17	1,139	657	389	(5,459)	785	-	-		
2020–21																	
Collection fund income	-	-	-	-	-	-	-	189	-	-	-	(189)	-	-	-		
Purchase of fixed assets	(19,682)	-	(338)	-	20,020	-	(68)	-	68	-	-	-	-	-	-		
Accession of heritage assets	(50)	(2,243)	-	-	2,293	-	-	(109)	109	-	-	-	-	-	-		
Release of funds	121	-	-	-	-	121	-	-	-	-	-	(121)	(121)	-	-		
Designation of funds for future expenditure	-	-	-	-	-	-	1,946	-	-	-	-	(1,946)	-	-	-		
Net pension costs incurred	-	-	-	-	-	-	-	-	-	-	362	(362)	-	-	-		
Net transfers of funds	(19,611)	(2,243)	(338)	-	22,313	121	1,878	80	177	-	362	(2,618)	(121)	-	-		

*Transfers of funds (continued)***2021–22**

<b>Transfer</b>	<b>Description</b>
Purchase of fixed assets	Fixed assets purchased from restricted and unrestricted funds, including the buildings sale fund arising on the sale of the Post Office Building in London
Purchase of heritage assets	Heritage assets purchased or accessioned from restricted and unrestricted funds
Return of funds	Refund of previously recognised restricted income, necessitating cover from general funds
Designation of funds for future expenditure	Designation of funds for future expenditure on the One Collection project and a variety of future exhibitions
Net pension costs incurred	Transfer to the specific reserve of costs incurred in relation to the defined benefit pension scheme

**2020–21**

<b>Transfer</b>	<b>Description</b>
Collection fund income	Designation of £189k for collection purchases in 2020–21
Purchase of fixed assets	Fixed assets purchased from restricted and unrestricted funds, including the buildings sale fund arising on the sale of the Post Office Building in London
Purchase of heritage assets	Heritage assets purchased or accessioned from restricted and unrestricted funds
Return of funds	Refund of previously recognised restricted income, necessitating cover from general funds
Designation of funds for future expenditure	Designation of funds for future expenditure on the One Collection project and a variety of future exhibitions
Net pension costs incurred	Transfer to the specific reserve of costs incurred in relation to the defined benefit pension scheme

**26. Analysis of net assets by fund**

Fund balances at 31 March 2022 were represented by:

	Restricted £000	Endowment £000	Unrestricted £000	Total £000
Tangible assets	226,317	-	286,358	512,675
Heritage assets	30,125	-	2,421	32,546
Intangible assets	94	-	149	243
Investments	10,885	-	-	10,885
Non-current debtors	6,638	-	-	6,638
Current assets	41,873	1,183	36,095	79,151
Current liabilities	(3,186)	-	(19,381)	(22,567)
Long-term creditors	-	-	(3,395)	(3,395)
Provisions	-	-	(1,584)	(1,584)
Pensions liability	-	-	(3,108)	(3,108)
<b>Total of net assets</b>	<b>312,746</b>	<b>1,183</b>	<b>297,555</b>	<b>611,484</b>

Balances at 31 March 2021 were represented by:

	Restricted £000	Endowment £000	Unrestricted £000	Total £000
Tangible assets	213,610	-	274,034	487,644
Heritage assets	29,252	-	2,282	31,534
Intangible assets	171	-	163	334
Investments	10,011	-	-	10,011
Non-current debtors	3,995	-	-	3,995
Current assets	34,429	1,168	26,538	62,135
Current liabilities	(2,661)	-	(15,974)	(18,635)
Long-term creditors	-	-	(3,683)	(3,683)
Provisions	-	-	(2,417)	(2,417)
Pensions liability	-	-	(5,807)	(5,807)
<b>Total of net assets</b>	<b>288,807</b>	<b>1,168</b>	<b>275,136</b>	<b>565,111</b>

## 27. Financial instruments

### *Liquidity risk*

Approximately 74% of the Science Museum Group's income in 2021–22 was provided by Grant in Aid from DCMS or other Government support and only 11% of the Group's income was from commercial activities. In previous years, aside from 2020–21 and the adverse impact of the COVID-19 pandemic, these figures have been closer to 50% and 25% respectively. As the cash requirements of the charity are met largely through Grant in Aid, financial instruments have less potential for creating risk than they would in a non-public-sector body of a similar size. The majority of financial instruments relate to contracts to buy non-financial items in line with the Group's purchase and usage requirements and the Group is therefore exposed to little credit, liquidity or market risk.

