

SCIENCE MUSEUM GROUP

Annual Report and Accounts 2020–21

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

HC 775

Science Museum Group

Annual Report and Accounts 2020–21

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

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Chair's Foreword

A year that might otherwise have been dominated by the Science Museum winning our sector's most prestigious prize, Art Fund Museum of the Year, was instead defined by COVID-19.

The pandemic brought into sharp relief the Science Museum Group's mission to inspire the next generation of scientists, engineers, mathematicians and technologists – exactly the people who so brilliantly developed tests, vaccines and therapies.

When we had to close our doors for the first time since the Second World War, colleagues across the Group rose to the challenge of putting museum life online. Major events, such as the Manchester Science Festival, the Yorkshire Games Festival and a series of panel discussions, including one on vaccine hesitancy featuring Dr Anthony Fauci, the US chief medical adviser, and Nadhim Zahawi, the UK vaccines minister, were presented virtually.

Visits to our online collection rose from more than 800,000 to 1.2 million and those using our learning resources almost doubled to 270,000 visits.

My colleagues in learning developed bright, uplifting videos with the BBC to inspire families trapped in lockdown. Our curators mobilised an extraordinary Group-wide effort to record the greatest health crisis of a generation, and to begin creating an exhibition, generously supported by Wellcome, on the race for a vaccine.

Our exhibitions continued to tour worldwide. Remarkably, one on antibiotic resistance – *Superbugs* – opened in Wuhan, where the pandemic is thought to have started. Back in South Kensington, we hosted an NHS vaccination centre at the Science Museum, where more than 100,000 doses have been delivered to help protect citizens.

Our virtual visitors jumped at the opportunity to be the first to see one of our objects online (more than a quarter of a million obliged) and to contribute our objects to the game *Animal Crossing*.

We are grateful to the sponsors, funders and supporters who continued to work with us during the pandemic, from the Department for Digital, Culture, Media & Sport to the Huo Family Foundation, the Gerald and Gail Ronson Family Foundation, Russian Railways and Urenco.

I would also like to express my thanks to those trustees who are leaving the Group this year – Professor Ludmilla Jordanova, Anton Valk, and Dr. Sarah Dry. 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.

While the COVID-19 pandemic has been the defining issue of the past year, climate change will be the dominant theme for the coming century. Following the approval of the Board of Trustees in March, the Group has adopted a 'net zero by 2033' pathway across all our work, from Masterplan projects to procurement and conservation. This plan builds on our Sustainability Policy, which encapsulates our vision to be public engagement leaders on climate science.

Climate change will remain a major theme of the Group's programming in the coming years, exploring the work that scientists around the world are leading to develop technologies that can mitigate and adapt to humankind's impact on our planet. We have launched this renewed focus with *Our Future Planet* at the Science Museum, a landmark exhibition that showcases the cutting-edge technology and nature-based solutions being developed to remove carbon dioxide from the atmosphere.

Yes, the past year was difficult, but it has spurred us on to engage more with visitors than ever before. We welcomed only 360,000 visitors to our museums in 2020–21, compared to the more than 5 million we receive in more normal times, so it has been wonderful to see visitors returning over the summer. Since reopening our sites in May, to the end of September we had almost 1 million visitors. The coming years will be challenging as we work through the consequences of the pandemic, but with the help of colleagues, visitors and supporters, we will thrive.



Dame Mary Archer

Chair of the Board of Trustees

12 October 2021

1. Science Museum Group

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 Sedgfield 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 at Wroughton, a former Second World War airfield, was made available to the Science Museum by the Ministry of Defence in 1979. 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

National Railway Museum

Leeman Road
York
YO26 4XJ

National Science and Media Museum

Pictureville
Bradford
BD1 1NQ

Science and Industry Museum

Liverpool Road
Castlefield
Manchester
M4 3FP

Locomotion

Shildon
County Durham
DL4 1PQ

National Collections Centre

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	The Group draws advice from a range of solicitors by sector, which this year included: Bates Wells Braithwaite CMS Cameron McKenna Nabarro Olswang Farrer & Co. Fladgate LLP Hansel Henson Mills & Reeve LLP The Group also has access to other legal firms on the London Universities Purchasing Consortium panel.	

2. Achievements and Performance

Science Museum Group strategic objectives

Each Science Museum Group museum 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), was first published in 2017. In October 2019 the Trustees carried out a light-touch interim review of Inspiring Futures 2017–2030, which was reissued in 2020.

At the end of 2020 we initiated a more substantive review of Inspiring Futures to be published in 2022, five years after its first publication, as per the commitment in the original document. This will take a deeper and wider approach, including review of the strategic priorities themselves.

Nine key priorities drive Science Museum Group activity:

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 main text, reflecting achievements to date, and recognised two rising priorities which have increased in significance since publication – sustainability and our people.

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 is reviewed quarterly by the Group Executive and by the Board of Trustees. The 2020–21 Plan was exceptionally revised midyear in August 2020 before approval by the Extraordinary Steering Committee. The plan included 141 detailed actions, of which 92 were rated green, 20 amber and 29 red, 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.

people have, the more likely they are to study science post-16 and to see science as ‘for me’. Yet national survey data published in 2015 showed that 27% of all 11- to 15-year-olds have low science capital, particularly those from disadvantaged backgrounds. In response, in 2018 we launched the Science Museum Group Academy with hubs at the Science Museum and the Science and Industry Museum. The Academy was set up to address the challenge of low engagement with science and tackle the STEM skills shortage. The Academy provides research-led STEM engagement training, support and resources for teachers and museum and STEM professionals, empowering thousands of dedicated individuals to create a more STEM-literate society. This year, despite closures and restrictions, we trained 578 people (495 teachers and museum practitioners, 83 STEM professionals) through online provision. Our contractual targets with our sponsor BP are for the academic year, which in 2019–20 saw us perform 24% ahead of target, training 1,000 teachers and museum and STEM professionals. One of the benefits of this switch to online training has been the ability to offer this as a national resource, also now delivered via the National Science and Media Museum and National Railway Museum. We also expanded the offer this year in terms of content, with a maths engagement programme launched in November 2020 with support from our new Academy funder MathWorks. The Academy is funded to October 2021, but we will be seeking further funding to secure the future of the Academy as well as exploring the promotion of the Academy internationally to generate consultancy income.

2020–21 Plan

Grow ‘science capital’ in individuals and society	RAG
1.1 Deliver science capital initiatives	
1.2 Achieve learning visitor targets	
1.3 Science Museum Group Equity Framework in place	
1.4 Work up costed Open for All Plan (strands 1 and 2)	

The Group achieved its targets in relation to the Science Museum Group Academy and the ASDC Science Capital in Practice programme. Educational visits and outreach sessions were paused during the UK’s second lockdown in early 2021 and so could not be assessed. The Group’s Equity Framework was implemented, and the Open for All Plan was signed off for implementation.

Science Capital in Practice programme: In 2019 we launched the Science Capital in Practice programme, a collaboration between the Science Museum Group and the UK Association of Science and Discovery Centres (ASDC) working with 15 science centres and museums from across the UK. The purpose of the programme is to help to increase diversity and inclusion in science by applying a science-capital-informed approach and providing support in how to apply the concept more broadly across ASDC member institutions. While the practical elements of the programme were completed last year, we have been working with the 15 science centres on the final evaluation stage of this programme, which we will publish in summer 2021 alongside a sector-wide seminar to disseminate lessons learned and plan future actions.

Detailed achievements

Providing lifelong informal STEM learning and engagement

Policymakers, industrial leaders and educators agree that future generations must be informed, enthusiastic and skilled in STEM (science, technology, engineering and mathematics) if the UK is to retain its role as a global leader. As a national and international leader in STEM education the Science Museum Group has a distinctive role in addressing this priority.

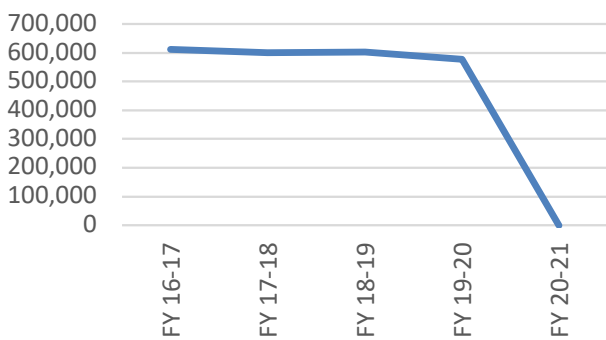
Building on the success of the Science Museum Group Academy, extending its reach in the UK and internationally

Science Museum Group Academy: Research shows that the more science capital (what and how one thinks about science, what one does and whom one knows) young

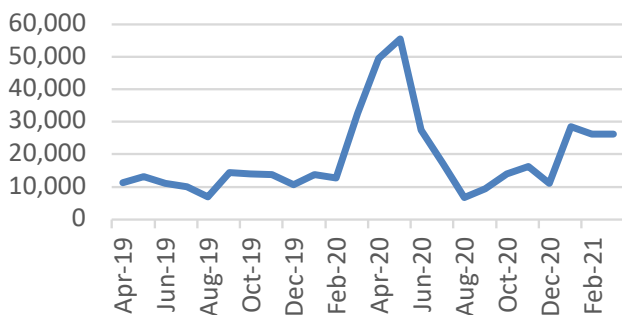
Using the principle of science capital to describe and shape our learning content and programmes across all sites

Booked education group visit numbers: In previous years we have been proud of our record of being the most visited group of museums in the UK by education groups* with approximately 600,000 visits per annum. However, the global pandemic had a catastrophic effect on visits by education groups to our sites, with just 500 recorded. Although our museums were open for between three and four months over the course of the year, closures and a reluctance of schools to plan trips resulted in very few schools and other education providers scheduling off-site visits. The education market did not recover as hoped during the autumn term and subsequent closures meant education visits for the remainder of the year were not possible. The priority over the coming and future years is to rebuild this audience. Very limited education group numbers are expected to return over the summer term, but we expect to see growth from the autumn term and our aim is to grow this to up to 30% of our average pre-pandemic numbers by the end of the 2021–22 financial year.

Booked education group visits



Visits to learning resources website



With the loss of on-site education group visits we focused on promoting our online learning resources informed by our science capital approach, which proved extremely popular during the national lockdown periods. Visits to our learning resources website were up 75% in 2020–21 compared with 2019–20, peaking at over 55,000 visits a month in May 2020 and contributing to a total of 288,000 visits. Based on the success of the provision of learning resources for children and families, we are looking to secure funding to develop a new online home for these resources. In addition to our own website, we were able to reach thousands of children through our partnership with the BBC. Learning colleagues from the Science Museum and the Science and Industry Museum filmed experiments and demonstrations in *Wonderlab* and the BBC studios in Salford as part of *Bitesize Daily* lessons, which were broadcast during the spring 2020 and winter 2021 lockdowns. The first week of the lessons on CBBC and BBC2 from 11 January 2021 was ‘Science Week’ and saw 1.5 million viewers, in addition to many hundreds of thousands more on iPlayer. Our content has also been used extensively on the Bitesize website, which had 5.8 million unique visits that same week. We also recognised that not all families have access to digital resources and our Learning teams also helped local communities, notably across West and North Yorkshire, where 27,000 home learning packs were delivered to families with limited digital access.

Looking ahead, this year we continued work on the development of a schools and families learning programme for the National Collections Centre, which will be launched alongside the opening of the site to the public in 2024. Logistical plans for running school and family events are now in place along with a concept for schools digital learning resources which will be tested in 2021, COVID restrictions permitting. Research and planning will continue to take place over the coming years.

Reaching many more people beyond our walls through outreach and new programmes, including through national and international partnerships

Outreach: The Science Museum Group has a strong outreach programme, including delivering sessions directly to schools as well as participating in festivals and events in the UK and around the world. In 2019–20 the Science Museum-based Outreach team reached almost 59,000 people at schools, community venues and festivals. With restrictions because of the pandemic, it was not possible to deliver the programme this year. Our Learning Strategy aims to extend the outreach programme to all Science Museum Group sites and work has been under way this year to develop a new form of outreach which can be delivered simply by Learning colleagues across the Group once schools are able to receive visitors again.

* We benchmark ourselves using the DCMS performance indicator of the ‘number of facilitated and self-directed visits by students under 18 (including Year 13) in formal education groups’ (see ‘Performance against DCMS indicators’ table).

The focus this year was therefore on reaching audiences through our online provision. As well as specifically targeted resources for families and children as outlined above, we moved our two science festivals online along with the National Science and Media Museum's Yorkshire Games Festival. Our online talks including the Climate Science and Open Talk series also enabled us to reach more people beyond our walls. In total over 11,000 participated in live online events. See the 'Grow our audiences and exceed their expectations' section for further information. In March, as part of British Science Week, our outreach work was highlighted in a virtual science showcase attended by the Queen, with children demonstrating the rocket mice experiment they had carried out with Science Museum Learning colleagues.

STEM Ambassadors: The Group runs the contract on behalf of STEM Learning for the STEM Ambassador Hub in the trans-Pennine region. The Hub manages 3,600 registered 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 adapted its delivery plan by moving to digital and remote engagement. The Hub facilitated over 8,000 hours this contract year, reaching 22% of primary schools, 62% of secondary schools and 88% of further education institutions in the region – a considerable achievement given that schools have been closed for a large proportion of the year. As well as these achievements at a regional level, the Hub has also contributed significantly to the national programme, reaching 47,000 participants and 1,700 schools nationwide as part of National Careers Week and British Science Week. During the year we were delighted to be rated 'high performing' by STEM Learning, recognising the impact resulting from our creativity and motivation.

Open for all

'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. We strive to be friendly, straightforward and accessible, and work hard to find ways to bring science to life for all our different audiences. This value underpins how we work and affects the choices we make about what we do. This year, as we examined our practice in the light of the Black Lives Matter movement, we committed to both doing more, and sharing more, about our activities and plans.

We therefore created an Open for All Plan, based around four pillars of activity:

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

In June 2020 we started our Open for All blog series to enable readers to find out more about our ongoing commitment in this area. We have since published 11 blogs, starting with Chief Executive Sir Ian Blatchford's 'If Not Now, When?', written in response to the Black Lives Matter movement and the need for meaningful and ongoing change.

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. Actions this year included publication of the Science Museum Group's Access Framework, which provides a consistent Group-wide approach to access provision. We seek to work in partnership with disabled people to provide excellent experiences for disabled visitors and colleagues. Plans are being put in place which include physical changes to our buildings, such as the opening of Changing Places toilets at the Science and Industry Museum and the National Science and Media Museum. We are in the process of reviewing our access guidelines and toolkits so that they can be embedded across the organisation and have started a process of access audits to identify issues at each site, which we will start to implement in 2021–22.

In terms of the content and stories we tell, this year we developed an Inclusive Display and Interpretation Action Plan. We are determined to develop a curatorial practice to better serve our audiences by addressing gaps in the stories we tell. We recognise a need to continue to address untold stories and underserved communities in many areas in contributing to an inclusive society. This includes how – through our museums, the collections we hold and the communities we work with and for – the Science Museum Group has an important role to play in more fully exploring Britain's colonial past. We have already made some changes, and there are more to come. We have also reviewed and updated our Collection Development Policy, setting out how and what we aim to collect in the next five years. This includes a commitment to be 'open for all', capturing people's different experiences of gender, disability and sexuality, and representing diverse social, economic and ethnic backgrounds within our collections and through the stories they tell.

Our public programming also plays a key role in ensuring we present a range of voices. This year we launched our Open Talk events series – panel discussions and Q&As bringing together a diverse line-up of expert speakers, including cultural figures, scientists, authors and policymakers, to explore issues of diversity and inclusion in STEM and the cultural sector. Exploring themes including race and identity, unconscious bias in tech and inequality in STEM, the series encourages audiences to consider both causes of and solutions to these issues. Over 1,000 attended the series live online, which launched in September 2020 with Sir Ian Blatchford in conversation with David Lammy MP discussing his book *Tribes: How*

Our Need to Belong Can Make or Break Society. A further 2,000 subsequent views of the series were made by the end of March.

Engage everyone with science: This year we published the Science Museum Group Equity Framework, which sets out a Group-wide approach to working in partnership with people who currently do not see our museums and sites as places for them. This equity-based approach underpins our strategic objective to grow science capital in individuals and society and to be truly open for all. The Science Museum Group acknowledges that we play a role in exclusion from science and need to change the way we work. The Equity Framework guides all colleagues in shared principles in working with local communities and new audiences. This has been followed by work on local community partnership plans for each museum, developed in consultation with local people, and we will start to reach underserved local audiences based on this in the coming year.

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

Delivering a successful *Wonderlab* offer at our museums in London, Bradford, Manchester and York

In October 2016 the Science Museum opened *Wonderlab: The Equinor Gallery*, our most ambitious interactive gallery targeted at 7- to 14-year-olds, encouraging them to get hands on with science and think like scientists. Normally achieving over 400,000 visits a year, this year, owing to restrictions and closures, we welcomed just under 23,000 visitors. In March 2017 we opened *Wonderlab* at the National Science and Media Museum, exploring the science of light and sound. Visits were limited this year because of restrictions. In previous years approximately 20,000 visits were made to the gallery in education groups, with the gallery and shows forming the backbone of the education offer, and over 90% of general visitors visiting the gallery. The next iteration of *Wonderlab* is planned to open in 2023 at the National Railway Museum as part of its Vision 2025 and it is also part of Masterplan discussions at the Science and Industry Museum.

Curatorial work for a new Early Years Gallery began in June 2019, alongside a new collaborative research project investigating young children's engagement with STEM-related subjects in partnership with the Helen Hamlyn Centre of Pedagogy and UCL Institute of Education. The findings were used this year to help inform content planning for a proposed new Early Years Gallery, which will be considered as part of the overall phase 2 Masterplan. In the meantime, we are looking to build back and deliver activities for early years children in family groups and school/nursery groups across our sites.

Bringing maths and computing fully into our offer for schools and families

The Learning Strategy recognises the importance of bringing maths and computing more fully into our offer for schools and families, and work began this year across all sites to audit and collate existing content in this area. We also developed a plan for the delivery of a maths and computing schools and families offer and launched a suite of new online resources as part of Maths Week for schools and families in November 2020. We continue to develop maths and computing offers for the 2021–22 school year.

Providing experiences for older children and teenagers which support their future career choices

We recognise the important role we can play 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 2022. Alongside this we are developing an associated live programme to further engage young people. 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, which this year took part in a virtual careers fair attracting more than 27,000 pupils from 1,170 schools. Careers were also an important element of our work for British Science Week in March 2021 and the 2020 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.

2020–21 Plan

Grow our audiences and exceed their expectations

	RAG
2.1 Reopen museums over July and August 2020 and achieve (re)forecast visit numbers**	
2.2 Deliver cultural programme across sites	
2.2.1 Science Museum	
2.2.2 Science and Industry Museum	
2.2.3 National Railway Museum	
2.2.4 National Science and Media Museum	
2.2.5 Locomotion	

The Group's museums reopened successfully over summer 2020 but were closed again in the second national lockdown over winter. The Trans-Siberian exhibition was delayed to June 2022, but other elements of the exhibition programme were delivered to plan, as outlined below.

Detailed achievements

Delivering the objectives and targets for visitor numbers, demographics and quality of experience

On-site visitor numbers

Total number of visits to the museums	Science Museum	Science and Industry Museum	National Railway Museum	Locomotion	National Science and Media Museum	Science Museum Group
2020–21	208,000	36,000	89,000	16,000	11,000	360,000
2019–20	3,160,000	539,000	698,000	189,000	421,000	5,007,000

Any anomalies in totals arise from roundings.

Opening dates and operation

Science Museum	19 August – 4 November, 3–15 December Five days a week except August holiday period and October half term seven-day opening
Science and Industry Museum	14 August – 4 November Five days a week except October half term seven-day opening
National Railway Museum	4 August – 4 November, 3–30 December Five days a week except October half term seven-day opening
Locomotion	28 July – 4 November Five days a week except October half term seven-day opening
National Science and Media Museum	19 August – 4 November Five days a week except October half term seven-day opening and cinema operation seven days a week from 14 September

* Visitor targets were reforecast during the first national lockdown in summer 2020, the original targets having been set before the COVID-19 pandemic.

The COVID-19 pandemic had a significant impact on the Science Museum Group’s on-site visitor numbers. This year we welcomed 360,000 visitors to our museums, where usually we enjoy over 5 million visits.

Understanding and consistently meeting or exceeding our visitors’ expectations; reaching and reflecting the communities we aim to serve

Each site was able to open for approximately three to four months between July and December, with capacity limits in line with social distancing supported by a system of prebooked tickets. As well as limiting capacity, other measures to ensure our sites were COVID-secure included enhanced cleaning regimes, provision of hand gel, implementation of one-way systems and adherence to mask-wearing requirements. To offset reduced visitor numbers and the resultant loss of income the decision was taken to reduce the scale of our operation to a five-day week out of holiday periods, opening Wednesday to Sunday. Encouragingly, take-up of prebooked tickets was strong, with available tickets sold out in holiday periods and visitor numbers performing ahead of our initial expectations. Reassuringly, our visitor feedback surveys across each of our sites indicated at least 81% of visitors rated their visit as good or excellent and the vast majority reported feeling either completely or very safe. The satisfaction ratings are lower than in previous years (2019–20: 98%), but the overall level was within an acceptable range, given the changed circumstances of people’s visits.

- At the **Science Museum** the appetite and opportunity for London audiences to re-engage with culture and science after the first lockdown was evident with 80% of the usual volume of visits from Londoners being achieved compared with the same period typically. While the number of visits from international visitors was heavily impacted by the pandemic, our focus on encouraging our UK-based visitors and local communities back to the museum was successful.
- At the **Science and Industry Museum** reopening in August saw almost double the number of visitors anticipated, following a comprehensive communications and audience engagement campaign supported by key partners. This was despite much of the museum remaining closed owing to crucial restoration and capital development work. September saw performance continue ahead of our expectations and in October we welcomed almost 9,000 visitors over half term.
- The **National Railway Museum** benefited from the late-summer ‘staycation’ effect, receiving almost half the volume of visits it would normally receive from UK-wide visitors in September and October. School holiday periods performed well, with all tickets available online fully prebooked throughout August, while October half term saw 13,500 visitors. Similarly, at **Locomotion** visitor numbers performed well in holiday periods and at weekends compared with initial expectations, reflecting the increase in UK holidays and the family audience base looking for places to visit.

- The **National Science and Media Museum** opened in August with very limited capacity to ensure COVID-secure measures put in place would work effectively. All presale tickets in August were sold out, demonstrating demand. Capacity was increased in stages to accommodate more visitors, reaching maximum approved capacity for October half term. Limited-capacity cinema screenings were offered seven days a week from mid-September, with IMAX documentary screenings proving popular as part of a museum visit.

With our sites closed for most of the year our focus shifted to enhancing and promoting our digital content, in particular learning resources, the collection and online stories. Highlights of this online provision can be seen below and in the ‘Grow “science capital” in individuals and society’ and ‘Harness the potential of digital’ sections of this report.

A key priority looking forward will be to rebuild our on-site audiences. With international audiences likely to be suppressed throughout 2021–22, our focus will be on building domestic audiences, increasing both the number of visitors and individuals’ visit frequency. As the recovery gathers pace and international tourism returns, we anticipate visitor numbers will grow further, bringing us close to pre-pandemic visitor levels by 2024–25.

Consistently delivering exhibitions and programmes at all Science Museum Group sites, and other UK locations, that are critically acclaimed and popular

Art Fund Museum of the Year 2020: A high point in a challenging year was the announcement in October that the Science Museum was a winner of the Art Fund Museum of the Year 2020, shared between five winning museums. The judges reflected that ‘The Science Museum has undergone a profound transformation over a decade of thinking big, thinking local, and thinking radically ... The judges recognised the shift-change that had taken place in this well-known and much respected institution, not only in its spaces, but also in its relationship with its visitors and local communities. The museum has become the world’s leading destination for people to be excited, inspired and delighted by science.’

Group Exhibition Strategy: In March 2020 the Board of Trustees agreed a new Group Exhibition Strategy embedded with the principles of science capital and delivering to the Science Museum Group’s vision and mission. Through our exhibitions programme we seek to:

- Reach new and more diverse audiences, locally, nationally and internationally.
- Inspire curiosity in STEM through exceptional content, design and digital outputs in ways unique to the Science Museum Group.

- Engage our Group-wide teams, the public, scientific and research communities, national and international partners and others in relevant dialogue and debate.
- Sustain and enhance the Science Museum Group's reputation, financial position and positive environmental impact to set a new benchmark for the cultural sector.

Sustainability is now embedded in all our new exhibitions and galleries with an emphasis on reduce, reuse, recycle, and on the use of sustainable materials. The carbon footprint of each new exhibition and new gallery is also being calculated, enabling us to further ensure decarbonisation in line with our new Sustainability Policy.

This year, in response to closures, reduced visitor numbers and the resultant financial impact caused by the pandemic, we carried out a review of our scheduled exhibition programme across the Group. Some current exhibitions were extended, while others were deferred to later in the year or rescheduled entirely. Considerations in rescheduling included forecast return of visitors, the timing of exhibitions touring between sites, income generation opportunities and the needs of our national and international partners and supporters.

Climate science programme: The Science Museum Group started 2020 with a major focus on sustainability and climate change, hosting Prime Minister Boris Johnson on 4 February for the launch of the UK's presidency of the UN's international climate summit – COP26 – the 26th United Nations Convention on Climate Change in Glasgow and UK Year of Climate Action. We also launched our own Year of Climate Action and our commitment to a decade-long focus on climate science and solutions to tackle climate change. Because of the pandemic we rescheduled our public programme on climate and sustainability to 2021 to align strategically with the deferred COP26 in Glasgow in November 2021.

Our Future Planet: The centrepiece of our climate science programme is the Science Museum exhibition *Our Future Planet* – which will now open in our *Tomorrow's World* gallery in May 2021. This will be the UK's first significant exhibition exploring removal of carbon dioxide from the atmosphere and showcases technologies not yet deployed at scale. The exhibition will also tour internationally as a sustainable blueprint exhibition. This involves us 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 is kept to a minimum. At our own site the exhibition has been created considering our carbon footprint, with exhibition infrastructure reused wherever possible.

Climate Talks: In January 2021 we launched our global Climate Talks – a year-long series of strategic debates around the science of climate change and the solutions needed to tackle the most important issue facing humanity. The debates have involved high-profile global leaders in climate science and ecology, economists, politicians, thinkers, campaigners and activists. The

feedback from our audience has been overwhelmingly positive, with many commenting on how we had brought in a unique and diverse set of voices. One of the final talks of the financial year 2020–21 saw Helen Sharman and Tim Peake join Maggie Aderin-Pocock and broadcaster Kevin Fong to assess how our work in orbit – and beyond – has helped us appreciate our planet. In total over 4,000 attended the talks live online with over 9,000 subsequent views by the end of March. Many thousands more are taking part as the series continues throughout 2021–22.

Manchester Science Festival: This year's virtual Manchester Science Festival, led by the Science and Industry Museum, engaged visitors with their role in shaping a sustainable future. Originally scheduled for its usual October slot, the festival was rescheduled to February 2021 and moved online following the introduction of further restrictions. It featured a programme of free online talks, exhibitions, debates and activities that explored our changing climate and ideas for a better world. Over 2,000 people attended online talks, and 11,000 have watched the recordings subsequently. The Science and Industry Museum also joined forces with local BBC radio stations from across the north of England to launch Planet North – letting people share how they are making a difference for the benefit of the planet. The annual Royal Photographic Society Science Photographer of the Year competition, in partnership with Manchester Science Festival, included a climate category for the first time. This online exhibition ran from 12 February to 2 May 2021. The exhibition received almost 13,000 views over the festival week between 12 and 26 February. Finally, as part of the festival we produced the online exhibition *Climate Superheroes* featuring STEM Ambassadors – volunteers sharing their enthusiasm for STEM with young people – who have chosen jobs that help to protect our planet. The online exhibition runs from 14 January to 15 May 2021.

