

**S C I E N C E  
M U S E U M  
G R O U P**

# **Science Museum Group Plan 2017-21**

**2017/18**

## 1. Introduction

In December 2016 the Board of Trustees of the Science Museum agreed the Strategic Priorities for the Group for the period 2017-30. This Plan sets out what we will deliver over the next four years against these Strategic Priorities and their associated actions, with the sharpest focus on 2017-18. It is primarily for internal reference. This Plan does not aim to be comprehensive; the scale and diversity of our activities precludes this. Instead it focuses on agreed priorities that deliver progress and change in accordance with SMG Strategic Priorities. The plan represents a snapshot in time, and our intentions should funding be successful. As the plan rolls forward on an annual basis, it will be updated to reflect the outcome of funding applications as well as new developments or changes in circumstance. Each Museum, Group-wide department and SCMG Enterprises may produce its own, more detailed plans for local use; plans for sections, teams and individuals will sit underneath these.

## 2. SMG Strategic Priorities

### Vision, mission and values

The long-term strategic priorities that drive SMG activity in this period are founded upon a vision, mission and values that are shared across the organisation. Our mission, Inspiring Futures, acts as our 'North Star' to ensure consistency in all our discussions and decisions. Each Museum also has a distinctive focus that reflects its own remit.

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

**SMG 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; and
- **Inspiring the next generations** of scientists, inventors and engineers.

**SMG values**      We will:

- Think big
- Reveal wonder
- Share authentic stories
- Ignite curiosity
- Be open for all

### Strategic priorities

#### 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**

### 3. Summary

Over the period of this plan we will be making major progress towards the achievement of our vision, with activity which goes well beyond business as usual. The One Collection project, which includes the largest capital development project the Group has undertaken in 20 years, will be close to completion. By 2021 this project will have delivered a new, purpose-built collection facility at Wroughton, digitised the majority of our artefact collection (c. 320,000) and commenced transfer of these from Blythe House to the new facility. At the Science Museum we will have completed the first phase of our masterplan with the opening of the Medicine Galleries in 2019, and be well underway with the next phase running up to 2023. The Special Exhibition Gallery will be open at MSI and running a programme of major ticketed exhibitions. NRM will have undergone its biggest transformation since opening, with the redevelopment of the Great Hall due to open 2021, and NSMM will be close to completing the new object rich Sound and Vision Gallery. We have made clear in our priorities that we wish to extend our international reach. In particular, over the period of this plan, we are seeking to grow our touring exhibitions programme and extend our reach starting with China.

SMG plays a central and irreplaceable role in deepening and expanding science literacy in the UK. At the end of 2017 we will complete the 5-year Enterprising Science project and Building Bridges. The subsequent embedding of this research into practice, in particular the use of Science Capital, is well underway and by 2021 SMG will be the sector leading practitioner. The establishment of the Trans-Pennine STEM ambassador hub will further extend our work via a network of over 3000 volunteers. Our Learning Resources strategy will establish a Group wide approach and set of standards for enabling our users to make the most of our museums. This will be facilitated by developing world leading digital learning resources that are a go to destination for educators, students and families.

A particular focus over this period is on our supporting priorities, and getting our core infrastructure right so we can become more agile and fast paced, easily refresh infrastructure, consolidate services across the Group, reduce costs in the long-run and make the estate more manageable. We have already made progress with our web estate, and by the end of 2017-18 will have completed the first phase of the Digital Strategy with an entirely rebuilt technology infrastructure forming the foundation of future initiatives. Likewise the first phase of our ICT strategy will complete at the end of 2017-18 when we will have stabilised existing infrastructure and transformed the networks, platforms, systems and processes into a modern estate. From 2018 onwards we can begin to look at adding value to the investment made. In terms of our physical estate additional investment will be made in remedial works required across the estate as part of a ten year programme of activity, alongside ongoing maintenance activity.