The foreign currency risk is negligible as substantially all income and expenditure and material assets and liabilities are denominated in sterling.

### *Financial assets by category*

	Notes	2022 £000	2021 £000
Fixed asset investments	17	10,885	10,011
Current investments	17	20,117	15,146
Trade debtors	18	2,726	2,081
Other debtors	18	140	545
Short-term deposits	17	10,051	3,046
Cash and cash equivalents	19	33,060	34,468

The above figures exclude statutory debtors which relate to VAT due from HM Revenue & Customs. None of the financial assets have been subject to impairment other than trade debtors in respect of provision for bad debts.

### *Financial liabilities by category*

	Notes	2022 £000	2021 £000
Trade creditors	20	4,476	2,245
Other creditors	20	6,289	6,230
Accruals	20	8,004	6,378
Museum loans (from DCMS)	20	3,472	4,325

The above figures exclude statutory creditors, which relate to Tax and Social Security due to HM Revenue & Customs. With the exception of the DCMS loan to the Science Museum Group, other liabilities are non-interest-bearing.



## 28. Cash flow information

### *Reconciliation of net income/expenditure to net cash from operating activities*

	Notes	2022 £000	2021 £000
Net income/(expenditure)		22,867	6,175
Adjustments for:			
Net (gains)/losses on investments	17	(712)	(2,538)
Investment income	8/17	(170)	(247)
Interest payable		57	70
Depreciation and amortisation charge	14/16	16,681	17,217
Loss on disposal of other fixed assets	14/16	482	700
Impairment of fixed assets	14	120	101
Loss on disposal of heritage assets	15	-	-
Donated fixed and heritage assets	15	(841)	(2,243)
Net movement on provisions	21	(833)	1,797
Greater Manchester Pension Fund scheme costs	22	248	46
(Increase)Decrease in stocks		(64)	551
(Increase)Decrease in debtors	18	(9,027)	11,091
Increase/(Decrease) in creditors	20	4,499	(838)
<b>Net cash from operating activities</b>		<b>33,307</b>	<b>31,882</b>

### *Analysis of changes in net funds*

	Notes	2021 £000	Cash flows £000	2022 £000
Cash at bank and in hand	19	34,468	(1,408)	33,060
Current asset investments	17	15,122	4,981	20,103
Short-term deposits	17	3,046	7,005	10,051
Museum loans (from DCMS)	20	(4,325)	853	(3,472)
<b>Net funds</b>		<b>48,311</b>	<b>11,431</b>	<b>59,742</b>

	Notes	2020 £000	Cash flows £000	2021 £000
Cash at bank and in hand	19	24,937	9,531	34,468
Current asset investments	17	8,064	7,058	15,122
Short-term deposits	17	3,039	7	3,046
Museum loans (from DCMS)	20	(5,364)	1,039	(4,325)
<b>Net funds</b>		<b>30,676</b>	<b>17,635</b>	<b>48,311</b>

## 29. Related-party transactions

### *Sponsoring department*

The Science Museum Group is an executive non-departmental public body whose parent body is the Department for Digital, Culture, Media & Sport (DCMS). DCMS is regarded as a related party. During the year, the Group had a number of material transactions in the normal course of business with DCMS and with other entities for which DCMS is regarded as the parent department. This includes the National Lottery Heritage Fund, which provided grant funding to the Group during the course of the year.

### *Related entities*

The Director of the Science Museum Group acts as Accounting Officer for the National Coal Mining Museum for England, and the Group provided grant funding to that museum during the year.

The Science Museum Group has a close relationship with the Science Museum Foundation (charity no. 1148691, 'the Foundation') whose objectives are to support the activities of the Group or any other organisation that advances related charitable purposes. This charity is independent of the Group and during the year only one Trustee served on the Boards of both the Group and the Foundation. None of the Foundation's activities or assets have been consolidated in this report, but an administration fee of £8k (2019–20: £5k) paid by the Foundation to the Group for company secretarial services was recorded as income for the Group in the year. The Foundation also made one grant with a value of £36k to the Group's Director and Chief Executive during 2021–22.

## Trustees and Executive

Trustees, Directors and employees of the Group are entitled to discounts on purchases from the Group's shops and cafés.

A number of Trustees and their family members are Patrons of the Group.

The Group also entered into other material related-party transactions during the course of the year with bodies connected to Trustees, as shown below.

All transactions were at arm's length.