Programming content informed by the pandemic

Explaining the science: As the Science Museum Group we know our audiences look to us to provide accurate and balanced information around the latest scientific issues. One of our first responses to the pandemic was the establishment of a blog series by our Science Director, Roger Highfield. The series, which has been widely shared, provided extensive information about rapidly emerging COVID-19 science informed by interviews with some of the world's leading scientists and public health researchers as they responded to the pandemic. They included the developers of the Oxford-AstraZeneca, Pfizer, Moderna, Valneva and Janssen vaccines; Neil Ferguson, head of the Imperial College COVID-19 Response Team; Kate Bingham, who chaired the UK's Vaccine Taskforce; and Sir Michael Marmot, who has led the discussion about how the pandemic has affected and reflected health inequalities. By the end of March there had been 34 blogs and 120,000 words, with 40,000 online visits to the series, which has been highly successful at engaging online audiences – dwell time at the start of the pandemic

averaged half an hour. We have particularly focused on improving public understanding and helping the vaccine roll-out. Over 1,700 people also joined our live online panel discussion on 24 February 2021 – Vaccine Hesitancy: The Greatest Challenge to Ending a Pandemic featured a line-up of experts including US physician Dr Anthony Fauci and UK Vaccine Deployment Minister Nadhim Zahawi MP. The Science Museum is also thrilled to be playing a small but significant role in the NHS’s mass vaccine roll-out with the museum having opened as an NHS vaccination centre on 11 March 2021.

Documenting the response to the pandemic: As well as the science, we have taken a look at the human response to the pandemic. At the National Railway Museum and Locomotion, we developed two exhibitions reflecting the impact of the pandemic on the railway workforce, and an accompanying online exhibition. Running from 15 February, *Railway Heroes* showcased a collection of interviews with a handful of the thousands of railway workers operating during the COVID-19 pandemic. A new interview from a rail industry hero was added every Monday over a ten-week period, and the physical exhibitions will open with the museums. At the National Science and Media Museum, *Engineering a Response to COVID-19* is a photographic exhibition of images commissioned by the Royal Academy of Engineering from Leeds-based photographer Jude Palmer, illustrating the human effort across the UK to develop and manufacture ventilators and testing kits, construct field hospitals and protect healthcare workers and the public. By the end of March 12,000 online visits had been made to these three online exhibitions. The Bradford Science Festival also featured two COVID-19-themed online talks in October.

Updating our displays: Although much of our programming response to the pandemic has been online, March 2020 saw us launch the Science Museum Group COVID-19 Collecting Project – the first Group-wide collecting project launched by the Science Museum Group on behalf of the nation. Further information on the project can be found in the ‘Sustain and grow our world-class collection’ section of this report. When the Science Museum reopened again in mid-May 2021, visitors were able to enjoy selected new acquisitions from this collecting project on display in the ‘Medicine and Communities’ section of *Medicine: The Wellcome Galleries*. Central to this display are the syringe and vial used to vaccinate Margaret Keenan, the world’s first person to be vaccinated against COVID-19 outside clinical trials. The display also includes the vial that contained the first Oxford-AstraZeneca vaccine to be administered, and examples of lectern signage used during the UK Government’s press announcements to reinforce public health messaging during the pandemic. Looking ahead, we are working on a new exhibition, *Hunt for the Vaccine* (working title), funded by the Wellcome Trust, to be displayed at the Science Museum in 2022 followed by the Science and Industry Museum in 2023. The exhibition will also have a strong international element

and be collaboratively developed alongside exhibitions in India and China, providing a global and localised context for vaccine development.

Sharing exhibitions across the Group

Brass, Steel and Fire: Having opened at the National Railway Museum last year, this free exhibition opened at the Science Museum in October 2020, following rescheduling from the originally planned May opening. It had an extended run until August 2021. The exhibition explored how and why model locomotives were crafted in the first 100 years of railways and provided visitors with a chance to explore a selection of beautifully intricate home-made creations, including some of the oldest of their kind, and delve into the stories of these humble makers.

Top Secret: From Ciphers to Cyber Security: Following its run at the Science Museum in 2019, *Top Secret* was due to open at the Science and Industry Museum in 2020 but opened in line with the reopening of our sites in May 2021. The exhibition reveals the extraordinary history and work of GCHQ following its centenary year and will be the first exhibition in the new Special Exhibition Gallery. Also transferring from the Science Museum to the Science and Industry Museum was the exhibition *The Sun: Living With Our Star*, on display in Manchester from July 2019. The decision was taken to extend its run with free entry for the period the museum was open in 2020. A further 25,000 people visited the exhibition, bringing the total attendance to 50,000.

One Billion Journeys: This exhibition explores life on China’s railways, seen through the lens of acclaimed photographer Wang Fuchun, who attended the launch event in York. Following its display in York (May – August 2019), the exhibition went on to open at Locomotion in October 2019 and the decision was taken to continue to show the exhibition throughout 2020. It was due to tour to the remainder of the Science Museum Group’s sites but owing to scheduling, the tour was concluded early, with priority being given to climate programming requirements throughout 2021 instead. Wang Fuchun passed away in March 2021; his Science Museum Group shows were among the final exhibitions during his lifetime.

Trans-Siberian: The World’s Longest Railway: Due to open simultaneously at the National Railway Museum and the Science Museum in 2020, this exhibition will now open in 2022. Delivered with principal partner JSC ‘Russian Railways’, it explores the stories around amazing objects highlighting the engineering challenge and prowess behind the railway’s construction alongside the human cost, its huge international impact and the incredible experience of travelling on a train as it crosses several time zones.

Further details on site-specific programming can be found in the appendix to this document.

National working

This year 570,000 visits were made to our touring exhibitions (1.54 million in 2019–20), of which 34,000 were in the UK (98,000 in 2019–20). This is down by 65% on the previous year's UK touring exhibition visit numbers owing to the pandemic and the closure of visitor attractions.

In the UK, *Never Alone*, our exhibition investigating the stories behind the rapidly expanding 'internet of things', was able to open at Bletchley Park Trust from July to October 2020, with an audience of 34,000. For further information on our international touring exhibitions please see the 'Extend our international reach' section.

The Science Museum Group continued to partner with a wide range of UK organisations in many different ways, including sharing knowledge, expertise, collections, public programmes and learning initiatives. Many of these were delivered digitally rather than physically when partner museums and other organisations closed because of the pandemic. Collectively they widened the Group's reach and impact within the UK and work is under way to better record and report this important area of work to inform future plans. In a new collaboration the Science Museum Group agreed to partner with Birmingham Museums and Galleries Trust and Birmingham City Council in a feasibility study for a new science and industry museum for Birmingham, in the hope that this will form the basis of a longer-term partnership. Following exploratory talks in 2020–21 a project manager was appointed, and a report is expected by March 2022.

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.

photographs and archives and about 425,000 are artefacts. We have made big strides in collections-based scholarship and research, creating a new Dana Research Centre and Library, establishing the online *Science Museum Group Journal* and building a strong network of partnerships with universities. Since then, our focus has been on improving services for our users by addressing three areas of historical underinvestment in collections: preservation, acquisition and digitisation.

Continuing the work to complete the One Collection project by 2024

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. This year we reached a significant milestone in the project and our journey to transform access to the collection and become leaders in sustainable collections care with the practical completion of our new storage facility at the National Collections Centre in Wiltshire. Construction of the new facility, providing 27,000m² of storage, began in February 2019, and despite the pandemic was able to continue in line with guidelines, with practical completion achieved in November 2020. 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 store more easily, 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, our focus shifts to moving 300,000 objects to their new home. Moving this vast number of objects has created opportunities to improve our records, review our collection and increase public engagement with it. We have begun an unprecedented digitisation programme – digitising at least 75% of the objects we move – to create one of the most extensive online collections of scientific heritage in the world. The workflow for the process of reviewing, digitising and packing the collection at Blythe House, which started in 2018, has continued this year. The pandemic did impact on progress, with work halted between March and July 2020 and the knock-on effect that the first moves from

2020–21 Plan

Sustain and grow our world-class collection	RAG
3.1 Deliver One Collection project	
3.1.1 Process Blythe House collection	
3.1.2 Building ONE handed over from contractor	
3.1.3 Continue National Collections Centre internal moves processing	
3.1.4 Deliver collections engagement strategy	
3.2 Deliver collections review programme	
3.3 Complete Science and Industry Museum decant projects	
3.4 Achieve new research grant awards targets and research project delivery	
3.5 Deliver COVID-19 collecting project	

Progress continued to be made on the One Collection programme, with practical completion of Building ONE, and further work on inventory, hazard-checking and digitisation of objects at Blythe House prior to their move to the National Collections Centre. The collections review project continued according to plan, though a workstream at the National Railway Museum was delayed allowing focus on Vision 2025 at the site. Decant of Store 4 in Manchester was completed. Three successful research grant applications were made. The COVID-19 collecting project continued, with several new high-profile accessions.

Detailed achievements

The Science Museum Group Collection comprises about 7.3 million items, of which the vast majority are

Blythe House will start in spring 2021 rather than autumn 2020. We plan to have moved all objects out of Blythe House to the National Collections Centre by early 2024. By the end of March 2021 over 260,000 objects had been hazard-checked, barcoded, located and condition-checked. In addition, over 180,000 objects have been digitally photographed and most are already available online. To support the arrival of the collections from Blythe House and public opening of the facility, 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.

One Collection will transform how people engage with our collection both online and in person. As the project progresses, we are making available hundreds of thousands of images of our objects online, telling new stories about the impact of science on our lives and delivering a public programme at the National Collections Centre. While there have been delays to our plans owing to the pandemic, this year we have been able to make available online a further nine stories in our *Everyday Technology* series as part of the 'Objects and Stories' section of our website. These build on our previous theme of chemistry, matter and materials science, and since the start of the project 17 stories have been created. The stories are richly illustrated with enhanced photography of the collections (including 360-degree views) and newly commissioned films. There has been a total of 43,000 page views since the *Everyday Technology* series launched, with an impressive average dwell time of 17 minutes (as of March 2021). In 2020 we focused on a longer-form documentary-style film, uniting collections across the Group through the work of Sir Kenneth Grange. This film will be finalised in 2021 (when COVID restrictions ease) and released soon after. The engagement theme for 2021 is 'Our Environment'. In 2020 we also started work on a Science Museum Group collections podcast (*A Brief History of Stuff*), with eight episodes planned for release from April 2021.

Memory Bank, a project to capture the story of Blythe House through a book of photography and testimony, was paused for most of 2020. It has now resumed with a fresh call to museum professionals to share their experiences of it, with over 60 responses. Principal photography will be complete in April 2021, with a draft publication ready by the end of the year.

Looking ahead to the National Collections Centre opening publicly, following an open call in 2019 we selected an artist to respond creatively to the stored collections and engage audiences in the Southwest with the National Collections Centre. The artist, Bedwyr Williams, will work with local writers to codevelop a book and film to be premiered at the site in 2024. Physical access plans, including learning programmes and behind-the-scenes tours, are in development for delivery from 2024 onwards.

Prioritising our holdings through a rigorous programme of collections review and ethical disposal

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: Science and Industry Museum Textiles and Road Vehicles, National Railway Museum Wagons and Carriages, National Collections Centre Textile Machinery and National Railway Museum Photographs at Blythe House. This year we have reviewed 2,414 objects and considered samples from 180,000 photographs.

Through the collections review we also completed an inventory and selective digitisation of the Monotype Collection of around 6,600 items (comprising about 5 million individual parts). This collection has been on long-term loan to the Type Museum Trust (trading as the Type Archive) since its acquisition in 1992. The project has provided online access to the collection for the first time, along with research and insights. In 2021–22 we plan to complete reviews of the National Science and Media Museum Photographic Technology and Cinematography collections, focusing on discrete areas of the Kodak Collection, and large objects in the Science Museum Technology and Engineering collection.

Significantly increasing the scope and pace of collections digitisation, using collections moves for gallery developments, exhibitions and research as prompts to populate the Collections Online service launched in 2016

The One Collection project, along with *Medicine: The Wellcome Galleries* (which opened in November 2019), has enabled us to radically progress digitisation of the collection. We hold about 425,000 artefacts and by the end of 2021 60% of these will have been digitally photographed. By 2024 the majority of these, plus the most significant items from the photographic and archival collections, will be accessible online to at least a minimum consistent publication standard; this includes up to 320,000 object records arising from the *Medicine* and One Collection projects. Thanks to these and other projects there are now 112,000 objects with images on Collections Online – 26% of the objects in the Science Museum Group Collection (compared with 5% when the project began).

On 7 January 2021, to celebrate passing 100,000 objects illustrated online, the Group launched *Never Been Seen*, a website that presents a digitised collection object that has zero page views, so that the user can be the first person to view that object online. Over the following weeks, the

website went viral on social media, mailing lists, blogs and newsletters. By the end of March, the webpage had received over 300,000 page views, and in January visits to the Collections Online website jumped from a monthly average of around 100,000 visits to over 212,000.

Fostering a research culture and strategic research activity, and seeking out opportunities for significant acquisitions, with particular emphasis on contemporary science and technology

Research: The Science Museum Group is an Independent Research Organisation affiliated to UK Research and Innovation. As part of the Group-wide research strategy we are seeking to embed research in all our museums' activity and recognise that 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 received support of £680,000 and we generated £401,000 in new grant and in-kind commitments. The Group awards six Arts and Humanities Research Council (AHRC)-funded doctoral studentships every year on behalf of a consortium that, in addition to the Science Museum Group museums, includes the Royal Society, Royal Geographical Society, British Telecom Archives and Kew Gardens. This year 26 doctoral students have been studying with the Group. In addition, our Research Associates scheme has enabled 13 researchers to enter into discussions about research across our sites.

This financial and in-kind support has enabled us to take forward a wide range of research projects. Research is an integral part of our exhibition and gallery developments. In line with our value of being open for all, we are targeting new research that addresses omissions in the stories we tell, revealing histories that have previously been overlooked or consciously ignored. For example, a collaborative PhD is under way with the University of East Anglia looking at the development of Manchester's cotton industry in a global context, including its connections with imperialism and the transatlantic slave trade. We are embarking on another project, with the Royal Society, which examines the Royal Society and slavery in Jamaica, 1660–1713. These research projects have potential to add new stories and interpretations to our *Textiles* gallery at the Science and Industry Museum, and to *Science City 1550–1800: The Linbury Gallery* at the Science Museum. We are continuing our Wellcome Trust-funded work on the provenance of certain parts of the non-Western collections we curate on their behalf, with an investigation into Australasian objects under way, and another on African objects to commence shortly.

At the Science Museum we completed a project to research and digitise clocks from the Palace Museum, Beijing, in a project funded by the AHRC. We are taking forward three research projects in Bradford focused on understanding and engaging audiences. The AHRC-

funded Bradford's National Museum will complete in 2021 and is embedded in both community and museum, modelling how they could work more closely. Sonic Futures: Collecting, Curating and Engaging with Sound, in collaboration with Nottingham University, completing in 2021, is enabling trials of interpretive techniques related to sound. Newly started in February 2021 is the AHRC-funded three-year Communities and Crowds project, in collaboration with Zooniverse and the Adler Planetarium, Chicago. At the Science Museum we are delivering a research project looking at public attitudes to food sustainability with our partners, the Museum of Tomorrow and the National Council of Science Museums in India, to gain insights into this topic that will inform future displays.

Despite pandemic disruption we have published two issues of the *Science Museum Group Journal* as usual this year. Issue 14 was a special issue devoted to the display of medicine, marking the opening of the new *Medicine: The Wellcome Galleries* and drawing on the opening symposium.

Looking ahead, Research department staff continue to work on a wide variety of funding bids, including one to support a future Space Gallery, and a major application to the Towards a National Collection fund.

Acquisitions: Through the Science Museum Group Collection we commit to consistently 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. This includes development of the collection, as set out in the Group's Collections Development Strategy and collecting policy. We have resolved to be more ambitious in collecting, especially in contemporary science. This year we have created the first Group-wide Collection Development Policy, setting out how and what we aim to collect in the next five years. Through the policy we will ensure the collection develops to demonstrate the relevance of science, technology, engineering, transport, medicine and media in shaping our past; reveal its resonance for our future; be 'open for all', capturing people's different lived experiences; and be sustainable. At the same time, we are taking steps to enhance our digital collecting activities and contemporary collecting through a focus on topics such as environmental change and sustainable living.

Our contemporary collecting is influenced both by specific discoveries or developments and broader trends. For example, urgent collecting activity started this year 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. Curators are actively, and sensitively, researching stories and identifying objects to collect on the nation's behalf. In addition to the used vaccine vial and syringe from Margaret Keenan's historic immunisation, items we are collecting range from home-made masks

and COVID-themed Christmas cards to community-based collecting with those suffering from early dementia. We are aware of the challenges and sensitivities around collecting during a global emergency, so our collecting is driven by our ethical code of practice.

In 2020–21 we added 733 objects to the Science Museum Group Collection. In addition to those collected through the COVID-19 collecting project, highlights this year included:

- Cottam power station unit control desk, one of the 50 unit control desks which at one time controlled up to 70% of the UK's entire power generating capacity
- Contemporary items for the menstruation collecting project, filling a significant gap in the collection
- A protest sign used at the youth strike against climate change in 2019, where an estimated 10,000 young people protested in London, joining 2,000 protests in 100 countries
- A Mark 3 buffet car designed for British Rail's 125mph High Speed Train service, setting new standards of safety and comfort
- Britain's Railways All Change Archive containing over 120 oral history interviews recorded to document the process of privatising Britain's railways from 1994 to 1997
- An example of a coiler can, used widely in Lancashire's textile mills
- Photographs and notes related to the work of Alfred Swaine Taylor, a doctor, teacher, early pioneer of photography and 'father of forensic medicine', making a significant addition to our history of photography and medicine holdings
- Jenny Holzer's new work *For Science* for visitors exploring *Medicine: The Wellcome Galleries* – two stone benches evoking a monument or memorial, which speak to discussions in the gallery of how we think about death and dying

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.

2020–21 Plan

Extend our international reach	RAG
4.1 Initiate new collaborations with China	
4.2 Achieve £100k net profit in 2020–21 through Cultural and Commercial Partnerships	
4.3 Support UK Government in international events and seek to secure additional funding for international working aligned with Government priorities	

The *Superbugs* tour resumed and completed at all planned venues. *Robots* reopened in Hong Kong and completed in May 2021. The Cultural and Commercial Partnerships team were unable to achieve their profit targets owing to the disruption of the pandemic. The Group is firming up plans to support COP26 in October 2021 and possible consortia research projects are being evaluated.

Detailed achievements

Maintaining a very strong international profile and reputation for excellence that enhances our offer, promotes the UK and generates income

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.

Initiating new collaborations in designated regions

China

Exhibitions, programming and content: We have Memoranda of Understanding with the Wuhan Science and Technology Museum and the Guangdong Science Centre. In 2019 we collaborated with the latter to create a China-specific version of the Science Museum’s exhibition *Superbugs: The Fight for Our Lives*, supported by the Wellcome Trust. The new exhibition opened in Guangzhou in June 2019 before touring to Chongqing, opening in March 2020. The COVID-19 pandemic meant the tour was paused as all the venues were closed. However, we were able to complete the tour later in the year with the exhibition opening at Zhejiang Science and Technology Museum in August 2020 and Wuhan Science and Technology Museum in November 2020. Venues reported they had exceeded visitor targets, with a total of 960,000 Chinese visitors. We have been awarded further Wellcome funding to deliver *Hunt for the Vaccine*, a touring exhibition and international partnership project for the UK, India and China to be delivered between late 2022 and 2025.

Our other exhibition touring to China and its Special Administrative Regions this year was *Robots*, which opened at the Hong Kong Science Museum in November 2020 after the UK team were granted special exemption from the ban on entry by non-Hong Kong residents because of COVID-19. Its opening was a huge achievement by our own and the host museum’s teams, as well as other agencies such as the British Council. The museum had to close again when COVID-19 restrictions were reimposed, but when the museum reopened on 19 March the exhibition’s display period was extended and it remained in Hong Kong until 26 May, giving local audiences another chance to visit in person. A virtual version of the exhibition created by the Hong Kong Science Museum has been highly successful and was available while the museum remained closed.

As well as touring exhibitions in China we develop and deliver China-related programming and content at our own museum sites. The focus of exhibition work this year has been on *Zimingzhong: Clockwork Treasures from China’s Forbidden City*. This is a major new exhibition produced in partnership with the Palace Museum in Beijing, exploring the exchange of clocks, watches and automatons between Britain and China in the 18th century. Initially scheduled to open at the Science Museum in spring 2020, before being rescheduled to 2021, the exhibition has now been deferred to 2023 because of ongoing concerns about travel restrictions. This pragmatic decision is intended to avoid repeated shorter postponements. In the interim, Locomotion continued to show *One Billion Journeys* – the exhibition of work by renowned Chinese photographer Wang Fuchun – during opening periods in 2020. Looking

ahead, our China-related public programming will include Chinese content in our planned *Science Fiction* and *Mars* exhibitions in 2022 and 2025 respectively at the Science Museum. Following the hugely successful China Lates in 2019, which coincided with Chinese New Year and featured in all major Chinese state media including China Central Television, a Lates is planned for Chinese New Year 2022. We are also working to secure Chinese content for designated Science Museum Group Masterplan projects. The first priority is content for the planned redisplay of the Science Museum Space Gallery. Contacts with the Chinese Embassy in London and the China National Space Administration have been sustained throughout 2020–21 and we expect to sign a Memorandum of Understanding in 2021.

Research: The *Zimingzhong* exhibition builds on research started in 2018 in collaboration with the Hong Kong Science Museum for its *Treasures of Time* exhibition and the research project *Time, Culture and Identity*, working with partners at Beijing Jiaotong University and the Institute for the History of Natural Sciences at the Chinese Academy of Sciences and funded by the AHRC. Outputs included a series of workshops in China and a dedicated issue of *Chinese Annals of History of Science and Technology* in December 2020. The chief public manifestation will be a new creative digital exhibit to be displayed during the *Zimingzhong* exhibition and, potentially, before that as an independent installation at Lates in 2022. We have also been successful in securing follow-on funding for *Communicating Time and Culture* to support Chinese public engagement with the *Zimingzhong* exhibition and are seeking funding for a research project to commence in spring 2022 on *Cultures of Space*, in which China will be one of the focus countries.

Russia

- The major priority in 2020–21 was the *Trans-Siberian: The World's Longest Railway* exhibition with principal partner JSC 'Russian Railways'. The main exhibition will be at the National Railway Museum with a complementary display to run concurrently at the Science Museum. The pandemic necessitated several changes to the scheduling of numerous prestigious and complex loans, and we are grateful to our partners for their understanding and cooperation. The project will be launched formally in June 2022.
- Negotiations with several enterprises in the Russian space sector were sustained with a view to securing artefacts and content for the new Space Gallery at the Science Museum, and potentially for the *Science Fiction* exhibition in 2022. We have also cooperated with peer museums on space and cosmonautics in Moscow and Kaluga, including participation in online events and planning for the 60th anniversary of Yuri Gagarin's first human space flight in 2021.
- Sir Ian Blatchford joined the Exhibitions Committee of the Polytechnic Museum in Moscow in advance of its reopening in 2021 after a multiyear redevelopment.

- In a new collaboration, colleagues from the National Science and Media Museum participated in a webinar series on collecting gaming with the Museum of Soviet Arcade Games. This was supported in Russia by the British Council.
- Although external funding was not secured for a major project with the Russian Medical Museum of the National Research Institute of Public Health to research, preserve, catalogue and display its impressive collection of Russian medical posters, we continue to cooperate on this topic and plan for an exhibition in the future.

Brazil

- The research project on public attitudes to food sustainability in the UK, Brazil and India, supported by the Lloyds Register Foundation, was postponed because of the pandemic but was adapted and relaunched towards the end of 2020–21. The Brazilian partner is the Museum of Tomorrow in Rio de Janeiro, with which we have had a formal partnership since 2015. The findings will inform the planned Science Museum gallery *Feed the World*.
- We embarked on a collaboration with renowned photographer and environmental campaigner Sebastião Salgado to show his *Amazônia* exhibition at the Science Museum in 2021–22 and subsequently at the Science and Industry Museum. The exhibition will be shown in Paris, Rome and Rio de Janeiro at around the same time as the London run, where it will be a highlight of the Science Museum Group's programme associated with COP26.
- Sir Ian Blatchford continued to serve on the Museum of Tomorrow's Advisory Council, which met virtually throughout 2021–22.
- A pilot for a hybrid delivery model for the Science Museum Group Academy was proposed to the Brazil Ministry of Science and Technology via the British Council but was unable to progress owing to the pandemic and changes in personnel. Nevertheless, interest in science capital is high among our network of STEM communicators and the planning will be used in subsequent collaborations.

India

- The Wellcome Trust-funded project for touring the *Superbugs* exhibition and events programme was also active in India. The core partner was the National Council of Science Museums (NCSM) in India. In 2019–20 the exhibition was shown in New Delhi and Mumbai, then – after a pandemic-induced break – moved to Bengaluru and Kolkata in 2020–21. The project was extended and completed in February 2021 in Kolkata with all four locations having displayed the exhibition, attracting a total of more than 604,000 visitors.
- Reflecting the successful earlier collaboration, we partnered with NCSM again for the *Feed the World* audience research project on food sustainability (also in Brazil) and the *Hunt for the Vaccine* touring exhibition project (also in China).
- Contact with the Indian High Commission in London and the Indian Space Research Organisation was resumed

after a pause for COVID-19 response in the expectation of securing content for the new Space Gallery as part of the Science Museum Masterplan. We also cultivated new funding partnerships.

- Our Director, Sir Ian Blatchford, along with Science Director Roger Highfield and Head of Collections Tilly Blyth, contributed to several online events at the Jaipur Literature Festival.

Europe

- The EU-funded COMnPLAY project, led by the Norwegian University of Science and Technology, will conclude at the end of May 2021. Its purpose is to research the ways in which coding, making and play activities in informal settings influence young people’s engagement with science.
- Sir Ian Blatchford sat on a high-level steering group advising CERN on the development of a major new public offer on its Geneva campus, the CERN Gateway.
- Science Director Roger Highfield was on the judging panel for the European Inventor Award of the European Patent Office.
- The Science Museum Group is an active member of Ecsite, the European network for science centres and museums. Developing a new strategic plan for Ecsite and planning for a Directors’ Forum event at the Science and Industry Museum were priorities; the latter was postponed for a year to November 2021.
- Work continues with Greek partners on our planned exhibition on Ancient Greek wisdom, due to open at the Science Museum in November 2021, the bicentenary year of the start of the Greek War of Independence. We also progressed plans for a future Science Museum exhibition on Versailles.

Gulf region

- Despite an inevitable pause during the height of the coronavirus closures, the Science Museum Group’s relations with the United Arab Emirates continued to thrive, with the ground-breaking Hope mission to Mars at its core. The mission featured in several curatorial blogs and Sir Ian Blatchford participated in two online events with HE Sarah al-Amiri, UAE Minister for Advanced Science, and senior mission personnel, organised by the UK Emirati Society. We maintained contact with the Mohammed bin Rashid Space Centre about content for the new Science Museum Space Gallery (Masterplan project) and *Science Fiction* and *Mars* exhibitions. Emirati researchers contributed to Science Museum Lates when they were able to run. In all these endeavours, the UAE Ambassador and embassy colleagues have been supportive.
- We were pleased to open the National Science and Media Museum’s *Never Alone* exhibition at Ithra, the King Abdulaziz Center for World Culture, in Saudi Arabia in January 2021.
- With funding from the Gulf Science Project and Integrated Activity Fund, the Science Museum Group took part in the 2020 Winter Enrichment Programme of the King Abdullah

University of Science and Technology in Jeddah. The theme was medical innovation and Natasha McEnroe, Science Museum Group Keeper of Medicine Collections, presented the concept behind the new *Medicine* galleries at the Science Museum as a keynote speaker.