The biggest part of SMG income is direct Grant in Aid (GIA) from the UK Government via our sponsor department, the Department for Culture, Media and Sport. GIA declined in recent years (by 30% in real terms between 2010 and 2015). In order to fulfil our goals on behalf of our visitors we are prioritising income generation to an even greater degree. In particular both diversifying and growing sustainable unrestricted income. Over the next five years we are focusing on the expansion of our corporate events business; continued delivery of Wonderlab: The Statoil Gallery; exploration of membership schemes at SM; development of revenue generating programmes which combine our world class learning resources and our commercial offers; developing our ticketed and touring exhibitions; and a focused and consistent effort to generate income from the existing surplus land at Wroughton. In terms of our people we are focusing on strategic resourcing - ensuring we have the right people doing the right roles, growing our volunteer base and establishing apprenticeships.

#### 4. CORE PRIORITY 1

### GROW 'SCIENCE CAPITAL' IN INDIVIDUALS AND SOCIETY

**SMG's offer and reputation for lifelong, informal STEM learning and engagement is the best in the world**

*Use the principle of Science Capital to describe and shape our learning content and programmes across all sites*

Owner	Site	Deliverable
Tom O'Leary	SMG	1.1 Complete Enterprising Science and Building Bridges Projects by December 17 1.2 Submit funding application to extend Enterprising Science by mid- 2017 1.3 Embed Science Capital principles across all SMG Learning activity by 2018, and wider Museum activity by 2020 1.4 Deliver booked education group targets 2017-18: SM: 460,000; MSI: 70,000; NRM: 37,000; NRM Shildon: 6000; NSMM: 34,000

*Develop world-leading digital learning resources that are a go-to destination for educators, students & families*

Owner	Site	Deliverable
Tom O'Leary	SMG	1.5 Complete initial roll-out of Learning Resources Strategy by March 2018 1.6 Deliver new online learning offer 2019

*Refocus the Outreach team to work on encouraging visits to our Museums by under-represented groups and achieving financial sustainability*

Owner	Site	Deliverable
Tom O'Leary	SMG	1.7 Outreach activity to achieve cost neutral status by 2018 1.8 Set up Trans-Pennine STEM ambassador hub 2017 1.9 Apply for London ambassador hub 2018-19

*Deliver a successful Wonderlab offer at our Museums in London, Bradford, Manchester and York*

Owner	Site	Deliverable
Tom O'Leary	SMG	1.10 Wonderlab: The Statoil Gallery: 267,000 general visitors 2017-18; Educational group visitors 162,000 2017-18 and 200,000 by 2018-19 1.11 NSMM Wonderlab: Increase overall visits to museum to 459,000 2017-18 and overall education group visits to 34,000 2017-18. 1.12 Develop plans for delivery of Wonderlab at MSI and NRM in 2021

*Deploy audience research to improve our offer, with particular emphasis on education groups and under 8s*

Owner	Site	Deliverable
Tom O'Leary	SMG	1.13 Apply a Group-wide approach to audience research & advocacy from 17-18 1.14 Introduce segmentation and qualitative measures for booked education groups March 2018 1.15 Develop a vision for our under 8s offer with initial outline ideas Spring 2018

*Increase sustainable programming for adults at non-peak times.*

Owner	Site	Deliverable
Tom O'Leary	SMG	1.16 Pilot structured adult learning programme 2019

## 5. CORE PRIORITY 2

### GROW OUR AUDIENCES AND EXCEED THEIR EXPECTATIONS

**We understand and consistently meet or exceed our visitors' expectations; we reach and reflect the communities we aim to serve**

*Consistently deliver exhibitions and programmes at all sites that are critically acclaimed and popular; Share public programme content, skills and expertise across SMG sites*