Related party	Nature of relationship	Income £000	Expenditure £000	Outstanding balances due from/(to) £000	Nature of transaction
BBC	Dr Hannah Fry was employed by the related party during the year	1	-	-	Event recovery costs
Imperial college London	Professor Ajit Lalvani was Professor of Infectious Diseases at the related party during the year	1	6	(1)	Income: Event recovery costs Expenditure: Internet Connection; Artist booking fee for Skills Fair
Network Rail	Sir Peter Hendy was Chairman of the related party during the year	-	30	(3)	Connection to UK railway network; Scanning of microfilm
Oxford University	Brian Cantor served as a Non-remunerated Emeritus Professorship at Oxford University  Russell Foster was employed by the related party during the year	-	53	(41)	Conference Attendance; Grant Payment
Pricewaterhouse Coopers LLP	A member of Mr Iain McIntosh's close family is a retired partner receiving an annuity from the related party  In addition a member of Mr Iain McIntosh's close family was an employee at the related party during the year	-	209	(86)	Planning and response review, internal audit services and tax advice
University College London	Dr Hannah Fry was employed by the related party during the year	5	19	-	Income: Delivery of teaching Expenditure: Contribution to Early Years Learning project

## 30. Post balance sheet events

The financial statements were authorised for issue by the Trustees and Accounting Officer on the date they were certified by the Comptroller and Auditor General.

On 24 April 2017 the Group completed an agreement to dispose of surplus land in York to the Homes and Communities Agency (now Homes England) for a consideration of £5.7m. The valuation of the land, prepared by Montagu Evans LLP, is £9.0m at the balance sheet date.

In July 2022 the Group received confirmation that the buy-back provisions, under which the transaction can be reversed by either party, ceased to exist. The final transaction value of £9.0m was agreed on the basis of a valuation prepared by Montagu Evans LLP in April 2022. The Group has received, during July 2022, a Stage 2 payment of £3.3m resulting in the derecognition of the asset and the current liability on its balance sheet of £9.0m and £5.7m respectively in 2022–23.

# APPENDIX 1

Exhibitions and Displays 2021–22	Dates	Charged/Free
<b>Science Museum</b>		
<i>Our Future Planet:</i>	19 May 21 – 30 September 22	Free
<i>Brass, Steel and Fire:</i>	October 20 – 30 August 21	Free
<i>Amazonia</i>	13 October 21 – 20 March 22	Charged
<i>Ancient Greeks: Science and Wisdom</i>	17 November 21 – 5 June 22,	Free
<i>Hawking at Work</i>	7th February 22 – March 23	Free
<i>Illuminating objects - Courtauld object display 3</i>	Spring 2021	
<b>Science and Industry Museum</b>		
<i>Top Secret: From Ciphers to Cyber Security</i>	19 May – 31 August 21	Free
<i>Cancer Revolution: Science, Innovation and Hope</i>	22 October 21 – 27 March 22	Free
<i>Use Hearing Protection: The early years of factory records</i>	19 June 21 – 3 January 22	Charged
<i>A Quiet Afternoon in the Cloud Cuckoo Valley - sculpture display</i>	24 November 21 – June 22	Free
<b>National Science and Media Museum</b>		
<i>Sonic: Adventures in Audio</i>	23 July – 5 December 21	Free
<i>Boom: Experiments in Sound</i>	23 July – 5 December 21	Free
<i>My Museum and Me foyer display</i>	May – October 2021	Free
<i>STEM Ambassador foyer display</i>	23 October – 31 October 21	Free
<i>5000 Miles From Home foyer display</i>	January – May 2022	Free
<i>Rivers of tea: Let's Chat</i>	19 May – 27 June 21	Free
<i>In Pursuit of Perfection Yorkshire Photographic Union Competition</i>	19 May – 27 June 21	Free
<b>National Railway Museum</b>		
<i>Railway Heroes</i>	19 May – date	Free
<i>Young Railway Photographer of the Year</i>	16 February – 22 May 22	Free
<b>Locomotion</b>		
<i>Locomotion No 1 display</i>	19 May 21 onwards	Free
<i>Railway Heroes</i>	19 May – date	Free
<i>A Quiet Afternoon in the Cloud Cuckoo Valley - sculpture display</i>	November 21	Free

## APPENDIX 2

### SMG Collaborations in designated regions 2021–22

#### China

Work on the *Zimingzhong* exhibition that will bring to the Science Museum a selection of magnificent clocks from the Palace Museum in Beijing was paused as the pandemic forced it to be re-scheduled to July 2023. In contrast, the *Hunt for The Vaccine* project was initiated and made good progress towards launching in November 2022. Given the good relations, and further potential collaborations, we look forward to renewing our Memorandum of Understanding with the core Chinese partner, the Guangdong Science Centre.