Growing our touring exhibitions programme according to a sustainable business model

This year we sought to achieve a profit through Cultural and Commercial Partnerships including exhibitions, other visitor experiences and consultancy. The continued impact on the international cultural sector of the pandemic meant we reduced this target during the course of the year and achieved only a break-even result. Our ability to achieve our target was very much dependent on our partners’ financial situations and their appetite for commercial risk, both of which were affected by the pandemic. The income resulted from a small-scale national consultancy project that saw us provide collection rationalisation advice and expertise. Looking forward, we anticipate the aftermath of the pandemic to continue to impact on the financial situation of the cultural sector, although with museums reopening worldwide the outlook is genuinely becoming more positive.

A key strand of this 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 1.2 million people have visited Science Museum Group touring exhibitions in the UK and over 3.6 million in overseas venues (nearly 5 million visitors combined). This year the global pandemic and associated museum closures worldwide have had a serious impact on our touring programme and overall visitor numbers to these exhibitions. However, we achieved 570,000 visits to our touring exhibitions despite delays to openings and closures. In addition to *Robots* touring to the Hong Kong Science Museum and our *Superbugs* exhibition programme in China and India referred to above, we also toured *Superbugs* to Busan National Science Museum, Korea, and Sinaloa Science Centre, Mexico; our blueprint exhibition *Never Alone* toured to Ithra, the King Abdulaziz Center for World Culture, Saudi Arabia, and closer to home it went on display at the Bletchley Park Trust.

Working closely with UK public sector agencies to add value to each other’s work and help maintain the UK’s soft power ranking; devising specific programmes to promote UK innovation and manufacturing

We support UK Government-led initiatives and interests in international events where appropriate and practicable. COP26, the UN global climate change summit to be 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 Science Museum Group initiatives. This includes agreeing to have

the COP26 'Together for Our Planet' logo on our Climate Talks global debates.

We participated in online events led by UK public bodies such as Government departments and the British Council. This included a Department for International Trade business-to-business 'virtual mission' for education providers in China and the UK to promote our STEM learning offer. Online events with the British Council China included a UK–China cultural festival, a webinar on disability access and a talk for international museums; the reach of such events runs into the millions of viewers. The Science Museum Group submitted evidence for the Government's Integrated Review and is represented on both the UK Soft Power Group, the recognised consultation body on soft power, and the British Council Cultural Diplomacy Group.

We also seek to secure additional funding for international working aligned with Government priorities, notably through the Industrial Strategy and our Comprehensive Spending Review (CSR) case, as well as seeking funding for initiatives and projects. One of the Government's priorities in the CSR is 'strengthening Britain's place in the world' and another is to make Britain a 'science superpower'. The Science Museum Group is uniquely placed to help deliver on these ambitions and our submission seeks additional funding for activity that supports this. We await the CSR outcome and any successor to the Industrial Strategy.

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 2020–21 included external funding for the *Trans-Siberian* exhibition, *Feed the World* audience research project and *Hunt for the Vaccine* touring exhibition project. We anticipate growing sponsorship and grant income (including research grants) for international work in future, based on projects and prospects developed in 2020–21.

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.

2020–21 Plan	
Transform our estate	RAG
5.1 Deliver Science Museum Masterplan projects	■ ■
5.2 Deliver Science and Industry Museum Masterplan projects	■
5.3 Deliver National Railway Museum Masterplan projects	■ ■
5.4 Deliver Locomotion Masterplan projects	■ ■
5.5 Deliver National Science and Media Museum Masterplan projects	■
5.6 2020–21 programme of capital infrastructure works	■

In London refurbishments of the IMAX theatre and level 1 exhibition space were completed, and work continued on the Technicians Gallery and planning for phase 2 of the Masterplan. In Manchester the Special Exhibition Gallery was completed and work commenced on the Power Hall decarbonisation plan. In York work continued on the Vision 2025 portfolio of projects and repair works on the stable block were completed. In Shildon conservation works on the Timothy Hackworth historic buildings neared completion and funding was secured for Locomotion Building 2, a second main building on site. In Bradford work continued on funding bids for the Sound and Vision galleries. Capital infrastructure works were completed to plan.

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; using Masterplan projects to drive programmes for academic research, collection digitisation and acquisitions, and online content, and for increased efficiency, sustainability and social inclusion.

Masterplan activity at each of our sites is planned over a number of years. With the closure of the museums in March, as a result of the COVID-19 outbreak, delivery was paused with only the construction of the new storage facility at the National Collections Centre in Wroughton able to continue. Progress of other Masterplan work was halted for two to four months, and timescales of planned programmes were revised accordingly. We have now gained valuable experience in delivering construction activity in a COVID-safe manner. While some activities are taking longer, and we have experienced occasional shortages in materials and manpower, subsequent lockdowns have not prevented us from progressing our plans across the group.

Science Museum Masterplan:

The first phase (2010–19) of the Science Museum’s Masterplan was completed with the opening of *Medicine: The Wellcome Galleries* in November 2019 to five-star reviews. Phase 1 of the Science Museum Masterplan has seen almost half of the museum transformed, with an investment of £80m resulting in award-winning galleries, a broadening of audience profiles and visitor engagement, new income-generating offers and a strong physical platform for strategic engagement. 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.

The first project to be completed as part of this second phase was the refurbishment of IMAX: The Ronson Theatre in December 2020, which included an upgrade of the cinematic technology to deliver an enhanced viewing experience. Joining our IMAX 70mm film projector, a next-generation IMAX with Laser 4K projector has been installed, enabling the latest in immersive technology

on one giant screen – one of only two screens in Europe to feature the best of both digital and analogue cinema. Refurbishment of the physical environment has sustainability at the heart of new seating, carpets and a new concessions area, and the space can be used as a multipurpose auditorium to host non-cinematic events. Elsewhere we have also refurbished unused space to extend the temporary exhibition gallery and provide more space for future public programming.

A number of other new gallery projects are currently in progress. The 'shell' of the Technicians Gallery is now complete, and we are working with an array of partners to develop a gallery which is 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 are being widely consulted in the development of the exhibition, which is now due to open in October 2022 and helps deliver our aim of providing experiences for older children and teenagers which support their future career choices.

Some simple but impactful changes are under way to welcome our visitors. New visitor welcome desks will allow us to ask visitors for a donation in a socially distanced manner. In line with our ambition to be open for all, in spring 2021 we are installing a Changing Places facility in the museum, the first in South Kensington. We will be refurbishing public toilets in three locations as well as much-needed shared welfare facilities for all colleagues.

Science and Industry Museum Masterplan:

We have now completed a key part of our Masterplan at the Science and Industry Museum with the unveiling of a spectacular new 725m² flexible gallery. The beautiful gallery is ready to host a world-class programme of touring exhibitions, starting with *Top Secret: From Ciphers to Cyber Security* in May 2021. The gallery has transformed 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.

Our plans to deliver conservation work on the site's historic buildings are progressing well. Despite some delays related to COVID-19, essential repair work to the 1830 Warehouse is now making great strides and will complete in summer 2021. The design of the new roof for the Grade I-listed 1830s Station building is complete and work will start in the summer of 2021. Our plans for the repair and reinterpretation of the Grade II-listed Power Hall continue, with a renewed focus on sustainability. The project was paused for review in 2020, during which time 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. Work has now started on site: decarbonisation work will

complete in 2021, repair work in 2022 and a reinterpreted Power Hall will reopen to the public in 2023.

Looking further ahead, we are planning changes to our 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 development. We will also be developing concepts for our planned *Wonderlab* gallery along with other future Masterplan galleries.

The Air and Space Hall has remained closed during the pandemic, but feasibility work has continued to understand the condition of the building and how the collection might be decanted from it if required. In June 2021, the Group and the landlord, Manchester City Council, agreed to a variation to the lease that will see the Group exit the property by March 2026 at the latest.

National Railway Museum Masterplan:

At the National Railway Museum, we are committed to the delivery of Vision 2025: The World's Railway Museum. This is a £55m redevelopment of the museum with 48% of funding secured by March 2021. In 2025 the museum celebrates its 50th anniversary, which is also the bicentenary of the Stockton and Darlington Railway, the first passenger railway. The vision comprises a series of six core projects – including a *Wonderlab*, new gallery displays, a new welcome building, outside civic spaces, and new and improved visitor facilities – that will see the wholesale transformation of the site over the next seven years. The museum is the cultural anchor for the major redevelopment area known as York Central, comprising both business and residential development. Following the 2019 design competition for Central Hall, a new building that will unite the site, the design continues to progress, and will integrate the new architecture with the existing historic buildings. Central Hall will become the main entrance to the museum, including a 1,000m² gallery which will showcase future acquisitions and innovative technology, with a focus on the modern rail industry. Design of the *Wonderlab* gallery is now well under way. The gallery is planned to open in 2023.

At Locomotion our plans for a new rail vehicle building that will expand the museum and improve the visitor offer from 2023 have progressed: the design of the new building is under way. Durham County Council is providing £2.25m of grant funding towards Locomotion Building 2. A £1.6m conservation programme to repair and conserve the historic buildings at Locomotion has been completed, jointly funded with Durham County Council.

National Science and Media Museum Masterplan:

The National Science and Media Museum's strategy of refocusing on the science and technology of image and sound was demonstrated with the opening of *Wonderlab* in March 2017, the first Masterplan project to be delivered in the museum, along with the launch of a new name and brand. The next phase of the Masterplan is the development of the object-rich *Sound and Vision*

galleries – a showcase for the museum’s collection. Following an initial unsuccessful funding bid to the National Lottery Heritage Fund (NLHF) for this project in 2018, we took the opportunity to reassess the project scope, resulting in a stronger, more focused direction for the project. In March 2020 we received the feedback that, while we had been unsuccessful in our second application to the NLHF, our bid had been a very strong contender, and we were strongly encouraged to resubmit at the earliest opportunity. Following delays to the opening of funding rounds owing to the pandemic, we plan to resubmit our stage 1 bid in 2021.

National Collections Centre:

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. As mentioned in the ‘Sustain and grow our world-class collection’ section of this report, this year we reached a significant milestone in the project with the practical completion of our new storage facility.

Looking ahead, we will be identifying building investment and future maintenance costs at the National Collections Centre to feed into the roadmap for the site. The vision for the site means we will be exploring collaborative opportunities for the renewal of its buildings to provide commercial, research and development (particularly within the low-carbon and future mobility sectors), and film studio spaces to generate income and offset our property risks. We will also embark on the next steps in collection storage for the Science Museum Group and the wider heritage sector.

Delivering efficient and fit-for-purpose back-of-house facilities and integrated estate management

With the emergence of the pandemic, national lockdowns and new COVID-secure measures for workplaces, the previous 12 months have been some of the most challenging on record for the successful management of the estate.

Maintenance plans and procedures were rewritten to ensure our buildings remained compliant, even while closed to the public, and new principles were established for building systems such as ventilation. These changes, among others, ensured that staff and contractors who continued to deliver business-critical activity across our sites could work safely and that the risk of virus transmission was as low as practically possible. This extended to our back-of-house spaces and facilities, where social distancing has remained in place throughout, and a new desk booking system has operated to provide flexibility within offices which have needed to remain open.

Critical to the success of planned and preventative maintenance has been our term maintenance provider, and this year has seen a new contract awarded for the provision of maintenance to the estate, which followed a competitive tender process and resulted in a new supplier being appointed for the next five-year-minimum term.

Over the past year the Masterplan and Estate team have delivered a successful capital investment programme which, despite the disruption of the pandemic, has delivered critical interventions to existing assets across the estate. Highlights of this programme include:

- Conservation works on the Hackworth properties at Locomotion, providing wind- and watertight repairs to these listed historic buildings.
- Conservation works on the historic stable block at the National Railway Museum to provide wind- and watertight buildings.
- Conservation works to the Weighbridge Building at the National Railway Museum, restoring it to its original colour scheme.
- Replacement and upgrade of the critical mechanical and electrical equipment in the Great Hall at the National Railway Museum.
- Replacement of all fire doors at the National Science and Media Museum.

The aim of the asset management approach is to deliver high value to the Group and to ensure that visitors to our sites receive the best possible environment and experience on all occasions. This work will expand further in 2021–22 with the appointment of a dedicated asset management position within the team and with support from our term maintenance provider.

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.

2020–21 Plan

Harness the potential of digital	RAG
6.1 Extend the reach of Science Museum Group content	
6.2 Develop the Audiences of the Future mixed reality experience	
6.3 Deliver the first phase of the AHRC-funded Heritage Connector initiative and commence Wikipedia initiative	

Website targets were exceeded for the year. Audiences of the Future continued on track. The first phase of the Heritage Connector project was delivered, and the Wikimedian-in-residence initiative commenced in summer 2020.

Detailed achievements

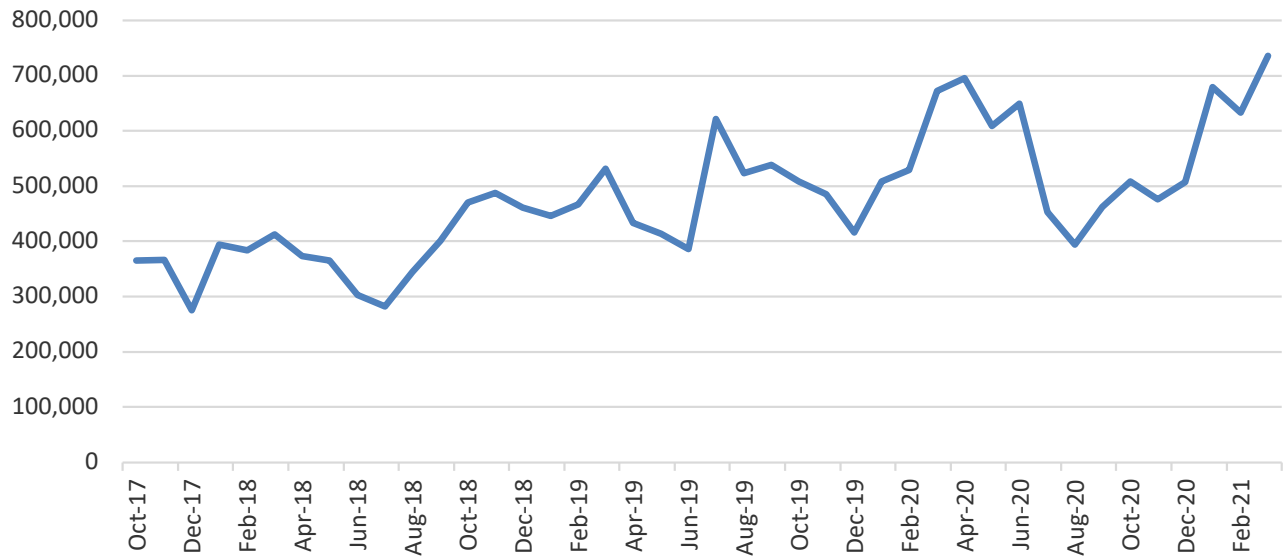
Making the Science Museum Group's digital offer one of the best in the world and its websites a global destination for their subjects

Following work to put the foundations of our online infrastructure in place, the Science Museum Group's digital strategy focuses on content and user experience with three key strands: to enhance the audience experience, increase audience reach and enable audience participation. This year, with our physical sites closed, our online provision has been more important than ever. As part of our response to the coronavirus pandemic we proactively sought to continue to deliver the Group's mission digitally. We have focused on the promotion of digital content – in particular learning resources, the collection and online stories – and further enhanced content available within these areas. In addition, what were planned as on-site events in many instances became digital experiences, broadening our digital offer. In the coming year we will be developing the next phase of our digital strategy and discussion of our digital vision will form a key strand of our review of the Science Museum Group's Inspiring Futures strategy.

Increase our audience reach

Website	2020–21 visits	2019–20 visits
Science Museum	3,315,000	6,517,000
Science and Industry Museum	338,000	648,000
National Railway Museum	736,000	1,271,000
Locomotion	89,000	134,000
National Science and Media Museum	607,000	805,000
Science Museum Group site	2,555,000	1,587,000
Science Museum Group	7,641,000	10,963,000

Visits to Science Museum Group digital content, 2017–21



Overall visits to our websites declined compared with the previous year, as around half of online visits are driven by audiences planning a visit to our museums, which were closed for the majority of the year. However, use of the Group’s digital content was at an all-time high as we promoted at-home digital content across our websites and other channels, with 6.8 million visits (6 million in 2019–20), peaking during the lockdown periods with almost 700,000 visits per month. This content includes the Collections Online website, which increased visits by 75% to 1.4 million views, and the learning resources websites, up 75% to 288,000 views. Visits to our YouTube channels increased 29% to 2.3 million views. We have also significantly increased 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, with visits to this content up 135% this year to almost 1 million views.

As we moved our series of talks and events such as Manchester Science Festival, Yorkshire Games Festival and Bradford Science Festival online, we have increased our live content, with over 11,000 participants in our live streamed events over the course of the year. Talks were also subsequently made available on our YouTube channels as we seek to make our content available beyond our own websites, producing content for sites where audiences are most active. For example, through our partnership with the BBC we have also made our content available on BBC iPlayer through BBC Bitesize (see page 12 for further information). We are enhancing access to our online collection’s information beyond our own websites through our Wikipedia project and our Heritage Connector research project – both outlined below. We also make content available through Art UK, where we received 19,000 visits to our content this year (up 23% on prior year), and Google Arts & Culture, which saw 180,000 page views of our content this year (up 213%).

Enhancing the audience experience and enabling audience participation

Collections stories: As part of our strategy, we want to engage people more deeply with our content online. We have in place a multimedia collections stories format which allows users to delve more deeply into the stories and context around our collection and expand on themes and topics featured in our exhibitions and new galleries. This year we took a strategic decision to expand the number of these online stories as we sought to meet the needs of audiences online and added a further 27 stories. In total we attracted nearly 1 million visits to this content over the course of the year.

Collections Online: Collections Online was launched in December 2016. In 2020–21 it had 1.4 million visits and continues to be enhanced through the One Collection project digitisation – see pages 21–22 for further information. This online collection website has also been extended to support enhanced digitisation of objects including video, audio, 3D scans and 360-degree rotational photography, with dozens of objects now featuring enhanced digitisation online.

Extending collections reach: The Science Museum Group’s digital strategy seeks to increase the Group’s digital reach and establish our collection as a global online resource. 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 therefore started our Wikipedia initiative by appointing a Wikimedian-in-residence with the aim of engaging the Wikipedia community with the Group to bring our content and stories to Wikipedia. By December 2021 we will have uploaded 15,000–20,000 Science Museum

Group Collection object images to Wikimedia Commons with a focus on lesser-known science stories and underrepresented areas.

We also made further progress towards enhancing our collection information using artificial intelligence through 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, explores computational techniques for transforming museum collection catalogues from raw text into structured data to build links and generate new forms of discovery and research.

On-gallery digital experiences: 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 hoped to launch an immersive, mixed reality visitor experience on the theme of robots as part of Audiences of the Future – 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 project's aim is to test new audience experiences and their commercial potential. Following the closure of the museum because of the pandemic, the impact on the wider exhibition programme and delays to the Audiences of the Future programme, the decision was made to relocate the experience to a third-party venue where it will be run by Factory 42. The Science Museum Group focused on the production of an associated edutainment app which launched in October 2020. Looking forward, we will be carrying out summative evaluation on the app as well as the location-based experience to inform future internal projects, but 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.

2020–21 Plan

Increase income	RAG
7.1 Focus on ensuring that we have the right commercial position for 2021–22	
7.2 Rebuild Development income	

Commercial activities were significantly adversely affected by the pandemic, falling by 85% year on year. Licensing and online retail exceeded targets, but the picture library and model trains were down on target, and on-site activities were heavily curtailed. Visitor giving was strong when the Group's sites were open, revised sponsorship targets were achieved and membership was close to target.

Detailed achievements

The biggest portion of the Group's income is direct Grant in Aid from the UK Government via our sponsor department, DCMS. Following the 2015 spending announcement, funding for national museums, including the Science Museum Group, had remained flat in cash terms up to 2019–20. For 2020–21 this was increased by 1.84% prior to additional emergency support being committed.

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 been severely impacted by the closure of sites and reduction of visitors. The Government's support package of £9.0m in resource Grant in Aid and furlough grant income of £6.0m provided a vital lifeline to compensate for these reductions.

With our ability to generate income hugely curtailed by the pandemic, this year the focus of activity was on ensuring that we have the right commercial position for 2021–22, achieving targets for those areas which were not dependent on visits to our sites and ensuring contractual obligations were updated in light of the museum closures and reduced scale of operation.

Income category	2020–21 £000	2019–20 £000
Visitor giving	234	2,525
Patrons	281	300
Corporate membership	170	354
Other donations	366	379
Government funding – including Museums and Galleries Exhibition Tax Relief	456	920
Other unrestricted grant income	525	550
Wonderlab income	178	1,654
Other ticket income	(25)	956
Retail	1,294	5,466
Corporate events	296	6,690
Cultural and Commercial Partnerships	18	81
Other commercial activities	1,167	6,421
Sponsorship	735	4,883
Rental	1,012	1,209
Investment income	12	68
Other income	405	1,188
Targeted unrestricted income	7,124	33,644
Resource Grant in Aid	44,863	35,243
Total unrestricted income	51,987	64,274

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

Picture library, licensing and publishing: Our external commercial opportunities were less impacted by the pandemic and the closure of our museums than our visitor-facing offer. Despite an extended furlough period for the team, we achieved over £600k of income, resulting in a net profit of £272k – an increase on the previous year of £37k. A review process has highlighted several areas for potential financial growth over the coming years.

These include plans to work with an external agent for new publishing collaborations, the commissioning of a new style guide for *Flying Scotsman* and the upgrade of the existing image library platform for efficiency and brand alignment reasons. All changes are expected to result in financial growth over the next years.

Commercial attractions: We sought to operate as many of our commercial attractions as possible in line with appropriate social distancing requirements during opening. We have also put in place operating models for our commercial attractions in the short to medium term to return profits in 2021–22. Our newly refurbished IMAX: The Ronson Theatre opened as planned at the Science Museum in December. The aim of the refurbishment was to improve the experience for both visitors and corporate hire. As part of its redevelopment we have invested in a digital projector, as the availability of films in a 3D 70mm format that have relevance to the museum is becoming increasingly limited. Encouragingly, this refurbished facility has returned better than anticipated sales, beating the same week from the previous year despite only being open five days compared with seven the previous year. The successful start was short-lived owing to the full museum closure a week later. The cinema offer at the National Science and Media Museum did reopen in September but had to close again by 4 November following the announcement of further restrictions. During the brief window of operation we had good uptake of specialist events including the Bradford on Film screening and Widescreen Weekend festival. IMAX 45-minute documentary screenings also had high attendance from museum visitors throughout October half term.

Catering and corporate events: 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 put in place COVID-secure systems for the operation of corporate events once given the go-ahead by Government. We have trialled alternative event delivery solutions such as the use of enhanced broadcasting technology at the Science Museum with our AV partner and we are able to deliver simplified hybrid event solutions at our other sites. We also secured a six-month contract with the NHS in London to open the Science Museum as a vaccination centre, based on rental terms, which commenced in February 2021. Site closures and the ongoing five-day-a-week operation have allowed us to generate bookings for TV filming.

Retail: On-site retail was strong during periods of opening, with visitors keen to take the opportunity to spend: spend per head was £1.71 compared with £1.02 the previous year. Following the relaunch of our Science Museum online shop in 2020 we have seen strong performance, with income exceeding £500k against budget of £368k thanks to greater traffic and stronger conversion.

Cultural and Commercial Partnerships: The Cultural and Commercial Partnerships team was 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. This year we sought to achieve £158k profit through Cultural and Commercial Partnerships including exhibitions, other visitor experiences and consultancy. The impact on the international cultural sector of the pandemic meant we further reduced this target during the course of the year and achieved only £18k income. Our ability to achieve our target was very much dependent on our partners' financial situations and their appetite for commercial risk, both of which were heavily impacted by the pandemic. This income resulted from a small-scale national consultancy project that saw us provide collection rationalisation advice and expertise. Looking forward we anticipate the aftermath of the pandemic to continue to impact on the financial situation of the cultural sector, although with museums reopening worldwide the outlook is genuinely becoming more positive. While the industry was heavily impacted over the last year, we have developed a strategy for the international exploitation of Science Museum Group Academy expertise and improved our web and overall marketing presence, setting us up to be in a more advantageous position once our partners are open for business again.

Visitor giving: Visitor giving was successfully relaunched following the first lockdown and attracted strong support from visitors. Unfortunately, the unexpected extended closure period after Christmas meant the target of £311k was not achievable. However, thanks to strong performance during the period our museums were open, and creative use of online asks during the closures, we were able to raise £220k from our visitors this year.

STEM Circle, Science Museum Patrons and People's Postcode Lottery: We exceeded our target and raised £976k in unrestricted funds thanks to the generosity of our Patrons, the Players of the People's Postcode Lottery and our STEM Circle members.

Sponsorship: This year we secured sponsorship for a number of exhibitions that were delayed by lockdown, including *Trans-Siberian: The World's Longest Railway*, *Our Future Planet* and *Cancer Revolution*. We have also developed strong prospect pipelines for other upcoming exhibitions and the wider public programme at our museums. Sponsorship income, below the original target owing to the challenging financial environment, was recognised for the Manchester and Bradford science festivals thanks to commitments from long-term supporters as well as new funders.

Supporters of the Science Museum Group

Despite the constraints of the pandemic, we secured £5.3m in new philanthropic and sponsorship income and pledges in 2020–21. COVID restrictions made fundraising particularly challenging and created a hugely uncertain financial environment, and so we are especially grateful for the support of our funders this year, whose commitment will enable our work to continue.

Key achievements:

- Despite our doors being closed for much of the year, we were delighted that our visitors continued to generously support the museums – both by donating when they were able to visit, and by giving online through our website or when booking tickets to online events.
- URENCO will continue its sponsorship of *Wonderlab: The Equinor Gallery* at the Science Museum for a further three years.
- The Science Museum’s reopening exhibition, *Our Future Planet*, will be supported by Shell, UK Research and Innovation, AKO Foundation and The Huo Family Foundation.
- Thanks to renewed support from Siemens, we are able to launch a further three years of the Get Curious platform at the Science and Industry Museum.
- Greater Manchester Combined Authority awarded a grant to support the Science and Industry Museum’s STEM Reboot learning programme.
- We have partnered with Google Cultural Institute to start digitising the archives of the *Daily Herald*, which are held at the National Science and Media Museum.
- We welcomed Bloomberg and Northern Trust as new members of the STEM Circle and are grateful for the continued partnership of existing members.
- This year’s Manchester Science Festival was sponsored by Electricity Northwest, Renold, Chiesi, Waters and Cadent. The Bradford Science Festival was made possible thanks to support from PPG Industries, Bradford Bid and The Broadway.
- Our Vision 2025 campaign for the National Railway Museum attracted significant support from the Garfield Weston Foundation and Royal Commission for the Exhibition of 1851, as well as from the National Railway Museum Patrons and Corporate Partners. The Revolutionaries Donor Circle also launched in support of the campaign this year and welcomed its first member.
- The Science Museum was named joint winner of the Art Fund Museum of the Year. The prize will be used to fund outreach to local schoolchildren.
- We are grateful for the continued support of our long-term partners this year, including Wellcome, DCMS and the Players of the People’s Postcode Lottery, as well as to those who generously chose to support one of our museums through a gift in their will.