Owner	Site	Deliverable
Jonathan Newby	SM	Exhibitions and programmes 2.1 <i>India and Photography/India Science and Technology</i> September 2017 2.2 <i>Antenna Feature - Antibiotic Resistance</i> November 2017 2.3 2018-21 Deliver one major ticketed exhibition and 2 free exhibitions including one contemporary science exhibition per year Gallery Refreshes 2.4 <i>Agriculture Gallery</i> refreshed 2018 as an updatable exhibition
Sally MacDonald	MSI	Exhibitions and programmes 2.5 Ticketed exhibition <i>Robots</i> autumn 2017 2.6 Arts-science outdoor commissions 2017-21 2.7 2018-21 Develop future exhibitions programme for Special Exhibitions Gallery (open Dec 2018) with touring capability 2.8 Grow reputation and reach of Manchester Science Festival 2017-2021
Jo Quinton-Tulloch	NSMM	Exhibitions and programmes 2.9 2017-21 Deliver one winter and one family focused summer exhibition delivered through partnership per year 2.10 Deliver concept launch event for the Bradford Science Festival 2017 and establish the capacity and funding required for full delivery in 2018
Paul Kirkman	NRM	Exhibitions and programmes 2.11 <i>Mystery on the Rails</i> Season March – September 2017 2.12 2018-21 Deliver one spring/summer season of programming per year

*Deliver the objectives and targets for visitor numbers, demographics and quality of experience set out in each Museum's Audience Development Plan to 2020; review and refresh Audience Development Plans every 3 years*

Owner	Site	Deliverable			
		2017-18	2018-19	2019-20	2020-21
Jonathan Newby	SM	3,240,000	3,300,000	3,400,000	3,300,000
Sally MacDonald	MSI	637,000	650,000	700,000	750,000
Paul Kirkman	NRM York	711,000	750,000	730,000	730,000
Paul Kirkman	NRM Shildon	174,000	175,000	175,000	175,000
Jo Quinton-Tulloch	NSMM	458,000	473,000	487,000	501,000
<i>Any discrepancies in totals due to roundings</i>	SMG	5,220,000	5,348,000	5,492,000	5,456,000
Museum Directors	2.14	Review Audience Development Plans by March 2018			
Roger Highfield	2.15	Conclude brand development for SM and SMG as a whole March 2018 and agree roll-out 2018-19			

For subscription/membership services see *Increase Income* section p.11. For volunteer and apprenticeship programme see *Enabling Activity* section p.12

## 6. CORE PRIORITY 3

### SUSTAIN AND GROW OUR WORLD-CLASS COLLECTION

**SMG's collection is the best in the world for our fields; well understood, well housed and accessible (physically and digitally), and used effectively by SMG and others for research, display, learning and pleasure.**

Complete the *One Collection* project by 2023

Owner	Site	Deliverable
Jonathan Newby	SMG	3.1 One Collection project 2017-18: Deliver enabling works and commence collections engagement strategy, mass digitisation, collections survey and hazard management 2018-19: Commence build of collection store at Wroughton 2019-20: Complete collection store build 2020-21: Object moves; 2023: Project complete

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

Owner	Site	Deliverable
Sally MacDonald	SMG	3.2 2017-18: Increase the pace of agreed disposals by reducing the median time to dispose from 8 to 6 months, and resolve 200 historic loans by acquisition or return to lender. 3.3 2017-19: Undertake Collection Review to improve our understanding of collections across the group, identifying significant material and potential disposals, including 5 initial collection assessments by March 2018 3.4 Complete Collection Review project including agreeing disposals arising from detailed assessments by March 2019. 3.5 Complete management of agreed high priority collections hazard areas identified through Collection Hazards Matrix at each site (excluding rail vehicles) by March 2018. 3.6 Complete management of rail vehicle collection hazards by 2020-21

*Significantly increase 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*

Owner	Site	Deliverable
John Stack/Sally MacDonald	SMG	3.7 Resolve data-structure issues and improve collections management systems to facilitate efficiency of moves and digital capture December 2017 3.8 Large scale digitisation of object collections commence February 2018 in line with digitisation plan 3.9 Medical collections large scale digitisation complete December 2019; rich media oral histories added to online medical collection phase 1 2017; phase 2 2019. 3.10 Backlog of digitised photography collection primarily at NRM and NSMM online – commence 2017 and completed by 2019 3.11 Addition of 3D scans to online collection starts 2019 through <i>London Science City</i> masterplan project