Behind the scenes, there was extensive liaison with the Chinese Embassy in London and the Consulate in Manchester and the British Embassy in Beijing to consolidate our professional networks. Links with the China National Space Administration were strengthened through cooperation on a public space art competition and online participation in the China National Space Day in April 2022. We anticipate the signing of a Memorandum of Understanding early in 2022–23, which will cover the potential acquisition or loan of artefacts for the Science Museum's major temporary exhibition about Mars in 2025, and the future redevelopment of the *Exploring Space* gallery.

Content for *Energy Revolution: The Adani Green Energy* gallery has been secured, with further acquisitions under negotiation.

Although travel between China and the UK has been impossible – and is likely to remain so for some time, we have maintained our profile there through several online events, including participation in the British Council's virtual cultural festival and professional webinars. The Learning team once again contributed teacher training events and making activities to science week organised by the Hong Kong Science Museum and supported by the Croucher Foundation.

#### Russia

The Science Museum Group had sustained cordial and productive relationships with a range of people and organisations in Russia since at least 2014, even through periods when formal diplomatic relations have been challenging. This work had been supported by both governments and cited as an exemplar of cultural diplomacy in action. Nevertheless, Russia's invasion of Ukraine in 2022 precipitated an immediate halt to all Russian activity. This included work on the much-anticipated exhibition, *Trans-Siberian: The World's*

*Longest Railway* at the national Railway Museum and Science Museum that had been due to open in July 2022, and the long-running negotiations with the space sector for our Mars exhibition and new space gallery at the Science Museum.

#### Brazil

The centrepiece of the Group's climate change public programme was *Amazônia*, the exhibition of stunning photographs of the forest and its indigenous peoples by renowned Brazilian photographer and environmentalist, Sebastião Salgado. Designed and curated by Lélia Wanick Salgado, it was a great success at the Science Museum October 2021 – March 2022 and subsequently transferred to the Science and Industry Museum. Whilst not a formal collaboration, we liaised with our longstanding partners, the Museum of Tomorrow in Rio de Janeiro, who also showed the exhibition.

The research project on public attitudes to food sustainability in the UK, Brazil and India, supported by the Lloyds Register Foundation, was completed and published. The Brazilian partner was the Museum of Tomorrow. The findings will inform the development of a Science Museum exhibition on contemporary agriculture and food sustainability, *Future of Food*, expected to open in 2024.

A number of conversations on potential commercial opportunities continued or were started, focusing on consultancy and training services.

#### India

India was consolidated a key strategic region for the Group. The country is a key player in many areas of science and technology. The main live project was *Injecting Hope* (see above) with core partner, the National Council of Science Museums NCSM. It will open in both countries (and China) in November 2022.

British Council India agreed to fund a new art commission for the *Injecting Hope* exhibition in India. This will be part of the UK-India Together cultural season to mark the 75<sup>th</sup> anniversary of Indian Independence in 2022. Also, under banner of the anniversary events we started to plan an India-themed Science Museum Late and VIP reception for August 2022, with the help of the Indian High Commission in London.

NCSM was also a partner in the research project on public attitudes to food sustainability, along with Brazil and the UK (referred to under Brazil).

Indian narratives will feature in the new gallery on the energy transition, *Energy Revolution: the Adani Green Energy Gallery*, opening in late 2023. Work to identify stories and secure artefacts and expert input took place

throughout 2021–22. We also continued to engage the Indian Space Research Organisation in planning for the Mars exhibition and new space gallery coming to the Science Museum over the next few years.

### Gulf region

Links with UAE were strengthened throughout the year, culminating in a fruitful visit to Dubai and Abu Dhabi in February 2022, led by Sir Ian Blatchford. Space and green technology were the main focus areas in connection with the Science museum's *Energy Revolution* gallery project, Mars exhibition and space gallery redevelopment. A knowledge exchange workshop with the UAE Space Agency took place in March 2022 with funding support from the British Council.

A training programme in various aspects of museum operations was delivered online for the Qatar Museums Authority, February – May 2022.

Towards the end of 2021–22, participation in a British Council delegation to Saudi Arabia, led to the resumption of conversations around potential Science Museum Group support for the development of museum content and skills and other opportunities for cooperation.