Events

Because our museums were closed for much of the year, we have had to adapt the ways in which we engage our supporters and demonstrate the vision of our museums, collections and programmes. We took this opportunity to launch a programme of virtual online events, highlights of which included:

- In place of the Science Museum Annual Dinner, we held a special online discussion showcasing the role the Science Museum is playing in explaining the story of COVID-19, with keynote speeches from our curators and Trustees.
- We have continued to bring supporters closer to our work and hosted online events sharing cutting-edge vaccine research from AstraZeneca, genetic modelling with Jason Chin and an update on the ever-important Williams Rail Review with Keith Williams and Chris Heaton-Harris MP.
- We were delighted to bestow a Science Museum Group Fellowship upon Dame Sally Davies during an episode of *The Guilty Feminist* broadcast live from the Science Museum. The award was presented by Dame Mary Archer in recognition of Dame Sally’s exceptional dedication to medical science through her tireless efforts to raise awareness of the problem of antibiotic resistance, and for her welcome support of the Science Museum’s *Superbugs* exhibition.
- We were honoured to host an in-conversation event with Nobel Laureate Sir John Meurig Thomas, which made a real impact on our Patrons and was sadly to be his last public event.

Future developments

Our forecasts suggest self-generated revenues will remain lower for some years, particularly in corporate events and those areas dependent on visitor numbers. In response we have made significant cost-saving measures, including a decision that our museums will only be open for five days a week outside holiday periods until March 2022, and have reduced the scale of our organisation in response to a review of our operations. As well as rebuilding visitor income and other existing income streams, we are looking to take forward a number of new opportunities including the development of plans for the National Collections Centre and for site renewal of buildings to generate income and offset risks, and maximising the commercial opportunities presented by the National Railway Museum's Vision 2025 project.

Environmental sustainability

2020–21 Plan	
Sustainability	RAG
8.1 Publish Science Museum Group Sustainability Strategy and Policy and announce net-zero carbon emissions target	
8.2 Embed a culture of sustainable decision-making	
8.3 Engage visitors with a public programme on climate science	
8.4 Enhance the biodiversity at each of our five museums and National Collections Centre	

Detailed achievements

The Group’s Sustainability Policy was approved in November 2020 by the Board of Trustees, setting out our vision to be leaders in the public engagement of climate science. We also committed to a ‘net zero by 2033’ target, which was approved by the Board of Trustees in March 2021. A carbon literacy training programme for colleagues was completed in 2020–21. Our public programme on climate change included the Bradford Science Festival, which delivered a multi-platform programme of climate-related events; our climate-themed Manchester Science Festival in February; and the launch in January 2021 of Climate Talks – free global virtual debates on the science of climate change and solutions to it, in the run-up to the most important international climate summit this year, COP26. Work on the *Our Future Planet* carbon capture exhibition, looking at the nature-based and technological solutions for taking carbon dioxide out of the atmosphere on a global scale, continued throughout 2020–21 with the aim to open the exhibition in May 2021. Work on updating our *Atmosphere* gallery, now approaching its tenth anniversary, is on track. In December 2020 we planted 1,000 native broad-leaved trees at the National Collections Centre in Wiltshire, in partnership with the Woodland Trust, to add to our 43,000 native trees already planted – part of our new commitment to plant 1,000 trees annually until 2030 across the Group. Finally, all single-use plastic bottles were eliminated from the drinks that we sell in our cafés, shops, restaurants and IMAX cinemas in an effort to reduce the amount of plastic in our oceans.

Summary of performance

Though our operations and income generation have been severely disrupted this year as a result of the coronavirus global pandemic, our work around the sustainability of our own estate and our public engagement programme around the science of climate change have flourished. Both the Manchester Science Festival (www.scienceandindustrymuseum.org.uk/manchester-science-festival) and the Bradford Science

Festival (www.scienceandmediamuseum.org.uk/whats-on/bradford-science-festival) embraced the theme of the science of climate change and explored the nature-based, technological, behavioural and financial solutions to tackling it on a global scale, engaging thousands of visitors in person and online with our free global virtual events. We have launched a year-long Climate Talks series of debates for 2021 in the run-up to the most important international climate summit in 2021 – COP26 in Glasgow in November – with a raft of leading global experts including primatologist Jane Goodall, astronauts Helen Sharman and Tim Peake, Kiribati’s former president Anote Tong, Cassidy Kramer of the Alaskan Inupiaq community, musician Brian Eno, US Special Presidential Climate Envoy Secretary John Kerry, former British Prime Minister Tony Blair, UK Secretary of State for Business, Energy and Industrial Strategy Kwasi Kwarteng, and economist Partha Dasgupta – author of the Dasgupta Review, an independent global review on the economics of biodiversity, among many other amazing speakers.

Our thematic focus on climate change for 2021 is also reflected in our collections storytelling and highlighted through our new exhibition at the Science Museum *Our Future Planet*, which will open on 19 May 2021. This brings to life the role of carbon capture, usage and storage aimed at taking carbon dioxide out of the atmosphere on a global scale – using technological solutions such as direct air capture and carbon capture and storage, and also via nature-based solutions such as planting of the right tree species in the right places, wetting up of peat bogs and soil management to enhance soil carbon sinks.

The Science Museum Group is also committed to ensuring all of our estates and operations are as low carbon as possible as we go on a journey to net zero by 2033, tackling our Scope 1 and 2 direct emissions and our Scope 3 indirect emissions in the form of our supply chain. As a science-led organisation, we start this journey by understanding the true environmental impact of our five museums and two collections sites. We have made great strides in the past 12 months and brought in external consultants in April 2020 who undertook a four-month project to measure our carbon footprint.

We launched our Sustainability Policy in November 2020. Details of our policy and our engagement work can be found on our new dedicated sustainability webpage at www.sciencemuseumgroup.org.uk/our-work/sustainability-approach. We also became the first UK cultural and heritage institution to use the internationally respected Transition Pathway Initiative to help guide us in our due diligence with potential sponsors.

In March 2021 the Board of Trustees approved the Group’s commitment to an ambitious decarbonisation journey to net zero by 2033, using the internationally respected Science Based Targets initiative (SBTi) to follow a

trajectory of keeping global temperatures to 1.5°C above preindustrial levels for our direct (Scopes 1 and 2) and indirect (Scope 3) emissions.

Rural proofing

The National Collections Centre (NCC) in Wroughton and Locomotion, our railway museum in Shildon in County Durham, are both located in rural communities (fewer than 10,000 residents) and our site in Wroughton is situated in an Area of Outstanding Natural Beauty (AONB). Community engagement is a vibrant strand of our work and at Locomotion we operate a very successful volunteering programme.

At the NCC, community links, both social and physical, feature in our programming plans for the site. We anticipate that, once open to visitors, the NCC will be an additional source of employment and volunteering for the local community.

Climate change adaptation and sustainable construction

Renovation of the Power Hall at the Science and Industry Museum in Manchester has identified that the roof guttering is no longer fit for the increased levels of rainfall as a direct impact of climate change. At the NCC adaptations have been made to collect rainwater into a purpose-built pond and wetland area, providing attenuation for storm water and creating a biodiverse habitat; this pond has been scaled to accommodate long-term predictions for increased rainfall. We anticipate further need for adaptation and impacts will continue to be monitored. For long-term planning, sustainability is embedded into our capital projects, ensuring that our estates are fit for the future. This includes a commitment to renewable and alternative energy sources and designing for efficient internal climate control.

Strategy for the future

We are on a journey to decarbonise and meet a target of net zero by 2033 following the internationally respected SBTi and tackling all our direct (Scope 1 and 2) and indirect (Scope 3) emissions.

To ensure we are on track to meet this target we have set up a Net Zero Committee, made up of senior colleagues from across the Group, covering all aspects of our work from Masterplan and Estate to procurement, commercial and exhibitions.

Analysis of our carbon footprint by external consultants has shown that 94% of our footprint is our Scope 3 emissions – much of this being our supply chain. With this in mind, we will employ external consultants to look specifically at our top ten most carbon-intensive capital goods and purchased goods and services to see where

they are on the journey to decarbonise. We will aim to create Group-wide sustainability procurement guidelines to provide both current and prospective new suppliers with clarity on our journey to net zero and our desire to work with suppliers who are also decarbonising their own businesses and supply chains.

Our Estate team have also developed a decarbonisation strategy for the estate which will support our transition towards lower-carbon-emitting building services and reduced energy consumption per building capita. This will support the way in which the Masterplan team drive sustainable design solutions for our capital projects, such as the National Railway Museum's new Central Hall, to ensure that we manage our estate in an increasingly sustainable way and improve its operational performance year on year. Building on our existing agreements to source 100% of electricity from renewable resources, we are also aiming to explore further localised generation of renewable energy through heat source pumps, photovoltaics and particularly at the NCC in Wiltshire, where we are investigating opportunities to deploy other renewable technologies alongside our existing use of biomass. This site is also home to our new energy-efficient building which houses much of the collection.

In terms of our public programme around the science of climate change, work will continue apace from 1 April 2021, including our Climate Talks debates (www.sciencemuseum.org.uk/see-and-do/climate-talks) in the run-up to COP26. We have partnered with the UK's Cabinet Office COP26 unit to badge these events under the COP26 'Together for Our Planet' logo. We are working closely with the COP26 team and aim to hold two of our Climate Talks debates during COP26 itself in Glasgow from 1 to 12 November, in the 'blue zone' where the international climate talks are due to take place.

In May 2021 we aim to reopen to the public, government guidelines permitting, with a new exhibition on carbon capture entitled *Our Future Planet* in the *Tomorrow's World* gallery space (www.sciencemuseum.org.uk/see-and-do/our-future-planet).

In September 2021 we aim to reopen the *Atmosphere* gallery on climate change with updated information ahead of COP26 (www.sciencemuseum.org.uk/see-and-do/atmosphere).

In July we will open a special sculpture outside the Science Museum on Exhibition Road, focused on enhancing wild-flower meadow habitats for our wild pollinators, as part of the South Kensington Green Trail, part of the London Festival of Architecture, working with partners the Royal Borough of Kensington and Chelsea, Royal Commission for the Exhibition of 1851 and Discover South Kensington.

For our colleagues we also aim to launch a cycle-to-work scheme across the Group, ensure shower facilities and new changing places are available, and provide extra

bike storage including new bike sheds at the Science and Industry Museum in Manchester and a new outdoor bike shed with a green roof and insect hotel outside in our

garden at the Science Museum – providing foraging for pollinators as well as dry safe storage for bikes.

Sustainability reporting

Greenhouse gas emissions

		2021	2020	2019
Non-financial indicators (tCO ₂ e)	Gross emissions			
	Scope 1 – direct energy emissions	2,243	2,705	2,702
	Scope 2 – indirect energy emissions	2,146	3,494	3,798
	Scope 3 – other indirect emissions	237	779	761
	Total gross emissions	4,626	6,978	7,262
	Reduction in Scope 2 for zero-emission supply ^[1]	(2,085)	(3,415)	(3,714)
	Total net emissions	2,541	3,563	3,548
Related energy consumption (See individual metrics)	Electricity – non-renewable (kWh)	9,222,001	13,673,803	13,120,911
	Gas (kWh)	11,667,150	13,011,728	11,892,526
	Oil (litres)	55,245	59,788	80,926 ^[2]
	Biomass – wood pellets (tonnes)	163	53	53
Financial indicators (£000)	Expenditure on energy	1,512	1,979	1,811
	CRC expenditure	–	114	134 ^[3]
	Expenditure on business travel	13	715	854

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

[2] Oil consumption data restated.

[3] CRC expenditure restated.

Note

In the 'Strategy for the future' section above, we explained that an analysis of our carbon footprint by external consultants has shown that approximately 94% of our carbon footprint is represented by Scope 3 emissions. This was based on a detailed review of all procurement, expenses and investment data for the financial year 2019–20. The analysis has not been able to be repeated for 2018–19 or for the current year, 2020–21, in time for publication of this report. As a result, the Scope 3 emissions reported above are those for which regular data collection processes are established, primarily in relation to business travel and visitor-facing operations. The Group plans to substantially improve its systems for regularly capturing accurate and complete data on its total Scope 3 emissions and will include this improved information in future sustainability reports.

Performance

We have seen a 1.3GWh decrease in our gas use this year resulting from museum closures due to the coronavirus pandemic. While we saw an overall decrease, in the months we were able to open we saw a year-on-year increase in consumption at the National Science and Media Museum. This is due to the additional demand for heating resulting from the increased ventilation in our spaces. At the Science Museum we saw a 132% and 116% increase in gas demand for June and July, respectively, as a result of remobilisation of the museum ahead of opening.

Over the same period, we have seen a 4.4GWh decrease in electricity demand, predominantly due to the closures and reduced on-site activity. This reduction was consistent throughout the year for all museum sites. Building ONE at the National Collections Centre completed construction this year. As a result, electricity consumption for the site has doubled since September 2020 (compared with 2019 values). However, Building ONE remains one of our most efficient buildings. This increase in consumption is being further mitigated by the 1MW of solar photovoltaics on the roof of the building.

The Carbon Reduction Commitment scheme was phased out in 2019, replaced with the Climate Change Levy as part of our energy supply.

Direct and indirect impacts

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 through working together in new ways we hope to be able to reduce the power demand of object-rich galleries.

Our estate continues to improve through investment in our plant and insulation. In the past 12 months we have replaced a boiler at Locomotion and upgraded lighting in the Station Hall at the National Railway Museum. More needs to be done across the estate. However, major progress is limited by building fabric and is linked to our larger, long-term capital projects such as Vision 2025 at the National Railway Museum and the Power Hall renovation at the Science and Industry Museum.

At Blythe House and the National Collections Centre we are operating oil-fired boilers for space heating. We saw oil usage increase at Blythe House compared with last year as the oil-based heating system at Blythe House failed in autumn 2019 and was non-operational until spring 2020. Oil use at the National Collections Centre in Wroughton has reduced slightly in 2020–21. The environmental impact from this equipment, both in terms of greenhouse gas emissions and air pollution, is significant. As part of our One Collection project (which will see objects moved from Blythe House to a new collections facility at the National Collections Centre) we will soon eliminate our reliance on oil-fired heating and expand our lower carbon systems, including biomass capacity using wood-chip pellets from sustainable sources.

KPI	2021	2020	2019
Total net emissions per thousand visitors (tCO ₂ e)	7.06	0.71	0.68

Waste

	Non-financial indicators (tonnes)			Financial indicators (£000)		
	2021	2020	2019	2021	2020	2019
Total waste	177.3	849.1	770.2	41.0	126.1	120.1
Hazardous						
<i>(including waste electric and electronic equipment)</i>	2.7	–	–	2.4	4.6	11
Non-hazardous						
Landfill	8.9	34.0	66.0	1.1	9.4	18.1
Energy from waste	58.9	237.4	180.9	13.8	38.4	29.8
Mixed recycling	76.6	420.1	436.8	18.9	64.8	67.4
Wood recycling	21.8	60.9	8.3	2.3	–	1.1
Metal recycling	–	2.3	0.7	–	0.2	–
Glass recycling	8.4	94.4	77.6	2.5	9.0	2.7

Performance

Our total waste has decreased significantly this year as a result of reduced visitor footfall. In 2020–21 only 5% of our total waste went to landfill. There has also been an improvement in waste segregation, with fewer items recycled as mixed recycling and an increase in segregated waste streams.

However, as with previous years, the data shown does not include skip waste at all sites as that data is not available. While that would have been negligible for this year it is still something we want to address.

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. In future we aim to significantly reduce unrecyclable material from our catering outlets and further incentivise reusable cups and bottles; however, these initiatives have been paused owing to health and safety concerns during the coronavirus pandemic.

We have seen multiple examples of good practice in reduction of project waste. Following the closure of our museums, several perishable products from our catering and retail outlets were donated to food banks and care homes to avoid unnecessary wastage.

Finite resources

		2021	2020	2019
Non-financial indicators (see individual resource for metrics)	Water – including locomotive operations (m ³)	52,529	76,173	70,850
	Coal – locomotive operations (tonnes)	1	47	100
	Non-fuel oils (litres)	126	380	333
	Diesel – rail operations (litres)	2,032	4,370	5,953
Financial indicators (£000)	Water supply – including locomotive operations	134	196.5	128.6
	Coal – locomotive operations	0.3	13.2	21.6
	Lubricating oil – locomotive operations	0.2	0.0	0.1
	Diesel – rail operations	2.3	7.4	8.8

Performance

Coal use significantly decreased owing to a pause on our steam rides at the National Railway Museum and Locomotion.

The reduction in rail operations and the use of the road train in York has contributed to lower diesel consumption. However, our One Collection project has continued, and our collections vehicles have contributed to our total diesel use. We have undergone a research project this year to identify future possibilities to introduce electric vehicles into our fleet.

Our paper consumption has decreased in 2020–21 compared with 2019–20 and indeed previous years, owing to site closures and offices not being open to staff members, thereby significantly reducing printing. Even without the effects of the pandemic all staff members are encouraged to only print when absolutely necessary. In addition to this, over the next few months we aim to reduce the number of printers available across the Group, which will further reduce paper consumption.

Direct and indirect impacts

The operations of site vehicles, visitor experiences and heritage vehicles are the main direct 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 difficult to reduce. We therefore intend to gain a greater understanding of the true environmental impact of these operations and investigate methods to increase efficiency and mitigate the environmental effects.

Biodiversity enhancement

Performance

To date we have planted 44,000 trees at the National Collections Centre. We have also committed to plant 1,000 more native broad-leaved trees per year to 2030. This year we partnered with the Woodland Trust to help meet our target.

As we progress our Masterplan across our estate, we are seeking opportunities to promote and encourage biodiversity, particularly at the National Railway Museum and Locomotion as part of Vision 2025.

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.

Direct and indirect impacts

Biodiversity varies greatly from site to site.

Enhancing biodiversity is a strong part of our work at the National Collections Centre in Wroughton in Wiltshire, located in an Area of Outstanding Natural Beauty (AONB). So far, we have planted 44,000 native broad-leaf trees, mirroring an adjoining ancient woodland Site of Special Scientific Interest, helping to extend that habitat and create linkages across the landscape. We also introduced new beehives to encourage pollinators, helping the success of our wild-flower and woodland margin areas. Our land at the NCC is carefully managed with low-impact sheep grazing, dozens of bat and bird boxes have been installed in the woodlands and buildings surrounding the site, and we continue our commitment to minimising light spill from our buildings to ensure that foraging routes for bats and insects are not disrupted. The newly built collections store uses sustainable rainwater drainage to create a holding pond for water, which is growing into a vibrant wetland area encircled by chalk downland and ancient woodland.

At Locomotion in Shildon a new area of wild-flower meadow was sown. At the Science and Industry Museum in Manchester a new garden was planted outside the museum. And at the Science Museum's garden in London, trees planted by Sir David Attenborough and schoolchildren in February 2020 (for the launch of the UK hosting of COP26) were maintained, are growing well and are providing a much-needed source of pollen for pollinators. Finally, in October two hives and honeybees were installed on the roof of the Science Museum. These bees are being looked after organically and keep their own honey.

Sustainable procurement

Performance





Our procurement tenders and contracts include criteria for sustainability and energy performance where appropriate. Good practice is in place on a case-by-case basis, but further work needs to be done to embed a sustainable procurement mindset across the organisation.

We will be doing further work to gain a better understanding of our supply chain to inform our approach.

Direct and indirect impacts

Our procurement tenders and contracts include criteria for sustainability and energy performance where appropriate.

People

2020–21 Plan	
People	
9.1 Revised People and Culture Strategy in place	
9.2 Deliver Open for All Strategy strands 3 and 4: grow a diverse workforce and build an inclusive culture	
9.3 Offer in place to improve the whole employment 'life cycle'	
9.4 Maintain the breadth of the volunteer programme	

The People and Culture Strategy is expected to be updated by the end of 2021. Change programmes were delivered in line with plan. The Group's Open for All Action Plan continues to be monitored and implemented. Diversity data across the organisation needs to be improved, and a costed action plan has been agreed and published. Volunteers donated 13,000 hours to the Group's activities and a new Volunteering Strategy is in place.

Detailed achievements

People and Culture

At the Science Museum Group, we recognise the critical importance of our people to achieving our mission. We directly employ around 1,100 people, and many more colleagues are involved as part of our wider community, including volunteers, contractors, Trustees and advisers. Guided by our core values, we aspire to be an organisation of high-performing, empowered and engaged people who are passionate about our mission.

The last year has been extraordinary in terms of how our people have adapted and responded to the changes resulting from the pandemic and the resilience shown. In terms of our People and Culture Strategy, we have had to think entirely differently about the 'workplace' as we moved to close down our sites in March 2020. Throughout all this we have endeavoured to take a 'people first' approach, making sure that we always considered the impact on and needs of our colleagues throughout this challenging and unprecedented time.

Following the initial closedown of our sites, we moved swiftly to enabling as many of our colleagues as possible to work remotely as effectively as possible, recognising many were also juggling caring responsibilities and home-schooling or facing other personal challenges. Over the course of the last year, we placed over 700 colleagues onto 'furlough' with the Coronavirus Job Retention Scheme. Throughout all this we have sought ways to improve our internal communications and engagement with our teams, and have enhanced the frequency and content of newsletters and colleague briefings, all contributing to our aim of making the Science Museum

Group a great place to work. Our annual employee survey took a 'deep dive' into wellbeing in 2020 as we recognised the impact of COVID-19 and the need to take a much more proactive approach to employee mental health and wellbeing. The survey found that 60% of colleagues felt the Science Museum Group's culture was supportive of wellbeing, compared with 40% in the previous year – a positive improvement. As a result of the survey we have implemented an extensive wellbeing plan and enhanced our tools, resources, initiatives and training for colleagues and people managers in wellbeing. We have provided additional time off to promote wellbeing as well as enabled more colleagues to work flexibly to meet their wider needs.

Inevitably the financial impact of COVID-19 meant that we have had to take significant action to reduce our resourcing. As well as making use of the furlough scheme for colleagues unable to work because the museums were closed, we have had to consider our resourcing needs. With a reduced operating model of five days a week, we implemented a redundancy programme based on a diminished need for resource, and subsequently began an efficiency review resulting in further redundancies. In total these programmes resulted in 4 compulsory and 51 voluntary redundancies, and a further 82 employees voluntarily reduced their working hours. The redundancy programme is expected to result in annual savings of over £2m. In addition, the Group Executive team took a temporary pay cut during 2020. For further details see the 'Remuneration and Staff Report' on pages 58–63.

While much of the workplace improvement plan from the previous year's engagement survey was under way, some of these priorities, including accommodation improvements and career development opportunities, were inevitably delayed by the pandemic and are now being refocused in light of our changed ways of working.

We have continued much of our work on learning and development remotely – including a wider core offer of development programmes for colleagues, enhancing the quality and breadth of what is available and embracing new technologies to support different ways of learning.

While our work on 'open for all' had begun in the preceding year, the energy and momentum created from the Black Lives Matter protests last year led us to prioritise and accelerate our work and enabled us to engage much more fully with colleagues on this important area of work. As mentioned in the 'Grow "science capital" in individuals and society' section of this report, our Open for All Action Plan was published last year, and we have hired two new posts to bring expertise to this work. The plan is centred around four key pillars, including 'Grow a diverse workforce' and 'Build an inclusive culture' (see the science capital section for further information on our other two pillars of work).

We have updated our approach to diversity monitoring and have extended this to include socioeconomic background. We have undertaken an inclusion audit of our recruitment and selection cycle to identify areas for improvement and will soon be developing a work opportunities strategy to look at the whole pipeline from careers education, volunteering and work experience through to placements, apprenticeships and employment with a view to targeting specific areas of underrepresentation.

We have created an Inclusion Curriculum to support all colleagues in building their knowledge and awareness of inclusion and diversity, with a multilayered approach covering important practical areas such as terminology and language, equality law, and enhancing self-awareness in terms of biases and inclusive behaviours, coupled with how to take personal accountability for driving change through allyship, 'active bystander' training and more.

Looking ahead, we will continue to adapt our workplace with the introduction of hybrid working and addressing the cultural implications that this brings. A review of reward and recognition will be a key focus as we develop a longer-term strategy that supports our desire to attract high-quality talent in the face of financial constraints, while also recognising the changing nature of the labour market. A new behavioural framework will support our cultural and strategic aspirations as we adapt to new ways of working in the post-pandemic world.

Volunteers

During 2020–21 the Science Museum Group had 900 registered volunteers in 92 positions. Because of the pandemic, volunteers contributed 13,000 hours (87% down on the previous year) in 29 active roles. Despite lower-than-average participation, satisfaction levels rose to their highest ever, with volunteers rating the support they received during the pandemic at 4.3 out of 5 stars and 98% of volunteers saying they would recommend us as a great place to volunteer.

Although operational impact was reduced, volunteers have continued to make a significant contribution to our strategic ambitions. Across our museums, volunteers played an important role in enabling us to harness the power of digital. At the National Science and Media Museum, volunteer-led #SonicFridays helped collect memories and stories related to music, sound and sound technologies, while volunteer blogs received over 3,000 views and were used by the *Yorkshire Post* and *Telegraph & Argus*. At the National Railway Museum, volunteers contributed 3,000 hours to the Railway Work, Life and Death project, helping to create a research tool for railway historians. Meanwhile at the Science Museum, CoderDojo Mentors used their expertise to review resources, choose new equipment and reshape the activity for its return, and an ever-expanding number of student placements assisted with a variety of virtual activities in Curatorial, Exhibitions and Learning.

Despite the challenges of COVID-19, volunteers have continued to help us sustain and grow our world-class collections. At Locomotion, rail operations and workshop volunteers continued working on locomotives 71, 251 and *Green Arrow*, undertook track maintenance and ensured the shunters remained in good repair. At the National Science and Media Museum our object handling volunteers moved their activities online, refocusing on research into our collection. Meanwhile at Blythe House, chemistry cataloguing volunteers worked online with curatorial colleagues to research chemical glassware.

At the Science and Industry Museum, volunteers played an important role in transforming our estate. In support of our 'open for all' ambitions, a team of seven individuals assisted with the Gallery Access Review, providing insight into access challenges from their experiences of supporting volunteers. Alongside this the Planting Stories team have supported the installation of a new outdoor planting project, which will help us engage visitors with the fascinating history of the site.

This year volunteers have also continued to support our wider strategic thinking. In York the Volunteer Forum transitioned to a digital format, enabling volunteers to actively participate and support decision-making around Vision 2025. At the Science Museum, volunteers are directly involved in the Sustainability and Open for All steering groups. Outside our museums we have continued to play a leading role in the sector. Through our leadership of national and local volunteer management groups, and our work with DCMS, we have provided guidance and support to the sector throughout the pandemic. We have also continued to extend our international reach, sharing our expertise working with the Department of Cultural Heritage of the City of Moscow, the Russian Association of Culture Managers and the Vladimir Potanin Foundation.

Enabling activities

Enablers: technology environment	
10.1 Deliver a new intranet solution for the Group	
10.2 Digital First – move to use of new online storage system	
10.3 Deliver unified communication platform by December 2020	

A new intranet was launched. A transition between different file storage platforms was achieved. The unified communication platform was delivered on time.

Science Museum Group technology environment

This year our technology environment has played a crucial role in ensuring the organisation could continue to function effectively throughout the pandemic. Projects already being implemented ensured we were in a good position to take forward new ways of working as colleagues shifted working from office to home, with effective remote communication becoming essential.

Central to this was the implementation of a unified communication platform. At the end of 2019–20 we began a pilot project on a collaboration and communication platform to provide an easier-to-use, unified approach to voice, video and text message communication for Science Museum Group colleagues. Following the first national lockdown in March we were able to use this pilot as a foundation and roll it out Group-wide within a few weeks. This was aided by the completion in March 2020 of the first phase of our desktop replacement exercise, which saw nearly 600 obsolete computers replaced largely with new laptops which could support the new platform. The platform very rapidly became essential for the Group’s continued operation during the successive lockdowns and tier restrictions. Feedback among colleagues has been overwhelmingly positive, allowing them to work more effectively.

The introduction of this platform is also allowing us to make financial savings. As part of the Group-wide telephony contract, retendering of all the Group’s telephony has been migrated to the unified platform. This migration further increased the scope and flexibility of our implementation and will deliver financial savings over the next five years, compared with the cost of our outgoing managed telephone system. This is partly because our new licence, purchased to allow for migration of all our telephony, also provides data security software at no extra cost, which has allowed us to retire our previous security software facilities.

Our resilience during the year was also aided by the delivery of a new intranet platform for the Group. This new user-friendly platform has played a substantial part in the Science Museum Group’s ability to keep staff informed and engaged during long periods of site closure and working from home.

Looking forward, we are developing the Science Museum Group’s technology strategy, taking into account the additional Inspiring Futures priorities of sustainability and being open for all. The Group’s Trustees and senior stakeholders have been involved in detailed reviews of the strategy, which strives to place our users, internal and external, at the heart of everything we do.

Performance

Performance information is sourced through both internal records and our customer relationship 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. This year, 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 ^[1]
Number of visits to the museum ^[2]						
2020–21	208,000	36,000	89,000 ^[2]	16,000	11,000	360,000
2019–20	3,160,000	539,000	698,000 ^[2]	189,000	421,000	5,007,000
Number of visits by children under 16 ^[3]						
2020–21	79,000	15,000	25,000	5,000	5,000	130,000
2019–20	894,000	192,000	182,000	46,000	149,000	1,462,000
Number of overseas visitors ^[4]						
2020–21	4,000	400	300	20	20	4,800
2019–20	1,536,000	120,000	98,000	3,000	11,000	1,769,000
Percentage of visitors who would recommend a visit ^[5]						
2020–21	81%	78%	83%	89%	75%	81%
2019–20	98%	98%	100%	100%	98%	98%
Number of facilitated and self-directed visits by children under 18 in formal education						
2020–21	100	0	0	0	0	100
2019–20	328,000	44,000	27,000	5,000	33,000	436,000
Number of instances of children under 18 participating in on-site organised activities						
2020–21	19,000	5,000	2,000	0	5,000	31,000
2019–20	472,000	135,000	68,000	21,000	110,000	806,000
Number of unique website visits						
2020–21	3,315,000	338,000	736,000	89,000	607,000	7,641,000^[6]
2019–20	6,517,000	648,000	1,271,000	134,000	805,000	10,963,000
Number of Science Museum Group UK loan venues						
2020–21	156					
2019–20	162					

Group-wide performance indicator results for year

	2020–21	2019–20
	£000	£000
Exhibitions admission income (gross income)	170	1,725
Trading income (net profit/(loss), excluding sponsorship income)	314	2,389
Total charitable giving (including sponsorship income)	3,666	27,520
Ratio of charitable giving to Grant in Aid	5.8%	40.7%

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

[2] Visitor numbers were captured through scanning of prebooked tickets on entry instead of the use of electronic door counters in previous years.

[3] Child visit numbers were calculated by applying the proportion of under-16s from the post-visit online survey to the number of visits recorded in our ticketing system.

[4] Overseas visit numbers were captured through profile data obtained at the point of booking tickets and applied to the numbers who actually attended. In previous years this was captured through exit surveys.

[5] Visitor recommendation rating based on post-visit online survey. In previous years this was based on face-to-face exit surveys.

[6] The Science Museum Group total includes Group-wide websites in addition to museum websites.

Commentary on performance indicators

Number of visits to the museum

Our sites were only able to open for approximately three to four months between July and December with capacity limits in line with social distancing, supported by a system of prebooked tickets. To offset reduced visitor numbers and the resultant loss of income, the decision was taken to reduce the scale of our operation to a five-day week out of holiday periods, opening Wednesday to Sunday.

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 continued to be firm favourites for families, with child visits making up over 50%.

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 over 1%.

Percentage of visitors who would recommend a visit

Although eight out of ten visitors overall would recommend a visit to our museums, two in ten were less sure or even said they would not. This is higher than in previous years. The reasons for people saying they would not recommend revolved largely around issues to do with the pandemic: feeling unsafe because of the behaviour of other visitors, frustrated that certain areas of the museums were not open to visit (compounded at the Science and Industry Museum by Masterplan projects and maintenance requirements), and disappointed that limited-number activities were often booked up in advance.

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

Though our museums were open for between three and four months over the course of the year, closures and increased restrictions have resulted in schools and other education providers being unable or reluctant to schedule off-site visits.

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

While the museums were open, we focused on engaging with family visitors to enhance their experience and support the growth of science capital, although reduced visitor volumes limited the numbers we were able to engage with.

Number of unique website visits

Overall visits to our websites declined compared with the previous year as around half of online visits are driven by audiences planning a visit to our museums, which were closed for the majority of the year. However, use of the Group's digital content was at an all-time high, as we promoted at-home digital content across our websites and other channels, with 6.8 million visits (6 million in 2019–20).

Number of Science Museum Group UK loan venues

The Group continued to be an active partner with over 156 loan venues across the UK. The majority of the Science Museum Group's UK loans are long loans out, rather than temporary exhibition loans. As such, year-on-year data is relatively static. However, the pandemic did impact on exhibition loans and one long loan was terminated early by the borrower as a direct result of the economic downturn.

Exhibitions ticket income

Exhibition ticket income was significantly lower than in 2019–20 because all sites were closed to the public for the majority of the year.

Trading income

Net trading income declined significantly in 2020–21 as on-site visitor activity was reduced by the pandemic and corporate events were suspended.

Charitable giving

Charitable giving income, which includes grant income for capital projects, was significantly lower than in 2019–20 owing to site closures across the Group for the majority of the year. In addition to this, income was higher in 2019–20 because of funding received for *Medicine: The Wellcome Galleries* and the Technicians Gallery.

Ratio of charitable giving to Grant in Aid

As noted above, owing to the significant reduction in charitable giving in 2020–21, the ratio of charitable income to Government funding declined in the year as the Grant in Aid funding received was only marginally less than in 2019–20. This was higher in 2019–20 because of the receipt of funding for the One Collection programme and capital infrastructure works in Manchester.

3. Financial Review

Summary

From a financial perspective, 2020–21 was dominated by the global COVID-19 pandemic and the shutdown of the Group’s museums for the majority of the year. The impact on the Group’s visitor numbers was huge: this year we welcomed 360,000 visitors to our museums, where usually we enjoy over 5 million annual visits. This had a significant impact on the Science Museum Group’s ability to generate income across all income streams.

At the onset of the pandemic in March 2020, therefore, the uncertainty surrounding the financial position of the Group was even greater than during the recovery from the global financial crisis over the last decade. However, the Group adopted a three-pronged approach to managing the emerging deficit in the year, consisting of:

1. Performing a full, bottom-up re-budgeting exercise and the implementation of spend controls to cease all discretionary spend and pause or delay exhibition-related activity.
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.

Together these approaches allowed the Group to manage its financial result to a better-than-expected position. The Group’s closing general funds of £1.8m were below the targeted level of £3.0m, but overall performance was satisfactory in the circumstances.

Income of £83.6m was 35% lower than 2019–20’s £128.1m, while expenditure, including depreciation and amortisation, of £80.0m was 16% lower than 2019–20’s £95.1m. Of the current-year income, £65.6m (78%) was Grant in Aid received from DCMS. Trading income of £2.8m was 85% lower than in 2019–20, owing to the closure of the sites and the effects on retail, catering, commercial experiences and events activity. Donations, grants and sponsorship of £7.6m were gratefully received from donors and supporters for a variety of capital and non-capital activities.

Of our non-capital expenditure, 63% was incurred directly in the achievement our strategic objectives, despite the scaling back of the public programme and exhibition development. The remaining support costs of £29.8m included the running costs of our large estate, as well as back-office and management functions; these were in line with previous years.

Our expenditure on capital and major projects was £20.1m, as we completed the Special Exhibition Gallery in Manchester and the upgrade of the IMAX auditorium

in London. We reached a significant milestone in our One Collection project to move our collections to a purpose-built facility in Wiltshire with the practical completion of Building ONE on site. 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 Foundation.

Over the long term, the Group’s return to its previous operating model depends on a recovery in visitor numbers and a return in consumer confidence. 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.

Financial performance

Overall result

The net result in 2020–21 was a surplus of £6.2m, compared with a surplus of £31.7m in 2019–20. Income fell by £44.5m, with a £27.2m reduction in restricted income relating to a lower level of capital activity across the Group and lower-value donations of heritage assets, offset by Coronavirus Job Retention Scheme (furlough) grants of £6.0m. There was a fall of £17.3m in unrestricted income, despite additional resource Grant in Aid from the Public Bodies Support Package of £9.0m. The underlying fall in unrestricted income of £26.3m was a direct consequence of museum closures and the effect on visitor numbers, donations, retail, catering and commercial spend, and corporate events. Expenditure fell by £15.1m, with unrestricted expenditure falling by £16.5m, as activities were scaled back or delayed in response to the pandemic. That expenditure fell by a lower proportion than income reflects the Group’s operating leverage, including that resulting from the depreciation of assets.

Income

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.

On 25 November 2015, HM Treasury’s Spending Review and Autumn Statement 2015 announced that funding for national museums, including the Science Museum Group, was to remain at the current level

in cash terms until 2019–20 and that free admission was to be maintained. The UK Government's decision to demonstrate its continuing support for the nation's museums at this time was especially welcome. In addition it was announced in 2015 that the Government would invest £150m to support the British Museum, Science Museum and Victoria and Albert Museum to replace out-of-date museum storage at Blythe House with new world-class storage facilities; and in 2019 a £6m grant from the DCMS Infrastructure Fund was awarded for historic building conservation work at the Science and Industry Museum.

An increase of 1.84% on the 2019–20 resource Grant in Aid allocation was received in 2020–21. At the Spring Budget in March 2020 the Chancellor announced further support for critical maintenance work on the national museums' estates: the Science Museum Group was allocated an additional £3.6m in capital Grant in Aid in 2020–21. In July 2020 a £1.57 billion support package was announced for the UK's cultural and heritage organisations. As part of this package the Science Museum Group received £9.0m of additional resource Grant in Aid funding during 2020–21. The Comprehensive Spending Review 2021 was announced in July 2021 and will set funding levels for the period to 2024–25.

Distribution of Grant in Aid to the National Coal Mining Museum

In 2012–13 the Science Museum Group took on responsibility for distributing Grant in Aid to the National Coal Mining Museum for England (NCMME). There is no impact on the Group's surplus from this arrangement, which is governed by a Management Statement and Memorandum agreed between the Group and NCMME. 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, nor does it have any responsibility for, the operations of NCMME.

Grant in Aid received from DCMS decreased from £70.5m in 2019–20 to £65.6m in 2020–21. The pre-pandemic allocation for core activities at the Group of £35.9m was higher than the £35.2m in 2019–20; this was supplemented by a £9.0m allocation from the Public Bodies Support Package. The non-capital Grant in Aid received for the National Coal Mining Museum for England (NCMME) increased slightly to £2.5m from £2.4m in 2019–20. These allocations were supplemented by a core capital allocation of £2.5m (2019–20: £2.5m) and an additional allocation of £3.6m from the Museums Infrastructure Fund to support capital maintenance. Funding of £3.0m

(2019–20: £25.8m) was also received for the One Collection programme, £2.5m for works on the Power Hall in Manchester (2019–20: £3.5m) and £0.2m for the NCMME (2019–20: £0.4m). 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 first tranche of funding (£6.1m) 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.

As described above, the Group received £6.0m from the Coronavirus Job Retention Scheme in 2020–21. During the year 753 employees were placed on furlough. Of these employees, 145 were contracted to the Board of Trustees of the Science Museum and 608 to SCMGM Enterprises Ltd, the Group's trading subsidiary.

Donations and legacies decreased by £7.4m to £3.6m in 2020–21. Included within this figure is the value of donated assets, which fluctuate significantly from year to year depending on the individual assets donated. In 2019–20 the value of donations was £6.3m; in 2020–21 the value was £2.2m. A notable asset received was the contents of the office of Professor Stephen Hawking (1942–2018) from the Department of Applied Mathematics and Theoretical Physics at the University of Cambridge and associated property, including Professor Hawking's personal reference library, his personalised wheelchairs and communication equipment, photographs, framed posters and memorabilia.

Other charitable income – mainly grants and ticket income – decreased from £19.7m to £3.2m. In 2019–20 significant grants were received from the Gatsby Foundation for the Technicians Gallery and from the Wellcome Trust and the National Lottery Heritage Fund for Medicine: The Wellcome Galleries, which opened in autumn 2019. Also included in other charitable income is the payment of Museums and Galleries Exhibition Tax Relief of £0.5m (2019–20: £0.9m). Ticket income reduced significantly to £0.2m (2019–20: £2.6m), all of which (2019–20: £1.6m) related to admission to *Wonderlab: The Statoil Gallery*.

The recognition of sponsorship income is closely related to significant projects across the Group. The current-year amount of £0.7m includes amounts in support of the Group's Trans-Siberian exhibition and the Science Museum Group Academy. In 2019–20 this balance included amounts in support of the Science Museum's Medicine: The Wellcome Galleries and the Science Museum Group Academy.

Expenditure

Total resources expended were £80.0m (2019–20: £95.1m). The decrease in expenditure is primarily due to reduced activity across the Group owing to site closures. As the sites were not at operational capacity for the majority of the year, utilities and facilities costs, including security, cleaning and electricity, saw significant cost reductions compared with 2019–20.

Within expenditure, staff costs were £35.3m (2019–20: £36.4m), the reduction being the result of lower staffing levels during closures in the periods that have historically aligned with recruitment exercises. Direct costs fell most significantly in science education and communication (£22.7m; 2019–20: £28.6m) and trading activities (£6.8m; 2019–20: £14.8m), due to closures and the delays to the exhibitions and public programmes. Depreciation increased from £15.2m to £17.1m, primarily due to the commissioning of Building ONE and the associated first-year depreciation charge.

Income and expenditure by fund

The unrestricted result for the year was a deficit of £7.8m, compared with £7.1m in 2019–20. The slight increase in the deficit was due to the reduction in commercial income caused by site closures, offset by an increase in the Grant in Aid received.

Restricted income decreased significantly in the year after the recognition in the previous year of income relating to major capital projects such as One Collection and *Medicine: The Wellcome Galleries*. DCMS is a supporter of the One Collection project and has committed £40m of funding over the period to 2023, of which £3.0m was drawn down in the current year (2019–20: £25.8m) as construction reached its completion stage on Building ONE, the main collection's facility at Wroughton. DCMS also contributed £2.5m to the Group for the works on the Power Hall in Manchester (2019–20: £3.5m) and £0.2m (2019–20: £0.4m) to the National Coal Mining Museum for England (NCMME) from its Capital Infrastructure Fund. Further funding of £0.3m was received for the Group's *Top Secret* exhibition (2019–20: £0.6m). The Group is grateful to DCMS for its continued support through the year.

	2020–21		2019–20			
	Restricted/ endowment	Unrestricted	Total	Restricted/ endowment	Unrestricted	Total
	£k	£k	£k	£k	£k	£k
Income	31,632	51,987	83,619	58,863	69,274	128,137
Expenditure	(20,164)	(59,818)	(79,982)	(18,711)	(76,343)	(95,054)
Total	11,468	(7,831)	3,637	40,152	(7,069)	33,083

Financial position

Balance sheet

Tangible fixed assets increased by £4.2m in the year, driven by in-year additions of £20.0m, before disposals and impairments of £0.8m, an upwards revaluation of £2.0m and depreciation of £17.1m (2019–20: £15.2m). The additions (2019–20: £25.2m) represented a variety of capital projects that reached their completion stages across the Group, including One Collection, the London IMAX upgrade and the Special Exhibition Gallery in Manchester.

Investments of £10.0m were held at the year end (2019–20: £13.3m), representing holdings in investment funds of the part of the proceeds from the 2015 sale of the Post Office Building identified as long term. The change in the value of the portfolio is a result of sales of long-term investments and the transfer of proceeds to money-market funds, offset by investment gains. The remainder of the proceeds were held as current investments, short-term deposits or cash and cash equivalents at the year end. The balance on the sales proceeds fund at year end was £27.1m (2019–20: £24.8m).

Net current assets increased by £7.9m in the year to £43.5m, with increases in current investments after a £7m investment in money market funds during 2020–21. Cash balances have increased by £9.5m to £34.5m. This is supplemented by a reduction in debtors of 53% from £17.3m to £8.1m, as trade debtor balances were

recovered, and less income accrued at the year end than in previous years.

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 Notes 3 and 14, the sale is currently expected to complete later in 2021, at which point the Group will be entitled to a further payment calculated with reference to the market value prevailing at that date.

Accruals and deferred income have decreased slightly from £9.3m to £8.5m, with the deferred sponsorship income within this increasing from £0.7m to £1.1m. Accrued expenditure is marginally lower than in March 2020, 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. No contingent liabilities existed at March 2021 or at March 2020.

The Group repaid principal and interest on its three outstanding loan facilities with DCMS. As outlined in Note 20, the total loan balance of £4.3m (2019–20: £5.4m) is repayable over the next seven years and relates to two loans designed to support the increase of commercial income generation across the Group.

The Group's pension liability increased over 2020–21 from £4.1m to £5.8m at 31 March 2021. This is primarily due to remeasurements resulting from changes in financial

assumptions, including an increase in the inflation-linked assumptions around future salary increases and pension payments. 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.

Group funds

Movement in funds in 2020–21

Definition of funds

Restricted funds are income funds or endowments which lawfully can only be spent for purposes specified by the donors. During 2020–21 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 2020–21 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 2020–21 the Group's funds increased by £6.5m to a total of £565.1m at 31 March (2020: £558.6m). In 2020–21 the Group's expendable reserves have increased slightly to £56.7m (2019–20: £55.3m), though a large proportion of these funds remain represented by restricted rather than designated reserves, with £45.8m restricted and £10.9m unrestricted (2019–20: £45.9m restricted and £9.4m unrestricted).

Funds, split into expendable and non-expendable reserves

	2020–21			2019–20		
	Restricted £k	Unrestricted £k	Total £k	Restricted £k	Unrestricted £k	Total £k
Expendable	45,774	10,919	56,693	45,891	9,420	55,311
Non-expendable	244,201	264,217	508,418	229,957	273,296	503,253
Total	289,975	275,136	565,111	275,848	282,716	558,564

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

Use of expendable reserves

Expendable reserves

Expendable reserves comprise a mixture of restricted and unrestricted funds over the use of which the Group has discretion. These funds comprise general funds, restricted grant and donation 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 remained largely flat, as expenditure on a variety of projects including the Technicians Gallery, One Collection and the Manchester Special Exhibition Gallery was offset by positive investment returns.
- Unrestricted expendable funds increased by £1.5m, with additional amounts designated for the Group's capital improvement programme over 2021–22. General funds increased slightly from £1.5m to £1.8m, but remained below the target level of £3.0m. The Group was unable to meet its revised target for general funds as a result of the disruption caused by the COVID pandemic.

Result for expendable reserves, including transfers

	2020-21			2019-20		
	Restricted £k	Unrestricted £k	Total £k	Restricted £k	Unrestricted £k	Total £k
Opening balance	45,891	9,420	55,311	43,933	8,096	52,029
Income	31,611	51,987	83,598	58,856	69,274	128,130
Expenditure	(12,074)	(49,828)	(61,902)	(10,429)	(67,985)	(78,414)
Investment result	2,538	-	2,538	(1,410)	-	(1,410)
Transfers	(22,192)	(660)	(22,852)	(45,059)	35	(45,024)
Closing balance	45,774	10,919	56,693	45,891	9,420	55,311

Consolidated fund position 2020-21

	March 2020	Income	Expenditure	Net result	Investment results	Revaluation	Transfers, including capitalisation	March 2021
	£000	£000	£000	£000	£000	£000	£000	£000
EXPENDABLE FUNDS								
Unrestricted funds								
General funds	1,549	51,987	(49,075)	2,912	-	-	(2,618)	1,843
Museum improvement fund	7,663	-	(746)	(746)	-	-	1,878	8,795
Collection purchases fund	208	-	(7)	(7)	-	-	80	281
Total unrestricted expendable funds	9,420	51,987	(49,828)	2,159	-	-	(660)	10,919
Restricted funds								
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)	122	2,538	-	(338)	27,123
Total restricted expendable funds	45,891	31,611	(12,074)	19,537	2,538	-	(22,192)	45,774
TOTAL EXPENDABLE FUNDS	55,311	83,598	(61,902)	21,696	2,538	-	(22,852)	56,693
NON-EXPENDABLE FUNDS								
Capital assets fund (unrestricted)	24,715	-	(2,208)	(2,208)	-	-	177	22,684
Capital assets fund (restricted)	228,810	-	(8,090)	(8,090)	-	-	22,313	243,033
Capital asset revaluation fund	252,713	-	(7,374)	(7,374)	-	2,001	-	247,340
Defined benefit pension deficit fund	(4,132)	-	(408)	(408)	-	(1,629)	362	(5,807)
Endowment fund	1,147	21	-	21	-	-	-	1,168
	503,253	21	(18,080)	(18,059)	-	372	22,852	508,418
TOTAL NON-EXPENDABLE FUNDS	503,253	21	(18,080)	(18,059)	-	372	22,852	508,418
TOTAL FUNDS	558,564	83,619	(79,982)	3,637	2,538	372	-	565,111
Total unrestricted funds	282,716	51,987	(59,818)	(7,831)	-	372	(121)	275,136
Total restricted funds	274,701	31,611	(20,164)	11,447	2,538	-	121	288,807
Total endowment fund	1,147	21	-	21	-	-	-	1,168

Financial sustainability

Future developments

The 2020–21 financial year was dominated by the COVID-19 crisis and the responses required to ensure the safety of visitors and employees. As mentioned above, the Group's sites were closed for the majority of the year, which significantly impacted its ability to generate income and move forward with completion of various large-scale capital projects.

In response to the emerging crisis, the Government implemented a number of measures, including making available additional resource Grant in Aid of £9.0m. Similar Government support of £6.9m is available to the Group in 2021–22, if required. The Group also claimed £6.0m in payments relating to the Coronavirus Job Retention Scheme; this scheme was extended by the Government until September 2021 but saw the level of Government support progressively scaled back over summer.

In operational terms the Group has been able to open all its sites to the public since May 2021 and visitor numbers, while much lower than pre-pandemic, have been above forecast.

However, the indirect effects on visitor numbers and behaviour, on the wider economy and on the philanthropic environment, will play out over a much longer timeframe. There are likely to 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 of visitor safety and collections care.

Work on capital projects will continue, as successful delivery of these investments is crucial to our long-term health. This includes continued work on the Vision 2025 programme in York and appropriate capital infrastructure works to address an existing maintenance deficit. Government's commitment of £6.2m in additional capital Grant in Aid for 2021–22 is most welcome in this area.

For both the Group and the wider economy, 2021–22 and the years that follow are likely to 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. Government announced a Comprehensive Spending Review covering the period to 2024–25 over the summer, with a decision on long-term funding anticipated in autumn 2021.

Going concern

Over the last weeks of 2019–20 the company's operations were significantly affected by the COVID-19 pandemic and the associated actions of Government and the public to stem the spread of the virus. These measures included closing all the Group's museums to public and staff, which prevented any on-site revenue-generating activities. This disruption continued throughout 2020–21 and into the first few months of 2021–22, and the future forecasts for visitor numbers and the wider economy as we emerge from the first phase of the pandemic remain uncertain. The Group has performed modelling and scenario planning to identify the most significant elements of its operating model and continues to seek greater certainty where the expectations for these elements are currently unknown. This scenario planning includes a variety of assumptions around social distancing measures that could be applied in our museums and around future periods of lockdown in the event of a recurrence of the virus.

Advantage is continuing to be taken of Government support measures in place for businesses in the hospitality and leisure sectors, and we are performing monthly reforecasts of profitability and cash flow to manage the uncertainty as well as possible. This monitoring will continue until the long-term shape of society and the economy becomes clear again.

After reviewing the Group's forecasts and projections, and despite the wider uncertainty resulting from the COVID-19 pandemic, the Trustees have a reasonable expectation that the Science Museum Group has adequate resources to continue in operational existence for the foreseeable future. The Group therefore continues to adopt the going-concern basis in preparing its financial statements.

Financial policies

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 (2019–20: 68%). No allowance has been made within these statistics for disputed invoices.

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 on a regular basis 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 to expenditure 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 2020–21, after significant falls in the previous year, investments made a strong recovery and the long-term portfolio gained 25.8% (2019–20: lost 7.8%). This is above the target return. Since inception in December 2015 the portfolio has delivered average annual returns of 9.8%.

Reserves policy

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. 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 2021 that £3.0m was a more appropriate level of reserves to hold in this respect, taking account of the level of operating contingency included in the 2021–22 budget. The value of general reserves at 31 March 2021 was £1.8m. This was lower than the target level, primarily because of the adverse effects of the pandemic on the Group's operational result for the year in the last quarter.

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.

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 their Code of Fundraising Practice. In 2020–21 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 participants or professional fundraisers. No complaints were received regarding fundraising during the 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 2020–21 to discuss Director 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 the Director and Managing Director) and agree recommendations on 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
- 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

In the year 2020–21 senior leaders took a voluntary temporary pay reduction of 10% of their basic salary for six months and agreed not to receive a performance-related bonus in the year.

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 COVID-19 pandemic, it was decided that no bonuses would be paid for the 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 note 13 to the accounts. 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 scheme, currently provided by Aviva. If they do not wish to join that scheme they are auto enrolled into a stakeholder pension, currently provided by Now Pensions. 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 two 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 2020–21.

Remuneration	Salary £000	Bonus payments £000	Benefits in kind Nearest £100	Pension benefits £000	Single total figure of remuneration £000
Sir Ian Blatchford, Director and Chief Executive					
2020–21	170–175	–	–	63 ^[1]	233–238
2019–20	175–180	20–25	–	20 ^[1]	215–220
Jonathan Newby, Deputy Director and Chief Operating Officer					
2020–21	135–140	–	1,200	10 ^[2]	145–150
2019–20	140–145	15–20	1,100	10 ^[2]	165–170

[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 31/03/21 £000	Real increase in pension and related lump sum at pensionable age £000	CETV at 31/03/21 £000	CETV at 31/03/20 £000	Real increase in CETV £000
Sir Ian Blatchford	60–65	2.5–5	1,101	1,017	42

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, 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.

Median remunerations

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 2020–21 was £172,500 on a full-time equivalent basis at March 2021 (2019–20: £197,500). This was 6.7 times (2019–20: 7.9 times) the median remuneration of the workforce, which was £25,998 (2019–20: £24,959). The ratio has decreased owing to implementation of the Real Living Wage and non-payment of bonuses in 2020–21.

In 2020–21 no employee received remuneration in excess of the highest-paid director. Remuneration ranged from banded midpoint of £17,500 to £172,500 (2019–20: £17,500 to £197,500) 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 or the cash-equivalent transfer value of pensions.

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 to the accounts.

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 2020–21	Total number of exit packages for 2019–20
<10,000	3	43	46	11
10,001–25,000	–	11	11	5
25,001–50,000	–	4	4	1
>50,001	–	1	1	–
Total	3	59	62	17
Cost (£000)	4	464	468	146

The information below has not been audited.

Sickness absence

The average number of days lost from sickness for each full-time equivalent employee was 2.0 days (2019–20: 6.2 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 in 2020–21.

Off-payroll arrangements

There were four off-payroll arrangements in 2020–21 lasting longer than six months, for more than £220 a day (2019–20: 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

Relevant union officials

	2020–21	2019–20
Number of employees who were relevant union officials	19	22
Full-time equivalent employees	3.6	2.6

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:

Percentage of time	Number of employees	
	2020–21	2019–20
0%	–	–
1–50%	19	22
51–99%	–	–
100%	–	–

Percentage of pay bill spent on facility time

	2020–21	2019–20
Total cost of facility time (£000)	108	75
Total pay bill (£000)	35,255	36,390
Percentage of the total pay bill spent on facility time	0.31%	0.21%

During 2020–21 the full-time equivalent employees engaged in trade union time has 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

	2020–21	2019–20
Time spent on paid trade union activities as a percentage of total paid facility time hours	20%	20%

Composition of staff by sex

	2020–21		2019–20	
	Male	Female	Male	Female
Directors	40.0%	60.0%	31.6%	68.4%
Employees	34.9%	65.1%	34.9%	65.1%
Total	34.9%	65.1%	34.8%	65.2%

Gender pay gap

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. In March 2020 the Government suspended the reporting requirement for the year ended 5 April 2019 owing to the COVID-19 situation. The Government also subsequently delayed the reporting requirement for the year ended 5 April 2020. The Group will voluntarily publish its overall gender pay gap for the 2019 snapshot date at the same time as it publishes and files its 2020 data, and these will be available on the Group's website. At the snapshot date of 5 April 2020 the overall mean gender pay gap for the Group was 4.5% (female pay was lower) and the median was –5.5% (female pay was higher).

Expenditure on consultancy

There was no expenditure on management consultancy during 2020–21 (2019–20: nil).

Employee engagement

The Science Museum Group continues to operate various ways of facilitating effective communications with employees. Regular colleague briefings from the Group 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.

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. During the pandemic there has been extensive consultation with the trade unions on the Group's approach to furlough and COVID-secure workplaces, as well as consultation in respect of redundancies and wider efficiencies resulting from the impact of the pandemic. The Group continues to monitor levels of engagement among its staff and to mitigate emerging matters of concern.

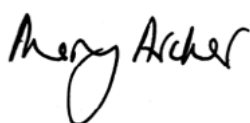
The Group operates a performance development process that considers performance against objectives that are aligned to wider business goals as well as providing an opportunity to consider the development and support that employees require to deliver their objectives.

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.

During 2020-21 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 October 2021



Sir Ian Blatchford
Accounting Officer and Director
12 October 2021

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 October 2021



Sir Ian Blatchford
Accounting Officer and Director
12 October 2021

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 the Management 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 Chairman 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 Chairman 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 2020–21 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 all aspects of 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
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
Extraordinary Steering Committee	Board subcommittee	Time-limited task-specific subcommittee to oversee matters of strategic importance to the Group on behalf of the Board of Trustees during the COVID-19 crisis
Extraordinary Advisory Board	Board subcommittee	Advise Group Director and Board of Trustees during the COVID-19 crisis

Trustees who served during the year and their attendance at meetings are shown in the table below. A full list of membership of subcommittees and advisory boards can be found at the end of this Governance Statement.

Term	Date of current appointment	Expiry of current appointment	Board ^[1]	Attendance						
				Audit and Risk Committee	Collections and Research Committee	Finance Committee	Masterplan and Estates Committee	Remuneration Committee	Extraordinary Steering Committee	
Chair										
Dame Mary Archer DBE	2	01.01.19	31.12.22	4/4	4/4	2/2	4/4	2/4	1/1	3/3
Members										
Professor Brian Cantor CBE	2	01.12.20	30.11.24	4/4 ^[3]			3/4	4/4		
Mrs Judith Donovan CBE	1	01.02.19	31.01.23	4/4						
Dr Sarah Dry ^[2]	1	01.06.16	31.05.21	4/4		2/2				
Ms Sharon Flood	2	01.04.19	31.03.23	4/4			4/4		1/1	3/3
Dr Jo Foster	1	01.07.19	30.06.23	4/4						
Professor Russell G Foster CBE	2	01.04.19	31.03.22	4/4		2/2				
Dr Hannah Fry	1	01.07.19	30.06.23	3/4						
Sir Peter Hendy CBE	1	01.07.19	30.06.23	3/4						
Professor Ludmilla Jordanova	3	01.08.19	31.07.21	4/4						
Professor Ajit Lalvani	1	01.02.19	31.01.23	4/4						
Mr Iain McIntosh	1	08.08.18	07.08.22	4/4	4/4		4/4			3/3
Ms Lopa Patel MBE	2	01.12.20	30.11.24	4/4 ^[3]	4/4					
Professor David Phoenix OBE	2	01.04.19	31.03.23	3/4					1/1	3/3
Ms Sarah Staniforth CBE	1	08.08.18	07.08.22	4/4		2/2		4/4		3/3
Mr Steven Underwood	1	08.08.18	07.08.22	4/4				4/4		3/3
Mr Anton Valk CBE	2	01.04.19	31.03.21	4/4				4/4		
Dame Fiona Woolf DBE	2	01.04.19	31.03.22	4/4	4/4					

[1] The Science Museum Group Board met three times in the year 2020-21; a strategy day was also held in October 2020.

[2] Dr Sarah Dry was on sabbatical for the period of the academic year 2019-20.

[3] Professor Brian Cantor and Ms Lopa Patel attended December 2020 Board as observers while awaiting confirmation of reappointment from DCMS.

Reports from Board committees

Board of Trustees

Significant issues considered by the Board of Trustees in 2020–21 included:

- **COVID-19 pandemic** – The Board approved the response to the global pandemic.
- **Estates capital programme** – The Board approved estate capital infrastructure projects.
- **Science Museum Masterplan phase 2** – The Board supported the outline of the plan for 2020–35. The plan included improvements to the visitor arrival sequence, facilities and galleries.
- **National Collections Centre, Wroughton** – The Board approved the direction of travel for National Collections Centre strategic development and progress with Building ONE.
- **Term maintenance contract** – The Board approved the recommendation to award the term maintenance contract to CBRE Managed Services Ltd for a minimum term of five years and maximum of seven years.
- **Vision 2025** – The Board approved the priority projects within the Vision 2025 programme, noting the commitment this requires from the Group.
- **Net zero** – The Board approved the Group's commitment to achieve 'net zero' carbon emissions by 2033.
- **Science and Industry Museum Power Hall** – The Board approved the Power Hall proposal, which includes repairs to the building, improving the visitor experience and decarbonisation works (funded by a grant from Salix Finance).

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. The committee reviews and manages the execution and completion of 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.

Extraordinary Steering Committee

The Extraordinary Steering Committee (ESC) was established to oversee matters of strategic importance to the Group on behalf of the Board during the first phase of the COVID-19 crisis (from 15 April to 31 August 2020) and while the museums were closed to the public. The membership of the committee comprised the Chair and Deputy Chairman of the Board, and the Chairs of the Audit and Risk, Collections and Research, Finance, and Masterplan and Estate committees. The ESC met three times between 15 April and 31 August 2020 and took on the responsibilities of the named committees. The named committees did not meet during this period, aside from the Audit and Risk Committee, which met once.

Significant issues considered by the ESC included:

- **York land transaction** – The ESC approved land disposals and acquisitions in both York and Shildon in support of Vision 2025.
- **Sustainability Policy** – The ESC approved the Group's Sustainability Policy.
- **Transition Pathway Initiative** – The ESC approved the use of the Transition Pathway Initiative tool to assess sponsors, when appropriate, as part of the due diligence process.
- **Science Museum Group Plan 2020–21** – The ESC approved the revised Plan for 2020–21, considering the site closures impacting delivery of the original Plan.

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.

The RHDAB met twice in 2020–21 and recommended 22 items for designation, 18 items for disposal and 2 for de-designation. Among these have been 2 class designations, 6 items through its voluntary agreement with Transport for London and 2 class designations have been rescinded.

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

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 Managing Director. 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 managers, 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. Directors and managers who served on the Group Executive during the year were:

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. In more detail:

- 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 – through consideration of the likelihood of something happening, and the impact it would have, and prioritisation drawing on qualitative and quantitative measures; 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 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.

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 will continue to be 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

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.

The 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 within the Group includes:

- Identifying risks
- Assigning each of those risks to an individual risk owner
- Assessing the inherent risk and the appropriate risk management responses or controls
- Monitoring and evaluating the effectiveness of relevant responses or controls
- Assessing the residual risk given the existing controls in place
- Agreeing further action to manage risks where the residual risk is greater than the stated risk tolerance
- Reporting 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 Management 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 Director must sign a Governance Statement each year setting out how risk has been managed, for inclusion in the Annual Report and Accounts. The Accounting Officer will ensure that expected values and behaviours are communicated and embedded at all levels to support the appropriate risk culture and will establish 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.

Internal control and internal audit

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.

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. This opinion is included in the annual Governance Statement.

Internal audit services in 2020–21 was 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. The HIA's opinion for 2020–21 is given below. Actions arising from all the internal audit work are addressed by the Group Executive and progress is monitored by the Audit and Risk Committee.

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 2021 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, 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 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.

Risk profile and significant risks

The most significant risks faced by the Group and considered by the Audit and Risk Committee in 2020–21 were around the COVID-19 pandemic and the associated Government restrictions on normal operation, financial sustainability and the state of the Group's estate, and the possible impacts of the UK's departure from the European Union.

The COVID-19 crisis necessitated the closure of the Group's museums to visitors and staff in March 2020. 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 has taken advantage of the Government's Coronavirus Job Retention Scheme and has conducted bottom-up replanning of its future public programme and operations in order to inform strategic and operational decision-making. It is likely, however, that the uncertainty resulting from the crisis and its response will remain significant for the foreseeable future.

Risks around future levels of Grant in Aid create challenges for medium-term financial planning, but the Group will advocate for a positive settlement in any future Comprehensive Spending Review (CSR) and continue to seek ways to both increase self-generated income and reduce expenditure in order to secure longer-term financial sustainability.

In response to the risks facing its estate, the Group has developed and reviewed a ten-year maintenance plan, performed detailed condition surveys and actively responded to the deteriorating condition of certain critical buildings across the estate, particularly in Manchester. Capital infrastructure funding received from DCMS was used to continue a project to refurbish the Power Hall on the site and to perform critical estate maintenance across the Group's museums. Investment in these areas will continue over the coming financial years and has been included in the business plan for 2021–22 and beyond.

The UK's withdrawal from the European Union ('Brexit') created additional uncertainty not only around the potential direct impacts on visitor numbers, supply chains and international working, but also in terms of the possible effects on the wider economic environment, the

Government's upcoming CSR, and funding priorities in the public and private sectors over the next few years.

Standing risks resulting from a failure to care for, manage and appropriately develop the collection have been addressed through the continuing programme of location audits and further progress in the One Collection programme to vacate the Group's shared storage facility at Blythe House, with practical completion now achieved on a new purpose-built storage facility at the National Collections Centre in Wroughton.

Other areas of risk identified during the year included the risk of protest and adverse press coverage in relation to our exhibition and public programme around contentious issues such as climate change, staff welfare, and management of the financial aspects of the portfolio of capital projects including One Collection and the York Central development. The Group continues to monitor levels of engagement among its staff and to mitigate emerging matters of concern, particularly in response to increased homeworking and the proposed return to work over summer 2021.

Internal audit

Internal audit work during the year looked at the Group's response to the COVID-19 pandemic, the new term maintenance contract for the Group's estate, grants management, software licensing, and a follow-up to previous work on controls around the General Data Protection Regulations (GDPR).

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:

- During the period under review a number of areas of good practice across the organisation were noted, including well-established governance structures that enable risks to be discussed and escalated regularly. There is good engagement by staff in the approach to managing risks and a strong self-awareness of areas requiring improvement.
- Significant efforts have been invested, resulting in improvements noted in the Group's compliance with legislation such as GDPR, the Freedom of Information Act

2000 and the Public Records Act 1958. However, there is still a need to closely monitor the remaining outstanding actions identified during previous review.

- There is a recurring theme of recommendations identified through the reviews performed this year, which is to establish documented guidelines for key processes, thereby improving the consistency with which key tasks are performed. This is particularly relevant for software asset management, grant management and GDPR, and is important to consider as working location arrangements and team structures evolve.

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 2021 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.

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

This year the Science Museum hosted one exhibition 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

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.

Audit and Risk Committee

<i>Chair</i>	Mr Iain McIntosh (Trustee)
<i>Members</i>	Mr Paul Feldman Ms Lopa Patel MBE (Trustee) Dame Fiona Woolf CBE (Trustee)

Collections and Research Committee

<i>Chair</i>	Ms Sarah Staniforth CBE (Trustee, Chair for academic year 2019–20)
<i>Members</i>	Dr Sarah Dry (Trustee, on sabbatical for academic year 2019–20) Professor Jon Agar Dr Katrina Dean Professor Russell G Foster CBE (Trustee) Professor Ajit Lalvani (Trustee), to 16.04.20 Professor Melissa Terras

Extraordinary Advisory Board

<i>Chair</i>	Dame Mary Archer DBE (Trustee)
<i>Members</i>	Mrs Judith Donovan CBE (Trustee) Professor Russell G Foster CBE (Trustee) Professor Ludmilla Jordanova (Trustee) Professor David Phoenix OBE (Trustee) Mr Anton Valk CBE (Trustee)

Extraordinary Steering Group

<i>Chair</i>	Dame Mary Archer DBE (Trustee)
<i>Members</i>	Ms Sharon Flood (Trustee) Mr Iain McIntosh (Trustee) Professor David Phoenix OBE (Trustee) Ms Sarah Staniforth CBE (Trustee) Mr Steven Underwood (Trustee)

Finance Committee

<i>Chair</i>	Ms Sharon Flood (Trustee)
<i>Members</i>	Professor Brian Cantor CBE (Trustee) Mr Iain McIntosh (Trustee) Mr Deian Tecwyn

Masterplan and Estate Committee

<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)

Remuneration Committee

<i>Chair</i>	Professor David Phoenix OBE (Trustee)
<i>Members</i>	Dame Mary Archer DBE (Trustee) Ms Sharon Flood (Trustee)

Subsidiary company Board of Directors

SCMG Enterprises Ltd

<i>Directors</i>	Sir Ian Blatchford Mr Shri Mukundagiri Mr Jonathan Newby
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Advisory boards

Digital Advisory Board

<i>Chair</i>	Mr James Bilefield
<i>Members</i>	Dr Hannah Fry (Trustee) 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 Jane Atkinson CBE Dr Hannah Fry (Trustee) Professor Lucie Green The Rt Hon Lord Kitchin Professor Ajit Lalvani (Trustee) Dr Robert Parker Professor Chris Rapley CBE Professor Simon J Schaffer

Science and Industry Museum Advisory Board

<i>Chair</i>	Professor David Phoenix OBE (Trustee)
<i>Members</i>	Mr Mark Ball Mr David Brown 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 Ms Sheona Southern Mr Steven Underwood (Trustee)

National Railway Museum Advisory Board

<i>Chair</i>	Mr Anton Valk CBE (Trustee)
<i>Members</i>	Mr Philip Benham Ms Carolyn Griffiths Sir Peter Hendy CBE (Trustee) Professor Ludmilla Jordanova (Trustee) Dr Ellen McAdam Professor Clive Roberts Mr Matthew Teller, from 09.02.21 Mr Christian Wolmar

National Science and Media Museum Advisory Board

<i>Chair</i>	Mrs Judith Donovan CBE (Trustee)
<i>Members</i>	Ms Samira Ahmed
	Mr Kevin Blacoe, from 08.06.20
	Professor Brian Cantor CBE (Trustee), to 30.11.20
	Ms Amanda Dickins
	Dr Sarah Dry (Trustee, on sabbatical for academic year 2019–20)
	The Rt Hon The Baroness Eaton DBE DL
	Professor Elizabeth Edwards
	Ms Kersten England CBE, to 11.05.20
	Dr Jo Foster (Trustee)
	Mr Steve Hartley, from 12.05.20 to 01.11.20
	Mr Amir Hussain, from 25.02.21
	Mrs Sally Joynson
	Dr Annette Nabavi, to 31.07.20
	Ms Nicki Sheard

Locomotion Advisory Board

<i>Chair</i>	Professor Ludmilla Jordanova (Trustee)
<i>Members</i>	Cllr Joy Allen
	Mr Philip Benham
	Dr Simon Bradley
	Miss Rowan Brown
	Mr Tom Dower
	Mr James Grierson
	Ms Amy Harhoff, from 25.06.20
	Cllr Simon Henig
	Mr Geoff Paul, to 25.06.20
	Ms Samantha Townsend, from 17.12.20

Railway Heritage Designation Advisory Board

<i>Cochairs</i>	Ms Sarah Staniforth CBE (Trustee)
<i>Members</i>	Lord Faulkner of Worcester
	Mr Edmund Bird
	Dr David Brown
	Mr Neil Butters, to 13.06.20
	Mr Ian Gilbert
	Mr Joe Graham, from 21.09.20
	Dr Elizabeth Hallam Smith CB
	Sir Peter Hendy CBE (Trustee)
	Mr Mike Lamport
	Mr Andrew McLean
	Mr Mark Merryweather, from 10.08.20
	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 49 new records and 7 legacy records. We retrieved 148 corporate files for colleagues and researchers, as well as reviewing existing files.

During the lockdown we limited access to the files and our time on site by setting up bookable slots for colleagues, as well as scanning files for those that could not visit the sites.

Freedom of Information

The Science Museum Group's statutory responsibility to respond to enquiries under the Freedom of Information Act and Data Protection Act was met by responding to 91 requests for information, which focused on income-generating activities, museum security, procurement, visitor experiences and other high-profile projects and activities.

Data protection

We responded to 23 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.

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.



Dame Mary Archer
Chair of the Board of Trustees
12 October 2021



Sir Ian Blatchford
Accounting Officer and Director
12 October 2021

7. The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

Opinion on financial statements

I certify that I have audited the financial statements of the Science Museum Group for the year ended 31 March 2021 under the Museums and Galleries Act 1992. The financial statements comprise: the Consolidated Statement of Financial Activities, the Group and Museum Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including the significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice). I have also audited the information in the Remuneration and Staff Report that is described in that report as having been audited.

In my opinion:

- the financial statements give a true and fair view of the state of group and of the Science Museum's affairs as at 31 March 2021 and of group net income for the year then ended; and
- the financial statements 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 of opinions

I conducted my audit in accordance with International Standards on Auditing (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 my certificate. Those standards require me and my staff 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 the group in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our 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 opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Science Museum 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 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 Governance Statement, financial statements and my auditor's certificate thereon. The Trustees and the Director are responsible for the other information. 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 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. I have nothing to report in this regard.

Opinion on other matters

In my opinion:

- the parts of the Remuneration and Staff Report to be audited have been properly prepared in accordance with Secretary of State directions made 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.

Matters on which I report by exception

In the light of the knowledge and understanding of the Science Museum Group and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or 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 Remuneration and Staff Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury’s guidance.

Responsibilities of the Board of Trustees and Director as Accounting Officer

As explained more fully in the Statement of Board of Trustees’ and Director’s Responsibilities, the 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 Trustees and the Director determine is necessary to enable the preparation of the financial statements to be free from material misstatement, whether due to fraud or error;
- assessing the group and the Science Museum’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.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included the following:

- Inquiring of management, the internal auditor and those charged with governance, including obtaining and reviewing supporting documentation relating to the Science Museum 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 Group’s controls relating to the Museum and Galleries Act 1992, Managing Public Money and the Charities Act 2011.
- discussing among the engagement team including significant component audit teams, and involving relevant internal and or external specialists, including experts in the valuation of land and buildings and pensions, regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the following areas: revenue recognition, posting of unusual journals and the application of the Coronavirus Job Retention Scheme.
- obtaining an understanding of the Science Museum and the group’s framework of authority as well as other legal and regulatory frameworks that the Science Museum and group operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Science Museum and group. The key laws and regulations I considered in this context included the Museum and Galleries Act 1992, Managing Public Money, Employment Law, Tax Legislation, Pensions Legislation, the Coronavirus Act 2020 and the Charities Act 2011.

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of management, the Audit Committee and in-house legal counsel concerning actual and potential litigation and claims;
- reading minutes of meetings of those charged with governance and the Board of Trustees;

- 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 revenue recognition due to fraud, assessing the recognition of grants and donations in line with the accounting framework and undertaking procedures to test the completeness of grants, donations and legacies;
- in addressing the risk of fraud in the Coronavirus Job Retention Scheme undertaking procedures to test that claims to HM Revenue and Customs were in line with the scheme rules and procedures to test whether employees were working whilst claiming under the scheme.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists and significant component audit teams 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. This description forms part of my certificate.

In addition, 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.

Report

I have no observations to make on these financial statements.

Gareth Davies

Comptroller and Auditor General

28 October 2021

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

8. Financial Statements

Consolidated Statement of Financial Activities for the year ended 31 March 2021

All activities are continuing activities		2021				2020			
	Notes	Unrestricted £000	Restricted £000	Endowment £000	Total £000	Unrestricted £000	Restricted £000	Endowment £000	Total £000
Income from:									
Government Grant in Aid									
Grant in Aid for Science Museum Group	5	44,863	18,028	-	62,891	35,243	32,450	-	67,693
Grant in Aid for NCME	5	-	2,693	-	2,693	-	2,849	-	2,849
Coronavirus Job Retention Scheme grants		-	6,045	-	6,045	387	-	-	387
Donations and legacies	6	1,051	2,548	-	3,599	3,558	7,395	-	10,953
Charitable activities	7	1,134	2,083	-	3,217	4,079	15,644	-	19,723
Trading activities									
Commercial activities		2,775	-	-	2,775	18,658	-	-	18,658
Sponsorship		735	-	-	735	4,883	-	-	4,883
Rental income		1,012	-	-	1,012	1,209	-	-	1,209
Investments	8	12	214	21	247	68	518	7	593
Other income	9	405	-	-	405	1,189	-	-	1,189
Total		51,987	31,611	21	83,619	69,274	58,856	7	128,137
Expenditure on:									
Charitable activities									
Care for and research into collections	11	13,167	5,349	-	18,516	13,306	4,457	-	17,763
Science education and communication		24,964	9,746	-	34,710	28,952	11,676	-	40,628
Visitor services		13,027	2,781	-	15,808	15,064	1,186	-	16,250
Raising funds									
Activities for generating funds	11	2,841	560	-	3,401	3,978	1,054	-	5,032
Commercial activities		5,819	1,728	-	7,547	15,043	338	-	15,381
Total		59,818	20,164	-	79,982	76,343	18,711	-	95,054
Net gains/(losses) on investments	17	-	2,538	-	2,538	-	(1,410)	-	(1,410)
Net income/(expenditure)		(7,831)	13,985	21	6,175	(7,069)	38,735	7	31,673
Transfers between funds									
Other recognised gains/(losses):		(121)	121	-	-	2,022	(3,082)	1,060	-
Gains/(losses) on revaluation of fixed assets	14	2,001	-	-	2,001	14,075	-	-	14,075
Actuarial (losses)/gains on defined benefit pension scheme	22	(1,629)	-	-	(1,629)	2,339	-	-	2,339
Net movement in funds	25	(7,580)	14,106	21	6,547	11,367	35,653	1,067	48,087
Reconciliation of funds:									
Total funds brought forward	25	282,716	274,701	1,147	558,564	271,349	239,048	80	510,477
Total funds carried forward	25	275,136	288,807	1,168	565,111	282,716	274,701	1,147	558,564

Notes 1 to 30 form part of these accounts.

Balance sheets as at 31 March 2021

	Notes	Group 2021 £000	Group 2020 £000	Museum 2021 £000	Museum 2020 £000
Non-current assets					
Tangible fixed assets	14	487,644	483,472	482,244	479,251
Heritage assets	15	31,534	29,132	31,534	29,132
Intangible assets	16	334	433	334	433
Investments	17	10,011	13,307	10,422	13,718
Debtors	18	3,995	5,930	5,288	7,223
Total non-current assets		533,518	532,274	529,822	529,757
Current assets					
Stock		1,339	1,890	–	–
Debtors	18	8,136	17,292	8,638	17,247
Current asset investments	17	15,146	8,078	15,146	8,078
Short-term deposits	17	3,046	3,039	3,046	3,039
Cash and cash equivalents	19	34,468	24,937	28,291	19,515
Total current assets		62,135	55,236	55,121	47,879
Creditors: amounts falling due within one year	20	(18,635)	(19,639)	(12,037)	(12,755)
Net current assets		43,500	35,597	43,084	35,124
Total assets less current liabilities		577,018	567,871	572,906	564,881
Creditors: amounts falling due after one year	20	(3,683)	(4,555)	(3,483)	(4,255)
Provisions for liabilities and charges	21	(2,417)	(620)	(2,400)	(620)
Defined benefit pension liability	22	(5,807)	(4,132)	(5,807)	(4,132)
Net assets		565,111	558,564	561,216	555,874
<i>Represented by:</i>					
Restricted funds					
Grants and donations fund		18,651	21,090	18,651	21,090
Buildings sale fund		27,123	24,801	27,123	24,801
Capital assets fund		243,033	228,810	243,033	228,789
Total restricted funds	25	288,807	274,701	288,807	274,680
Unrestricted funds					
Designated funds					
Museum improvement fund		8,795	7,663	8,795	7,663
Collection purchases fund		281	208	281	208
Capital assets fund		22,684	24,715	22,684	24,715
Capital asset revaluation fund		247,340	252,713	243,183	249,756
		279,100	285,299	274,943	282,342
Defined benefit pension deficit fund		(5,807)	(4,132)	(5,807)	(4,132)
General funds		1,843	1,549	2,105	1,837
Total unrestricted funds	25	275,136	282,716	271,241	280,047
Endowment funds	25	1,168	1,147	1,168	1,147
Total funds		565,111	558,564	561,216	555,874

Notes 1 to 30 form part of these accounts.



Dame Mary Archer
Chair of the Board of Trustees
12 October 2021



Sir Ian Blatchford
Accounting Officer and Director
12 October 2021

Consolidated Statement of Cash Flows

		2021	2020
	Notes	£000	£000
Net cash provided by operating activities	28	31,882	39,767
Cash flows from investing activities			
Purchases of fixed assets	14/16	(20,089)	(36,467)
Purchases of heritage assets	15	(159)	(611)
Purchases of investments		(8,870)	(3,450)
Sales of fixed assets		-	10
Sales of investments		7,636	3,000
Short-term deposits placed		(7)	(2,000)
Interest received from investments		247	593
Net cash (used in) investing activities		(21,242)	(38,925)
Cash flows from financing activities			
Repayment of DCMS loan funding	20	(1,109)	(1,120)
Net cash provided by financing activities		(1,109)	(1,120)
Change in cash and cash equivalents in reporting period		9,531	(278)
Cash and cash equivalents at beginning of reporting period		24,937	25,215
Cash and cash equivalents at end of reporting period		34,468	24,937

Notes 1 to 30 form part of these accounts

Notes to the consolidated accounts for the year ended 31 March 2021

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 2020–21 (FReM), issued by HM Treasury, and provides the additional disclosures required by the FReM 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 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 owing to site closures, the impact on global financial markets and travel restrictions imposed by many countries. The Group's museums were only able to open for approximately three to four months between July and December 2020, thus limiting the Group's ability to generate income. 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 2020–21. This amounted to £9.0m. This support has been extended for the 2021–22 financial year and the Group will be able to access up to £6.9m of additional resource Grant in Aid funding. The Group has also prepared a zero-based budget for 2021–22 and beyond, taking into account its balance sheet at 31 March 2021 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 into operational existence for the foreseeable future. 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. Revenue recognition

Grant and donation income

Grant and donation income, including Lottery income and donated services and assets, is recognised as income when the Group is entitled to the funds, services or assets respectively, 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, excluding 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. These amounts are shown in grant income due from the UK Government in Note 5.

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.

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 described in Note 14 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.

GMPF 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 and cash equivalents

Cash and cash equivalents include cash at bank and in hand. Current investments that comprise money market deposits or highly liquid interest-bearing securities with maturities of three months or less are included in cash equivalents.

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 stated in Note 25.

3. Significant judgments and estimates

3.1. Judgments and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

The following judgments (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

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 made to determine their carrying value and related depreciation 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 2020 and 2021 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 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; other operational properties have been valued on the basis of current value in their existing use. In 2019–20 an interim update valuation resulted in an uplift of £14.1m. In 2020–21 the interim update valuation resulted in a downwards revaluation of £0.6m.

Further detail is provided in Note 14.

Disposal and valuation of land in York

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), but there are conditions attached to the agreement which enable either party to exercise different buy-back options under which the land and buildings would be transferred back to the Science Museum Group and the consideration returned to Homes England. Legal title has passed to Homes England, but the transaction will not complete until the conditions attached to buy-back provisions, under which the transaction can be reversed by either party, have been met. At that point the final transaction value will be determined. £5.7m of consideration was received in the financial year 2017–18. This amount is shown in the current liabilities.

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

In order to calculate the market value of the anticipated proceeds at 31 March 2021, the Group determined a valuation date based on the requirements of the contract between the two parties.

A 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.

This valuation resulted in an upwards revaluation of £2.6m to £9.0m. This reflects a significant reduction in the level of wider property market uncertainty, such as the reinstatement of indices utilised by valuers which had been suspended in 2019–20.

Revenue recognition – sponsorship

The timing of revenue recognition on long-term sponsorship contracts depends on the assessed stage of completion of contract activity at the balance sheet date. For exhibitions and galleries that are not completed, sponsorship is deferred until opening. At the balance sheet date, £0.3m of income had been deferred mainly in relation to the Russian Railways corporate sponsorship and Illuminate corporate event as well as multiyear learning projects (2020: £0.7m, primarily in relation to the *Cancer* and *Top Secret* exhibitions and multiyear learning projects). These amounts are shown in current liabilities.

Revenue 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), 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, £0.2m of Wellcome Trust funding for the Special Exhibition Gallery in Manchester (31 March 2020: £0.2m) and £0.2m of NLHF funding for the Science Museum's *Medicine: The Wellcome Galleries* (31 March 2020: £0.3m) was yet to be recognised because of these conditions.

4. Museum Statement of Financial Activities

	Notes	Unrestricted £000	Restricted £000	Endowment £000	2021 Total £000	Unrestricted £000	Restricted £000	Endowment £000	2020 Total £000
All activities are continuing activities									
Income from:									
Government Grant in Aid									
Grant in Aid for Science Museum Group	5	44,863	18,028	-	62,891	35,243	32,450	-	67,693
Grant in Aid for NCMME	5	-	2,693	-	2,693	-	2,849	-	2,849
Coronavirus Job Retention Scheme grants		-	1,002	-	1,002	331	-	-	331
Donations and legacies									
Gift Aid from subsidiary, SCMG Enterprises Ltd		455	-	-	455	6,547	-	-	6,547
Other donations and legacies		880	2,548	-	3,428	3,200	7,395	-	10,595
Charitable activities		1,129	2,083	-	3,212	3,961	15,642	-	19,603
Trading activities									
Commercial activities		274	-	-	274	472	-	-	472
Sponsorship		46	-	-	46	5	-	-	5
Rental income		960	-	-	960	1,093	-	-	1,093
Investments		22	214	21	257	62	518	7	587
Other income		2,460	-	-	2,460	4,181	-	-	4,181
Total		51,089	26,568	21	77,678	55,095	58,854	7	113,956
Expenditure on:									
Charitable activities									
Care for and research into collections	[A]	13,741	4,775	-	18,516	13,306	4,457	-	17,763
Science education and communication		26,366	8,343	-	34,709	28,952	11,676	-	40,628
Visitor services		14,680	1,128	-	15,808	15,064	1,186	-	16,250
Raising funds									
Activities for generating funds		3,153	247	-	3,400	4,048	968	-	5,016
Commercial activities		1,006	607	-	1,613	785	338	-	1,123
Total		58,946	15,100	-	74,046	62,155	18,625	-	80,780
Net (losses)/gains on investments		-	2,538	-	2,538	-	(1,410)	-	(1,410)
Net (expenditure)/income		(7,857)	14,006	21	6,170	(7,060)	38,819	7	31,766
Transfers between funds		(121)	121	-	-	2,020	(3,080)	1,060	-
Other recognised gains/(losses):									
Gains/(losses) on revaluation of fixed assets		801	-	-	801	14,076	-	-	14,076
Actuarial gains/(losses) on defined benefit pension scheme		(1,629)	-	-	(1,629)	2,339	-	-	2,339
Net movement in funds		(8,806)	14,127	21	5,342	11,645	35,739	1,067	48,181
Reconciliation of funds:									
Total funds brought forward		280,047	274,680	1,147	555,874	268,672	238,941	80	507,693
Total funds carried forward		271,241	288,807	1,168	561,216	280,047	274,680	1,147	555,874

[A] The £2,693k (2019-20: £2,849k) grant from the Group to the National Coal Mining Museum for England (NCMME) is categorised as 'care for and research into collections'.

5. Grant in Aid

	Unrestricted £000	Restricted £000	2021 Total £000	Unrestricted £000	Restricted £000	2020 Total £000
Resource Grant in Aid	44,863	–	44,863	35,243	–	35,243
Capital Grant in Aid	–	6,101	6,101	–	2,501	2,501
DCMS Capital Infrastructure Fund	–	2,500	2,500	–	3,500	3,500
Vision 2025 programme	–	6,080	6,080	–	–	–
One Collection	–	3,000	3,000	–	25,843	25,843
Other projects	–	347	347	–	606	606
	44,863	18,028	62,891	35,243	32,450	67,693
NCMME	–	2,453	2,453	–	2,409	2,409
DCMS Capital Infrastructure Fund	–	240	240	–	440	440
		2,693	2,693	–	2,849	2,849

6. Donations and legacies

	Unrestricted £000	Restricted £000	2021 Total £000	Unrestricted £000	Restricted £000	2020 Total £000
Value of donated goods and services	–	3	3	–	93	93
Corporate donations	61	72	133	53	445	498
Individual donations and memberships	990	161	1,152	3,505	143	3,648
Legacies	–	69	69	–	380	380
	1,051	305	1,356	3,558	1,061	4,619
Value of donated heritage assets	–	2,243	2,243	–	6,334	6,334
	1,051	2,548	3,599	3,558	7,395	10,953

7. Charitable income

	Unrestricted £000	Restricted £000	2021 Total £000	Unrestricted £000	Restricted £000	2020 Total £000
Lottery funding	–	293	293	–	3,716	3,716
European Union grants	–	–	–	–	(6)	(6)
UK Government grants, excl Grant in Aid	–	947	947	–	371	371
Other grant income	525	843	1,368	550	11,562	12,112
Ticket income	153	–	153	2,610	–	2,610
Museums and Galleries Exhibition Tax Relief	456	–	456	919	–	919
	1,134	2,083	3,217	4,079	15,643	19,723

8. Investment income

	Unrestricted £000	Restricted/ Endowment £000	2021 Total £000	Unrestricted £000	Restricted/ Endowment £000	2020 Total £000
Dividends from equity funds	–	204	204	–	370	370
Interest on fixed-interest funds	4	21	25	–	60	60
Interest on cash and cash equivalents	8	10	18	68	95	163
	12	235	247	68	525	593

£21k (2019–20: £7k) 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/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2021 £000	2020 £000
Auditors' remuneration: Comptroller and Auditor General	70	70
Auditors' remuneration: subsidiary company audit fee	27	27
Internal audit fees	101	81
Lease rentals on land and buildings	21	11
Lease rentals on vehicles	27	36
Lease rentals on equipment	177	63
Movement on bad debt provision	199	98
Cost of sales	1,031	7,044
Movement on stock provision	149	–

No fees (2019–20: nil) were paid to the Group's auditors for non-audit services.

11. Total expenditure

	Direct costs £000	Grants awarded ^[A] £000	Support costs ^[B] £000	Total costs £000
2021				
Care for and research into collections	7,407	2,693	8,416	18,516
Science education and communication	22,727	–	11,983	34,710
Visitor services	8,020	–	7,788	15,808
Charitable activities	38,154	2,693	28,187	69,034
Generating donations and legacies	2,545	–	856	3,401
Trading activities	6,817	–	730	7,547
Total expenditure	47,516	2,693	29,773	79,982
2020				
Care for and research into collections	6,762	2,849	8,152	17,763
Science education and communication	28,598	–	12,030	40,628
Visitor services	8,522	–	7,728	16,250
Charitable activities	43,882	2,849	27,910	74,641
Generating donations and legacies	4,179	–	853	5,032
Trading activities	14,786	–	595	15,381
Total expenditure	62,847	2,849	29,358	95,054

[A] Grants awarded represents the grant to the National Coal Mining Museum for England (NCMME).

[B] Support costs include the depreciation charged on support activities.

12. Support costs

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
Total expenditure	8,416	11,983	7,788	856	730	29,773

2020	Collections £000	Education £000	Visitors £000	Fundraising £000	Trading £000	Total £000
HR	387	1,171	401	169	348	2,477
ICT	667	1,773	343	347	192	3,321
Estates	6,092	6,092	6,092	–	–	18,277
Management	520	1,547	461	174	29	2,731
Finance	393	1,168	348	131	22	2,062
Governance	93	278	83	31	5	490
Total expenditure	8,152	12,030	7,728	853	595	29,358

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 2021 £000	Group 2020 £000	Museum 2021 £000	Museum 2020 £000
Wages and salaries	28,706	30,250	25,313	25,782
Bonuses	–	162	–	119
Social security costs	2,742	2,836	2,446	2,526
Pension costs	2,080	2,137	1,936	1,999
	33,528	35,385	29,695	30,425
Early retirement and redundancy	1,050	301	890	301
	34,578	35,686	30,585	30,727
Agency staff	677	703	681	667
Total staff costs	35,255	36,390	31,266	31,393

Staff costs are charged to unrestricted or restricted funds on the basis of the activities that the staff perform.

	2021 £000	2020 £000
Capitalised staff costs (Museum and Group)		
Wages and salaries	1,832	1,721
Social security costs	180	154
Pension costs	97	79
	2,109	1,954
Agency staff	79	32
Total staff costs	2,188	1,987

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).

For 2020–21 employer’s contributions of £1,124,459 were payable to the PCSPS (2019–20: £1,138,436) at one of four rates in the range 26.6–30.3% (2019–20: 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 123 (2019–20: 124).

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 2020–21 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 of £7,974 (2019–20: £9,882) were paid to one or more of the panel of three appointed stakeholder pension providers. 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 2020–21 employer contributions of £174 (2019–20: £315), 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.

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 £44,226 (2019–20: £41,672) were made on behalf of 16 (2019–20: 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 £604,615 were paid in the year (2019–20: £599,793). The number of employees who were members of the scheme in the year was 261 (2019–20: 306).

Employees not opting to join the scheme are auto enrolled in a stakeholder pension scheme. Employer pension contributions of £519,505 were paid in the year (2019–20: £496,521). The number of employees who were members of the scheme in the year was 672 (2019–20: 864).

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	
	2021	2020	2021	2020	2021	2020
Care for and research into collections	138	143	–	–	138	143
Science education and communication	402	431	4	4	406	435
Visitor services	117	133	10	16	127	149
Generating income and sponsorship	54	62	–	1	54	63
Trading activities	116	124	3	5	119	129
Support activities	151	152	7	5	158	157
Total	978	1,045	24	31	1,002	1,076

The average head count, calculated quarterly and excluding casual, agency and contract staff, was 1,109 (2019–20, excluding agency and contract staff: 1,222).

Employees receiving remuneration over £60,000

	2020–21	2019–20
60,001–70,000	16	13
70,001–80,000	9	7
80,001–90,000	7	4
90,001–100,000	4	4
100,001–110,000	2	2
110,001–120,000	2	1
120,001–130,000	–	1
130,001–140,000	1	–
150,001–160,000	–	1
170,001–180,000	1	–
180,001–190,000	–	1
	42	34

The figures above exclude pension costs. Contributions were paid to a defined contribution scheme on behalf of 30 (2019–20: 23) employees. For 11 (2019–20: 9) of the staff included in this table retirement benefits accrued under a defined benefit scheme. For 14 (2019–20: 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 and Jonathan Newby, would be £366,475 (2019–20: £397,066).

Trustees

The Chairman and Trustees (listed in the Annual Report) received no remuneration for their services, but travel expenses totalling £189 were paid to two Trustees (2019–20: £9,201 paid to 12 Trustees). No amounts were paid to third parties in the financial year relating to Trustee activities (2019–20: £18,693).

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
Current cost							
At 1 April 2020	359,122	89,290	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	379,107	100,667	29,545	14,699	4,959	10,216	539,193
Depreciation							
At 1 April 2020	7,972	11,132	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	91	9	-	-	-	-	101
Revaluation	(4,033)	(4,442)	-	-	-	-	(8,475)
At 31 March 2021	10,718	12,935	19,031	5,502	3,363	-	51,549
Net book value							
At 31 March 2021	368,389	87,732	10,514	9,197	1,596	10,216	487,644
At 31 March 2020	351,150	78,158	12,088	8,612	1,619	31,845	483,472
	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
Current cost							
At 1 April 2019	342,362	79,466	26,552	5,889	4,018	27,744	486,031
Additions	3,666	1,423	2,093	4,351	403	24,611	36,547
Reclassifications	11,323	5,611	805	2,629	-	(20,368)	-
Disposals	-	(668)	-	(7)	-	(142)	(817)
Revaluation	1,771	3,458	-	-	-	-	5,229
At 31 March 2020	359,122	89,290	29,450	12,862	4,421	31,845	526,990
Depreciation							
At 1 April 2019	5,571	10,283	15,259	3,188	2,173	-	36,474
Charge for the year	6,245	5,185	2,103	1,069	629	-	15,231
Disposals	-	(285)	-	(7)	-	-	(292)
Impairment	688	264	-	-	-	-	952
Revaluation	(4,532)	(4,051)	-	-	-	-	(8,847)
At 31 March 2020	7,972	11,396	17,362	4,250	2,802	-	43,518
Net book value							
At 31 March 2020	351,150	77,894	12,088	8,612	1,619	31,845	483,472
At 31 March 2019	336,791	69,183	11,293	2,701	1,845	27,744	449,557

Museum 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
Current cost							
At 1 April 2020	354,922	87,583	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	373,706	98,960	29,545	14,653	4,959	10,216	532,039
Depreciation							
At 1 April 2020	7,972	9,447	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	10,717	11,229	19,031	5,455	3,363	–	49,795
Net book value							
At 31 March 2021	362,989	87,731	10,514	9,198	1,596	10,216	482,244
At 31 March 2020	346,950	78,136	12,088	8,613	1,619	31,845	479,251

	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
Current cost							
At 1 April 2019	338,162	77,490	26,552	5,843	4,018	27,744	479,809
Additions	3,666	1,423	2,093	4,351	403	24,611	36,547
Reclassifications	11,323	5,611	805	2,629	–	(20,368)	–
Disposals	–	(399)	–	(7)	–	(142)	(548)
Revaluation	1,771	3,458	–	–	–	–	5,229
At 31 March 2020	354,922	87,583	29,450	12,816	4,421	31,845	521,037
Depreciation							
At 1 April 2019	5,571	8,414	15,259	3,142	2,173	–	34,559
Charge for the year	6,245	5,100	2,103	1,068	629	–	15,145
Disposals	–	(16)	–	(7)	–	–	(23)
Impairment	688	264	–	–	–	–	952
Revaluation	(4,531)	(4,051)	–	–	–	–	(8,846)
At 31 March 2020	7,972	9,711	17,362	4,203	2,802	–	41,786
Net book value							
At 31 March 2020	346,950	77,872	12,088	8,613	1,619	31,845	479,251
At 31 March 2019	332,591	69,076	11,293	2,701	1,845	27,744	445,250

Land and buildings – sale of land in York

On 24 April 2017 the Group signed an agreement to dispose of surplus land in York to the Homes and Communities Agency (now Homes England), but there were conditions attached to the agreement which enabled either party to exercise different buy-back options under which the land and buildings would be transferred back to the Group and the consideration returned. Further detail is provided in Note 3.

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.

Revaluation of land and buildings

The freehold and leasehold properties comprising the Group's estate were valued at 31 March 2021 and 2020 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 2020 (2019–20: Global Standards 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.

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 post-industrial 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 post-industrial 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.ac.uk.

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

	Purchased		Donated		Total	
	£000	No.	£000	No.	£000	No.
2002–16	3,961	58	14,079	86	18,040	144
2016–17	1,169	12	2,247	21	3,416	33
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	7	2,402	17
At 31 March 2021	6,041	96	25,493	163	31,534	259

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

	2021	2020	2019	2018	2017
	£000	£000	£000	£000	£000
Purchases	159	610	22	120	1,169
Donations	2,243	6,334	65	525	2,247
Total additions	2,402	6,944	87	645	3,416
Disposals ^[A]	–	–	4,500	290	605

[A] During 2018–19 the RPS Collection was transferred to the Victoria and Albert Museum.

Analysis of heritage assets

	Basis of capitalisation		Total
	Cost	Valuation	
	£000	£000	£000
Carrying amount at 1 April 2020	5,882	23,250	29,132
Additions	159	2,243	352
Carrying amount at 31 March 2021	6,041	25,493	31,534

	Basis of capitalisation		Total
	Cost	Valuation	
	£000	£000	£000
Carrying amount at 1 April 2019	5,271	16,917	22,188
Additions	611	6,333	6,944
Carrying amount at 31 March 2020	5,882	23,250	29,132

15.4. Collection subcategories

	Estimated number of items at 31 March 2021	Number of items capitalised at 31 March 2021
Science Museum		
Scientific instruments	26,176	24
Commerce and industry	43,846	63
Medical	19,439	11
Art	7,650	21
Television and broadcast	6	–
Coins and medals	904	1
Library and archive collections	707,288	12
National Railway Museum		
Railway origins	5,279	1
Locomotives and rolling stock	3,003	15
Railway life and work	20,304	20
Railway image and sound collections	18,184	4
Railways and culture	4,399	4
Library and archive collections	2,962,457	5
Handling collections	226	–
National Science and Media Museum		
Photographic collections	10,846	27
Printed materials and ephemera	352	–
Cinematography	3,071	5
Photographic technology	11,338	–
Television and broadcast	2,873	33
Library and archive collections	3,485,076	2
Science and Industry Museum		
Science and technology	2,929	3
Industrial heritage	5,380	5
Transport	1,357	1
Communications	2,842	–
Energy	5,016	–
Community history	7,144	2
	7,357,385	259

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

Museum and Group	Databases £000	Development £000	Assets under construction £000	Total £000
Current cost				
At 1 April 2020	1,036	267	–	1,303
Additions	–	57	–	57
At 31 March 2021	1,036	324	–	1,360
Amortisation				
At 1 April 2020	733	137	–	871
Charge for the year	88	68	–	156
At 31 March 2021	821	205	–	1,026
Net book value				
At 31 March 2021	215	119	–	334
At 31 March 2020	303	130	–	433
Assets under construction				
Museum and Group	Databases £000	Development £000	Assets under construction £000	Total £000
Current cost				
At 1 April 2019	1,036	123	20	1,179
Additions	–	146	–	146
Transfers	–	20	(20)	–
Disposals	–	(22)	–	(22)
At 31 March 2020	1,036	267	–	1,303
Amortisation				
At 1 April 2019	486	61	–	547
Charge for the year	247	76	–	323
At 31 March 2020	733	137	–	871
Net book value				
At 31 March 2020	303	130	–	433
At 31 March 2019	550	62	20	632

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 2020 £000	Additions/ accumulated dividends ^[A] £000	Disposals £000	Investment gains/(losses) £000	Fair value at 31 March 2021 £000
<i>Fixed asset investments</i>					
<u>Funds</u>					
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
Total fixed asset investments	13,307	1,860	(7,636)	2,480	10,011
<i>Current asset investments^[B]</i>					
<u>Funds</u>					
Money market funds	8,064	7,000	–	58	15,122
Loans	14	10	–	–	24
Total current asset investments	8,078	7,010	–	58	15,146
Total investments	21,385	8,870	(7,636)	2,538	25,157
Group	Fair value at 31 March 2019 £000	Additions/ accumulated dividends ^[A] £000	Disposals £000	Investment gains/(losses) £000	Fair value at 31 March 2020 £000
<i>Fixed asset investments</i>					
<u>Funds</u>					
International equities	8,494	178	(2,500)	(446)	5,727
UK equities	4,668	192	(500)	(1,001)	3,360
Sterling corporate bonds	2,868	60	–	11	2,938
Cash funds	1,273	8	–	–	1,282
Total fixed asset investments	17,303	438	(3,000)	(1,435)	13,307
<i>Current asset investments^[B]</i>					
<u>Funds</u>					
Money market funds	5,038	3,000	–	26	8,064
Loans	14	–	–	–	14
Total current asset investments	5,052	3,000	–	26	8,078
Total investments	22,353	3,438	(3,000)	(1,410)	21,385

[A] Accumulated dividends – all dividends received from investment funds in the year were accumulated.

[B] Current investments – included in current investments are two interest-free loans totalling £24k advanced to the Type Museum Trust for repairs and maintenance (£14k) and for the payment of contents insurance on behalf of TMT (£10k).

Short-term deposits

	Group 2021 £000	Group 2020 £000	Museum 2021 £000	Museum 2020 £000
Notice accounts	3,046	3,039	3,046	3,039
Total short-term deposits	3,046	3,039	3,046	3,039

Investments in trading subsidiary

The Board of Trustees of the Science Museum owns the single share 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 £411k (2019–20: £411k).

SCMG Enterprises Ltd profit and loss

	2021 Total £000	2020 Total £000
Turnover	2,529	18,395
Cost of sales	(1,015)	(7,032)
Gross profit	1,514	11,363
Other operating income	30,365	30,940
Rental income	52	117
Administrative expenses	(31,437)	(35,888)
Operating profit	494	6,532
Interest receivable	1	28
Interest payable	(14)	(22)
Profit on ordinary activities	481	6,538

Operating profit includes sponsorship and consultancy activities of £180k (2019–20: £4,263k) and a profit on core trading activities of £314k (2019–20: £2,275k). Sponsorship and consultancy income in 2020–21 included amounts for the Science Museum Group Academy and the *Trans-Siberian* exhibition. In 2019–20 it included amounts in support of *Medicine: The Wellcome Galleries* at the Science Museum and the *Top Secret* exhibition.

SCMG Enterprises Ltd employs staff who 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. During the year ended 31 March 2021, the Science Museum Group continued to reimburse SCMG Enterprises Ltd for the salaries of staff members employed on its behalf, irrespective of whether the staff members were furloughed. The cost of paying the salaries of staff, whether employed directly by the Science Museum Group or on its behalf by SCMG Enterprises Ltd, continue to be categorised within costs of generating voluntary income or charitable activities both in the consolidated and museum-only Statements of Financial Activities, whether or not staff were furloughed during the year. Income received by SCMG Enterprises Ltd under the Coronavirus Job Retention Scheme was retained by the company in full. The Trustees believe that this arrangement was in the charity's best interests.

SCMG Enterprises balance sheet

	2021 Total £000	2020 Total £000
Fixed assets	5,400	4,221
Current assets	8,862	11,642
Creditors: amounts due within one year	(8,463)	(11,190)
Net current assets	399	452
Creditors: amounts due over one year	(1,493)	(1,593)
Net assets	4,306	3,080
Share capital	–	–
Profit and loss account	149	123
Revaluation reserve	4,157	2,957
Total shareholder's equity	4,306	3,080

18. Debtors

	Group 2021 £000	Group 2020 £000	Museum 2021 £000	Museum 2020 £000
<i>Current debtors</i>				
Trade debtors	2,081	4,599	1,049	1,272
Provision for bad debts	(355)	(206)	(129)	(81)
<i>Net trade debtors</i>	1,726	4,393	920	1,191
Other debtors	545	318	154	118
Prepayments and accrued income	4,841	10,281	4,693	9,353
Taxation and social security	1,024	2,300	1,074	2,480
Intercompany current account	–	–	1,797	4,105
<i>Total current debtors</i>	8,136	17,292	8,638	17,247
<i>Non-current debtors</i>				
Accrued income	3,995	5,930	3,995	5,930
Loans to subsidiary	–	–	1,293	1,293
<i>Total non-current debtors</i>	3,995	5,930	5,288	7,223
Total debtors	12,131	23,222	13,926	24,470

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 2021	1,726	677	412	637
As at 31 March 2020	4,393	1,418	690	2,285
Museum	Trade debtors £000	Less than 30 days £000	30–60 days old £000	More than 60 days £000
As at 31 March 2021	920	278	231	411
As at 31 March 2020	1,191	247	322	622

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 2021 £000	Group 2020 £000	Museum 2021 £000	Museum 2020 £000
Provision at start of financial year/period	206	108	81	31
Utilised in the year	(44)	-	(34)	-
Increase in provision	198	98	83	50
Bad debts recovered	(5)	-	(1)	-
Reversal of provision	-	-	-	-
Balance at 31 March	355	206	129	81

Loan to trading subsidiary

Purpose of loan	2021 £000	2020 £000	Interest payable
Purchase of land at Leeman Road, York	1,293	1,293	1% above Bank of England base rate
	1,293	1,293	

The loan held by the trading subsidiary is repayable on demand and secured by a floating charge on all of the subsidiary's assets. The Museum has confirmed that it will not call for repayment of the loan until 30 September 2022 at the earliest and then subject to the ability of the subsidiary to make repayments.

19. Cash and cash equivalents

	Group 2021 £000	Group 2020 £000	Museum 2021 £000	Museum 2020 £000
Cash and cash equivalents	24,443	14,922	18,266	9,500
Money market funds	10,025	10,015	10,025	10,015
	34,468	24,937	28,291	19,515

20. Creditors

Amounts falling due within one year

	Group 2021 £000	Group 2020 £000	Museum 2021 £000	Museum 2020 £000
Trade creditors	2,245	2,096	2,187	1,911
Other creditors	6,230	6,336	2,022	2,076
Accrued expenditure	6,378	7,760	6,235	7,148
Deferred income	2,161	1,584	548	394
Taxation and social security	712	754	136	117
Loans from DCMS	909	1,109	909	1,109
	18,635	19,639	12,037	12,755

Amounts falling due after one year

	Group 2021 £000	Group 2020 £000	Museum 2021 £000	Museum 2020 £000
Deferred income	267	300	67	–
Loans from DCMS	3,416	4,255	3,416	4,255
	3,683	4,555	3,483	4,255

The loan balance from DCMS comprises two loans for commercial activities at the Science Museum and National Railway Museum. The total agreed facility is £8.535m, 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 for two of the loans at fixed rates and for the other at the relevant National Loans Fund Interest Rate prevailing at the date of drawdown. The interest rate payable on the loans is 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 2021 £000	Group 2020 £000	Museum 2021 £000	Museum 2020 £000
<i>Current</i>				
Opening balance	1,584	3,909	394	331
Additions	1,655	1,573	306	394
Reclassification from non-current	100	–	–	–
Released to income	(1,178)	(3,898)	(152)	(331)
<i>Total current deferred income</i>	2,161	1,584	548	394
<i>Non-current</i>				
Opening balance	300	–	–	–
Additions	67	300	67	–
Reclassification to current	(100)	–	–	–
<i>Total non-current deferred income</i>	267	300	67	–
Total deferred income	2,428	1,884	615	394

21. Provisions (Group and Museum)

	Added-years pensions	Restructuring costs	Pension benefits	Onerous lease	Total
	£000	£000	£000	£000	£000
2020–21					
Balance brought forward	36	–	584	–	620
Utilised	(7)	–	–	–	(7)
Reversed	1	–	–	–	1
Provision made in year	3	57	–	1,743	1,803
Balance carried forward	33	57	584	1,743	2,417
Due within one year	6	57	584	–	647
Due after one year	27	–	–	1,743	1,770
2019–20	£000	£000	£000	£000	£000
Balance brought forward	40	–	–	–	40
Utilised	(7)	–	–	–	(7)
Reversed	1	–	–	–	1
Provision made in year	2	–	584	–	586
Balance carried forward	36	–	584	–	620
Due within one year	6	–	584	–	590
Due after one year	30	–	–	–	30

Restructuring costs

The balance reflects the best estimate of costs arising from two change programmes being undertaken by the Group at the period end. £17k of the outstanding amount relates to provisions in the trading subsidiary, SCMG Enterprises Limited.

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 & Space Hall in Manchester, which is leased from Manchester City Council.

Added-years pension costs

In accordance with FRS 102 the sum provided is equivalent to the present value of expenditures 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% (2019–20: 2.50%). In accordance with Treasury guidance the discount factor applied is 1.80% (2019–20: 1.80%).

Pension benefits

The sum provided is the best estimate of expenditure required to satisfy the transfer costs of eligible employees seeking to re-join 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.

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 2021 using approximate methods. Results schedules were prepared by qualified independent actuaries Hymans Robertson LLP for 31 March 2021. 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.

Major assumptions

The major assumptions used by the actuary were:

	2021	2020
Rate of increase in salaries	3.6%	2.7%
Rate of increase in pension	2.9%	1.9%
Discount rate	2.0%	2.3%

Mortality assumptions are identical to those used in the previous accounting period. The average life expectancies at age 65 are summarised below:

	2021		2020	
	Males	Females	Males	Females
Current pensioners	20.5 years	23.3 years	20.5 years	23.1 years
Future pensioners ^[A]	21.9 years	25.3 years	22.0 years	25.0 years

[A] Figures assume members aged 45 as at the last formal valuation date.

Fair value of employer's assets

	2021		2020	
	Fair value £000	Proportion	Fair value £000	Proportion
Equities	11,533	70%	9,106	69%
Bonds	2,471	15%	1,980	15%
Property	1,153	7%	924	7%
Cash	1,318	8%	1,188	9%
Total of net assets	16,476	100%	13,197	100%

Balance sheet liability

	2021 £000	2020 £000
Fair value of employer's assets	16,476	13,197
Present value of scheme liabilities	(22,283)	(17,329)
Net pension liability recognised on balance sheet	(5,807)	(4,132)

Statement of Financial Activities

	2021 £000	2020 £000
Service cost		
Current service cost	308	300
Past service cost (including curtailments)	14	–
Total service cost	322	300
Net interest		
Interest income on plan assets	(310)	(354)
Interest cost on defined benefit obligation	396	506
Total net interest	86	152
Total defined benefit cost recognised in Statement of Financial Activities	408	452

Other comprehensive income

	2021 £000	2020 £000
Remeasurements		
Changes in demographic assumptions	(89)	570
Changes in financial assumptions	(4,826)	1,738
Other experience	258	1,867
Return on assets excluding amounts included in net interest	3,028	(1,836)
Total remeasurements recognised in other comprehensive income	(1,629)	2,339

Movement in scheme obligation during the year

	2021 £000	2020 £000
Opening defined benefit obligation	17,329	21,100
Current service cost	308	300
Past service cost (including curtailments)	14	–
Interest on scheme liabilities	396	506
Contributions by scheme participants	61	60
Benefits paid	(482)	(462)
Actuarial losses/(gains)	4,657	(4,175)
Closing defined benefit obligation	22,283	17,329

Changes in fair value of scheme assets during the year

	2021 £000	2020 £000
Opening fair value of employer's assets	13,197	14,730
Interest income on plan assets	310	354
Contributions by members	61	60
Contributions by employer	362	351
Benefits paid	(482)	(462)
Return on assets, excluding amounts in net interest income	3,028	(1,836)
Closing fair value of employer's assets	16,476	13,197

Projected pension expense for the year to 31 March 2022

	£000	% of pay
Projected current service cost	506	53.9
Interest income on plan assets	(328)	34.9
Interest on obligation	446	47.5
Total	624	66.5

The estimate of the employer's contributions in the year to 31 March 2022 is approximately £362k.

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 2020–21 was £362k.

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
0.5% decrease in real discount rate	11	2,370
0.5% increase in salary increase rate	1	146
0.5% increase in pension increase rate	10	2,181
One-year increase in member life expectancy	3–5	–

23. Commitments under operating leases

At the balance sheet date total minimum lease payments due under operating leases were as follows:

	Land and buildings		Vehicles		Equipment		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Within one year	11	11	12	13	175	146	199	170
In second to fifth year	44	44	–	18	277	368	321	431
After more than five years	434	445	–	–	–	–	434	445
	489	500	12	31	453	514	954	1,045

24. Capital commitments

At the balance sheet date, contracted commitments not recognised in the accounts 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. At 31 March 2020 the corresponding balance totalled £11.3m, including £4.7m for One Collection, £2.2m for the upgrade of the Science Museum IMAX projector and £1.9m for the construction of the Special Exhibition Gallery in Manchester.

25. Statement of funds (consolidated)

	Brought forward £000	Income £000	Expenditure £000	Investment gains/ (losses) £000	Net income/ (exp) £000	Revaluation £000	Transfers £000	Carried forward £000
2020-21 (consolidated)								
Restricted funds								
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
Total restricted funds	274,701	31,611	(20,164)	2,538	13,985	-	121	288,807
Endowment fund	1,147	21	-	-	21	-	-	1,168
Unrestricted funds								
<i>Designated funds</i>								
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
Defined benefit pension deficit fund	(4,132)	-	(408)	-	(408)	(1,629)	362	(5,807)
General funds	1,549	51,987	(49,075)	-	2,912	-	(2,618)	1,843
Total unrestricted funds	282,716	51,987	(59,818)	-	(7,831)	372	(121)	275,136
Total funds	558,564	83,619	(79,982)	2,538	6,175	372	-	565,111

2019-20 (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	15,260	51,758	(9,564)	-	42,194	-	(36,364)	21,090
Collection purchases fund	250	6,581	-	-	6,581	-	(6,831)	-
Buildings sale fund	28,423	517	(865)	(1,410)	(1,758)	-	(1,864)	24,801
Capital assets fund	195,115	-	(8,282)	-	(8,282)	-	41,977	228,810
Total restricted funds	239,048	58,856	(18,711)	(1,410)	38,735	-	(3,082)	274,701
Endowment fund	80	7	-	-	7	-	1,060	1,147
Unrestricted funds								
<i>Designated funds</i>								
Museum improvement fund	6,357	-	(96)	-	(96)	-	1,402	7,663
Collection purchases fund	202	-	(84)	-	(84)	-	90	208
Capital assets fund	24,374	-	(1,295)	-	(1,295)	-	1,636	24,715
Capital asset revaluation fund	245,249	-	(6,611)	-	(6,611)	14,075	-	252,713
	276,182	-	(8,086)	-	(8,086)	14,075	3,128	285,299
Defined benefit pension deficit fund	(6,370)	-	(452)	-	(452)	2,339	351	(4,132)
General funds	1,537	69,274	(67,805)	-	1,469	-	(1,457)	1,549
Total unrestricted funds	271,349	69,274	(76,343)	-	(7,069)	16,414	2,022	282,716
Total funds	510,477	128,137	(95,054)	(1,410)	31,673	16,414	-	558,564

2020-21 (Museum)	Brought forward £000	Income £000	Expenditure £000	Investment income £000	Net income/ (exp) £000	Revaluation £000	Transfers £000	Carried forward £000
Restricted funds								
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
Total restricted funds	274,680	26,568	(15,100)	2,538	14,006	-	121	288,807
Endowment fund	1,147	21	-	-	21	-	-	1,168
Unrestricted funds								
<i>Designated funds</i>								
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
Defined benefit pension deficit fund	(4,132)	-	(408)	-	(408)	(1,629)	362	(5,807)
General funds	1,837	51,089	(48,203)	-	2,886	-	(2,618)	2,105
Total unrestricted funds	280,047	51,089	(58,946)	-	(7,857)	(828)	(121)	271,241
Total funds	555,874	77,678	(74,046)	2,538	6,170	(828)	-	561,216

2019–20 (Museum)	Brought forward £000	Income £000	Expenditure £000	Investment income £000	Net income/ (exp) £000	Revaluation £000	Transfers £000	Carried forward £000
Restricted funds								
Grants and donations fund	15,260	51,756	(9,562)	-	42,194	-	(36,364)	21,090
Collection purchases fund	250	6,581	-	-	6,581	-	(6,831)	-
Buildings sale fund	28,423	517	(865)	(1,410)	(1,758)	-	(1,864)	24,801
Capital assets fund	195,008	-	(8,198)	-	(8,198)	-	41,979	228,789
Total restricted funds	238,941	58,854	(18,625)	(1,410)	38,819	-	(3,080)	274,680
Endowment fund	80	7	-	-	7	-	1,060	1,147
Unrestricted funds								
<i>Designated funds</i>								
Museum improvement fund	6,357	-	(96)	-	(96)	-	1,402	7,663
Collection purchases fund	202	-	(84)	-	(84)	-	90	208
Capital assets fund	24,374	-	(1,295)	-	(1,295)	-	1,636	24,715
Capital asset revaluation fund	242,291	-	(6,611)	-	(6,611)	14,076	-	249,756
	273,224	-	(8,086)	-	(8,086)	14,076	3,128	282,342
Defined benefit pension deficit fund	(6,370)	-	(452)	-	(452)	2,339	351	4,132
General funds	1,818	55,095	(53,617)	-	1,478	-	(1,459)	1,837
Total unrestricted funds	268,672	55,095	(62,155)	-	(7,060)	16,415	2,020	280,047
Total funds	507,693	113,956	(80,780)	(1,410)	31,766	16,415	-	555,874

Funds

Fund	Description
Endowment funds	
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
Restricted funds	
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
Restricted or unrestricted funds	
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
Unrestricted funds	
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

	2021 Total £000	2020 Total £000
One Collection	6,105	6,105
Gatsby Foundation Technicians Gallery	4,543	5,838
Science and Industry Museum capital improvements	2,344	2,015
David and Claudia Harding Foundation Explainers	2,002	2,000
Science and Industry Museum legacies	363	363
Station Hall	297	–
Communities and Crowds	247	–
<i>Medicine: The Wellcome Galleries</i>	213	–
AHRC Heritage Connector	141	200
Science and Industry Museum Special Exhibition Gallery	140	1,564
Agriculture	133	–
National Railway Museum – Bullnose Building	125	–
Time, Culture and Identity	118	56
Early Birds programme	117	117
Railway Industry National Archive Community Engagement	110	–
<i>Ancient Greeks: Science and Wisdom</i>	107	–
COMnPLAY	106	167
SPARKS	100	100
Wellcome Trust medical fellowship	72	75
<i>Feeding Tomorrow</i>	63	153
Science Museum IMAX upgrade	–	508
<i>Superbugs</i> tour	–	286
Audiences of the Future augmented reality	–	267
National Railway Museum legacies	–	17
<i>Other funds below £100k</i>	1,205	1,258
Total grants and donations fund	18,651	21,090

Museum improvement fund

	2021 Total £000	2020 Total £000
National Railway Museum Vision 2025	4,331	–
One Collection	1,773	5,268
Science and Industry Museum capital improvements	1,661	–
<i>Top Secret</i> exhibition	480	500
<i>Trans-Siberian: The World's Longest Railway</i> exhibition	201	–
Locomotion capital improvements	134	134
Science Museum Group Academy	70	275
Science and Industry Museum Special Exhibition Gallery	–	1,071
<i>Driverless: Who is in Control?</i> exhibition	–	300
<i>Other funds below £100k</i>	145	115
Total museum improvement fund	8,795	7,663

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 2021 that £3.0m was an appropriate level of reserves to hold in this respect.

Transfers of funds

	Restricted				Unrestricted						Total endowment	TOTAL	
	Grants and donations fund	Collection purchases fund	Buildings sale 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
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
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	-	-	-	-	-
Return of funds	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)	-
2019-20													
Collection fund income	-	-	-	-	-	-	205	-	-	-	(205)	-	-
Purchase of fixed assets	(33,282)	-	(1,864)	35,146	-	(1,155)	-	1,522	-	-	(367)	-	-
Accession of heritage assets	-	(6,831)	-	6,831	-	-	(114)	114	-	-	-	-	-
Release of funds	(2,022)	-	-	-	(2,022)	(224)	(1)	-	-	-	2,247	2,022	-
Designation of funds for future expenditure	-	-	-	-	-	2,781	-	-	-	-	(2,781)	-	-
Transfer of Evans Car Fund	(1,060)	-	-	-	(1,060)	-	-	-	-	-	-	-	1,060
Net pension costs incurred	-	-	-	-	-	-	-	-	351	(351)	-	-	-
Net transfers of funds	(36,364)	(6,831)	(1,864)	41,977	(3,082)	1,402	90	1,636	-	351	(1,457)	2,022	1,060

Transfers of funds (continued)

2020–21

Transfer	Description
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

2019–20

Transfer	Description
Collection fund income	Designation of £205k for collection purchases in 2019–20
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
Release of funds	Release of brought-forward designated funds no longer anticipated to be required, of restricted funds allocated to general overheads on research projects, and of restricted funds originally intended for a major capital project but subsequently released for general purposes
Designation of funds for future expenditure	Designation of funds for future expenditure on the One Collection project, <i>Medicine: The Wellcome Galleries</i> in London and a variety of future exhibitions
Transfer of Evans Car Fund	Reclassification of the Evans Car Fund as an expendable endowment fund in line with the likely use of the funds over the 20-year period of the restrictions
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 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	–	–	(5,087)	(5,807)
Total of net assets	288,807	1,168	275,136	565,111

Balances at 31 March 2020 were represented by:

	Restricted £000	Endowment £000	Unrestricted £000	Total £000
Tangible assets	201,619	–	281,853	483,472
Heritage assets	26,959	–	2,173	29,132
Intangible assets	232	–	201	433
Investments	13,307	–	–	13,307
Non-current debtors	5,930	–	–	5,930
Current assets	30,625	1,147	23,464	55,236
Current liabilities	(3,971)	–	(15,668)	(19,639)
Long-term creditors	–	–	(4,555)	(4,555)
Provisions	–	–	(620)	(620)
Pensions liability	–	–	(4,132)	(4,132)
Total of net assets	274,701	1,147	282,716	558,564

27. Financial instruments

Liquidity risk

Approximately 80% of the Science Museum Group's income in 2020–21 was provided by Grant in Aid from DCMS or other Government support and only 3% of the Group's income was from commercial activities. In previous years 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

	Note	2021 £000	2020 £000
Fixed asset investments	17	10,011	13,307
Current investments	17	15,146	8,078
Trade debtors	18	2,081	4,599
Other debtors	18	545	319
Short-term deposits	17	3,046	3,039
Cash and cash equivalents	19	34,468	24,937

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

	Note	2021 £000	2020 £000
Trade creditors	20	2,245	2,096
Other creditors	20	6,230	6,336
Accruals	20	6,378	7,760
Museum loans (from DCMS)	20	4,325	5,364

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	2021 £000	2020 £000
Net income/(expenditure)		6,135	31,673
Adjustments for:			
Net (gains)/losses on investments	17	(2,538)	1,410
Investment income	8/17	(247)	(593)
Interest payable		70	85
Depreciation and amortisation charge	14/16	17,217	15,553
Loss on disposal of other fixed assets	14/16	700	547
Impairment of fixed assets	14	101	952
Loss on disposal of heritage assets	15	-	-
Donated fixed and heritage assets	15	(2,243)	(6,334)
Net movement on provisions	21	1,797	580
Greater Manchester Pension Fund scheme costs	22	46	101
(Increase) in stocks		551	(622)
Decrease/(increase) in debtors	18	11,091	(578)
(Decrease)/increase in creditors ^[A]	20	(838)	(3,007)
Net cash from operating activities		31,882	39,767

[A] Excluding capital accruals.

Analysis of changes in net funds

	Note	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)
Net funds		30,676	17,635	48,311

	Note	2019 £000	Cash flows £000	2020 £000
Cash at bank and in hand	19	25,215	(278)	24,937
Current asset investments	17	5,052	3,012	8,064
Short-term deposits	17	1,027	2,012	3,039
Museum loans (from DCMS)	20	(6,398)	1,034	(5,364)
Net funds		24,896	5,780	30,676

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 £5k (2019–20: £9k) 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 £125k in support of the Group's activities.

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	6	-	-	Production and reproduction fees, venue and catering costs
Imperial College London	Professor Ajit Lalvani was Professor of Infectious Diseases at the related party during the year	-	5	-	Room hire costs, internet network connection fees
Network Rail	Ms Sharon Flood served as a remunerated director and Sir Peter Hendy was Chairman of the related party during the year	-	19	-	Connection to UK railway network, scanning of microfilm aperture cards, electricity supply
Pricewaterhouse Coopers LLP	A member of Mr Iain McIntosh's close family was a partner at the related party during the year	-	140	-	Planning and response review, internal audit services, tax advice
University College London	Dr Hannah Fry was employed by the related party during the year	-	28	-	Instalment fees, conservation work

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.

In June 2021, the Group and the landlord of the Air and Space Hall, Manchester City Council, agreed to a variation to the Group's lease that will see the Group exit the property by March 2026 at the latest.

In September 2021, the Secretary of State for Transport approved a Stopping Up Order for a section of Leeman Road in York adjacent to the Group's National Railway Museum and the land subject to the sale agreement with Homes England referred to in Notes 3 and 14.

Annexe A – Exhibitions and Public Programme

The following paragraphs provide more detail on the exhibitions and public programme at each of the Group's sites in 2020–21. The broader context is provided in the 'Grow our audiences and exceed their expectations' section of the 'Achievements and Performance' report above. The interested reader is directed to the Science Museum Group's Annual Review (www.sciencemuseumgroup.org.uk/wp-content/uploads/2021/06/SMG_AR_2020%E2%80%9321.pdf), which provides further information.

Site-specific programming

Science Museum exhibitions: In addition to delivering one major charged-for exhibition each year (with the capacity to tour), the Science Museum aims to deliver at least two free exhibitions a year, including one *Tomorrow's World* contemporary science exhibition (which can also form the basis of a blueprint touring exhibition). This year the contemporary science exhibition *Driverless* was extended and remained on show for our period of opening. *Zimingzhong: Clockwork Treasures from China's Forbidden City* is a major new free exhibition which will be displayed at the Science Museum, produced in partnership with the Palace Museum in Beijing. Originally scheduled to open in April 2020, the decision has been taken to delay the exhibition to 2023 to avoid potential travel restrictions and maximise audience numbers. As mentioned above, our Group exhibition *Brass, Steel and Fire* opened in autumn 2020 and the planned *Trans-Siberian: The World's Longest Railway* will provide an alternative public offer in 2021. The exhibition *Ancient Greeks: Science and Wisdom* has been rescheduled from March to November 2021. The exhibition supports our aim to illuminate science and culture as global endeavours and is aligned with the 2021 bicentenary of the start of the Greek War of Independence.

Amazônia: Climate change exhibition programming will continue with the opening in October 2021 of *Amazônia* – an exhibition showcasing images of the landscapes and indigenous peoples of the Amazon taken by Sebastião Salgado, an internationally renowned Brazilian photographer known for his work campaigning on the importance of the Amazon rainforest. The exhibition will convey Salgado's vision of the Amazon at a crucial tipping point in the global fight against climate change. The Salgado studio is touring the exhibition to four select international venues and the exhibition will also be shown at the Science and Industry Museum during 2022.

Science Museum smaller display updates: Smaller updates enable us to continue to refresh our offer beyond major exhibitions. For example, at the Science Museum the anniversary display case was updated with a special commemoration of the Hubble Space Telescope's 30th anniversary. The second object – a steel and iron sculpture titled *Habitation* by César Baldaccini – in our Illuminating

Objects collaboration with the Courtauld Institute was installed in October 2020 and will be in place for visitors until spring 2021. This project enables visitors to enjoy a series of precious objects shown in a new context, highlighting their scientific and technological histories. As part of a wider gallery improvement programme of work, the popular *Exploring Space* gallery has been refreshed with new lighting, interpretive panels and content to provide an improved experience for visitors. Updates to *Science City 1550–1800: The Linbury Gallery, Making the Modern World* and the *Energy Hall* (including *James Watt and Our World*) have also been undertaken, acknowledging inclusive narratives and representation. Modifications have been made to accessible interpretation, particularly for *Information Age* and *Medicine: The Wellcome Galleries*, with consistent digital access provided. Gallery lighting has also been improved in the *Who Am I?* and *Atmosphere* galleries.

National Science and Media Museum exhibitions: The museum aims to deliver an exhibition cycle of an annual family-focused exhibition in the summer and smaller-scale spring and winter exhibitions with associated programming, as well as half-term themed activities and our annual festivals. *Sonic Boom* was the National Science and Media Museum's major exhibition planned for 2020. The decision was taken to defer the exhibition to 2021. This highly interactive exhibition will take visitors on a journey through the world of sound. In its place the exhibition *Forgotten Showman: How Robert Paul Invented British Cinema*, which was due to close in March 2020, was extended to run throughout the 2020 opening period. A new programme element was also developed for the summer – *Wonderlab Live* – which ran from July for the period the museum remained open. Inspired by the museum's *Wonderlab* gallery, *Wonderlab Live* revealed the science behind the household objects that shape our everyday lives, with live demos and activities about the science of light and sound. Finally, we deferred launching *Let's Chat: Join the Conversation* until the museum reopens. As part of our commitment to being open for all, *Let's Chat* will include a display of our unique objects and work by photographer Tim Smith. It will give visitors an opportunity to explore our collection and tell us what they want to see at the museum, and will be used to inform how we present our exhibitions and displays. Removing barriers and working in partnership with others was central to our research project Bradford's National Museum, which initiated the exploration of how the museum can be engaged and collaborative with Bradford communities and how the museum can connect sound and vision technology with the city. Having displayed the project's exhibition *Above the Noise* last year, this year it reached its conclusion with the Belle Vue Studio refresh of the daylight studio in the Kodak Gallery and the publication of research findings.

For our smaller-scale foyer display we partnered with West Yorkshire Queer Stories to exhibit a series of photographs by Geoff Brokate, showing members of the LGBTQ+ community in spaces around West Yorkshire, which ran from February to November 2020. This was followed by *Pathology: Diagnosing Disease*, a series of images which show how digital innovations are helping pathologists diagnose disease. Due to be displayed in November 2020, the exhibit became a virtual display on the museum's website as the museum closed again in line with Government restrictions. Also online was *50 Years of the MacRobert Award for Engineering Innovation*, commissioned by the Royal Academy of Engineering from conceptual photographer Ted Humble-Smith.

National Science and Media Museum festivals

- **Bradford Science Festival:** The festival aims to build a strong sense of pride in Bradford and encourage people to see the city as a great place to study STEM subjects and work in STEM careers. Normally scheduled in the summer – with events at locations including the museum, City Park, The Broadway shopping centre and the University of Bradford – this year the event took place over October half term, both on site at the museum and across multiple platforms, with website resources available for the remainder of the year. In 2020 4,000 visitors attended our live on-site strand, compared with 40,000 in 2019. We also delivered online video content for the first time with a series of talks covering the topics of COVID-19, diversity and environmental issues, resulting in 1,000 YouTube views. Brad Lab, our online laboratory, offered young people things to watch, do and try, from optical illusions to physics experiments. The online environment provided activities helping young people to find out more about the world around them and how they can help to look after it, while STEM City provided information and advice around STEM careers. These resulted in almost 700 PDF downloads and in total almost 15,000 visits were made to the festival pages from launch to the end of March 2021. There were 115 attendees for our YouTube Premiere talks and presentations. To help bridge the digital divide, our Learning team also created and printed 20,000 packs which were distributed into families' homes. Full-page activities were also included in the local newspaper, with a readership of over 10,000. Finally, the festival went on the airwaves through eight newly created programmes and ten interviews on BCB Radio to 3,200 listeners.
- **Widescreen Weekend:** This is a unique festival of large-screen formats and cinema technologies celebrating the past, present and future of film. This year the event took place with a limited capacity in October 2020, billed as a 'Theatrical Cut' edition. The long weekend of widescreen cinema experiences showcased the museum's fantastic projection facilities with 70mm screenings, new Cinerama restorations and guests. Almost 200 people took part in this socially distanced weekend, with 459 separate admissions performing ahead of our reduced

income targets – this compares with 7,000 admissions in 2019. Because of COVID-19 we targeted a local audience and succeeded in attracting 50% of the audience from first-time attendees. The festival will return in 2021 for its special 25th anniversary edition.

- **Yorkshire Games Festival:** The annual Yorkshire Games Festival launched on 5 February 2021 with its Game Talks conference hosted as a webinar on Zoom and the discussion, as well as the social aspects of the festival, hosted on a brand-new Discord server. The festival explored the latest trends and roles within the gaming industry, with speakers from Epic Games, Ubisoft and CD Projekt Red. Over 1,300 tickets were sold for the event, including international visitors. This resulted in online unique user admissions of 2,760 for individual events in one day, exceeding previous years' admissions that would usually take place over two days. The festival continued on- and offline throughout February. The festival's pages on our website include resources from BAFTA Young Designers and our regular feature Northern Games Showcase profiled online gameplay from northern indie developers. A printed pack of offline games, maths and coding resources was distributed to 2,000 households in Bradford without access to stable internet or technology during lockdown. These packs aimed to help narrow the STEM skills attainment gap, which has dramatically increased during the pandemic.

Science and Industry Museum exhibitions: Following the opening of the Special Exhibition Gallery at the Science and Industry Museum we are moving to delivering an exhibition cycle made up of two exhibitions per year, either charged for or free. As mentioned above, the first of these exhibitions, *Top Secret*, was planned for autumn 2020 but will now open in 2021. Our planned summer exhibition for 2020 was *Use Hearing Protection: The Early Years of Factory Records*. Again, because of site closures it was decided to defer this to summer 2021. The exhibition celebrates Manchester's place at the heart of Britain's music and creative industries and is dedicated to one of the city's most influential record labels. Finally, in the Upper Yard we installed outdoor planting, curated to explore the story of the site, along with a family trail.

National Railway Museum exhibitions: At the National Railway Museum we are delivering an exhibition programme with partnership opportunities relevant to the future Masterplan in York, as well as Group sharing possibilities. Over the coming years we will be putting in place a programme of displays to celebrate innovation in rail, working closely with external rail partners as well as the Science and Industry Museum and Locomotion, before looking ahead to celebrate the centenary of *Flying Scotsman* in 2023. We are also showcasing Vision 2025, our major redevelopment project, with supporting displays. For example, in February 2020 we displayed the design concepts produced by the five world-class architectural teams shortlisted to design Central Hall and gave visitors the chance to tell us what they think of them.

Originally planned to be on show for two months, the display continued throughout 2020. We continue to refresh and improve the site offer on an annual basis, including the planned 2020 celebration of our sisterhood agreement with the Kyoto Railway Museum, which has been deferred to summer 2021.

Touring locomotives: Our locomotives, including *Flying Scotsman*, would normally be touring heritage railways and other sites, with tens of thousands coming to see *Flying Scotsman* as it toured the country, visiting heritage railways and offering main-line services. This year, with restrictions in place, more extensive maintenance work was undertaken on the engine and the support coach. A revitalised calendar of visits and tours has been introduced for 2021.

Locomotion exhibitions: At Locomotion we are seeking to deliver a programme more rooted in the national collection and the unique stories of Shildon, as well as inspiring visitors to get involved in science, technology and engineering. *A Quiet Afternoon in Cloud Cuckoo Valley*, a kinetic sculpture by Rowland Emett, went on display in January 2020 and continued to be demonstrated four times a day throughout 2020 during opening periods. Looking ahead, we plan to deliver a joint exhibitions programme coordinated with the National Railway Museum. We will also be completing a refresh of interpretation and external signage at the site and producing interpretation for *Locomotion No. 1* when it arrives back in Shildon in 2021 from being on loan. Unable to run our Festival of Steam in May, we decided to run it as a virtual event. Led by one of our curators, the event attracted global interest with well over 10,000 people taking part via Facebook, Twitter and Instagram.