*Seek out opportunities for significant acquisitions, with particular emphasis on contemporary science and technology*

Owner	Site	Deliverable
Museum Directors Sally MacDonald	SMG	3.12 Make significant acquisitions in accordance with collecting policies, including strategic collecting towards exhibition and masterplan developments. 3.13 Grow research capacity and skills across the organisation to enhance collections knowledge and underpin acquisitions strategy by: <ul style="list-style-type: none"><li>- Holding an annual SMG research conference, moving from SMG site to site. Work with colleagues across SMG to ensure conferences, workshops and seminars are a normal part of the working life of all SMG museums by 2019.</li><li>- SMGJ editorial team to work across SMG to build capacity so that by 2018, each SMG museum and relevant department submits at least one article to <i>SMGJ</i> per annum</li></ul>

## 7. SUPPORTING PRIORITY 4

### EXTEND OUR INTERNATIONAL REACH

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

*Undertake market analysis for designated regions and activities, and initiate new collaborations accordingly; China will be the first priority*

Owner	Site	Deliverable
Jonathan Newby	SMG	Adopt a strategic approach to working in and with China based on: 4.1 Touring exhibitions: work towards <i>Science &amp; Splendour and Wonder Materials</i> being displayed in mainland China by 2018-19; tour <i>Robots</i> to Hong Kong 2020-21 4.2 Professional development activities: pilot cost-effective internships and/or training offer, starting collaborating with Wuhan Science & Technology Association from May 2017 4.3 Working with partners in China to develop an exhibition on Chinese science potentially for SMG in the UK in 2022 or later. 4.4 Extending our networks through visits, meetings and exchange of information; including with relevant UK agencies; and including Taiwan and the Special Administrative Regions of Hong Kong and Macao

*Grow our touring exhibitions programme according to a sustainable business model*

Owner	Site	Deliverable
Jonathan Newby	SMG	4.5 Add at least one exhibition to the portfolio per year from SM and one every 3 years from MSI, based on current forward programmes. 4.6 Deliver a breakeven touring programme as a minimum

*Strengthen networks for communication and advocacy of SMG international working*

*Work closely with UK public sector agencies to add value to each other's work and help maintain the UK's soft power ranking*

Owner	Site	Deliverable
Jonathan Newby	SMG	4.7 Agree by 30 April 2018 a communications plan for regular internal and external dissemination of SMG's international working, and for intelligence-gathering; implement thereafter.

*Devise specific programmes to promote UK innovation and manufacturing*

Owner	Site	Deliverable
Jonathan Newby	SMG	4.8 Tour <i>Wonder Materials</i> from 2017-18 4.9 Act as content partner in the UK Pavilion at the World Expo 2017 - helping to shape the narrative about the UK's innovations in Energy technologies, specifically Graphene.

## 8. SUPPORTING PRIORITY 5

### TRANSFORM OUR ESTATE

**Our buildings, public spaces and facilities will be welcoming and inspiring places to visit, effective and accessible housing for the collection, and great places to work.**

*Deliver agreed masterplan projects, and develop future phases, using best practice in procurement standards, and focusing on value for money and customer service; Work with a wide range of partners and stakeholders to ensure that SMG Museums deliver optimum benefits for the places where they are located as well as for museum users; Use masterplan projects to drive programmes for academic research, collection digitisation and acquisitions, and online content, and for increased efficiency, sustainability and social inclusion.*

Owner	Site	Deliverable
Karen Livingstone	SM	5.1 Lecture theatre and entrance area 2017-18: Complete construction and open May 2017
		5.2 Levels 4 and 5 Events Space 2017-18: Complete design and procurement and commence construction; Open July 2018
		5.3 Groups Entrance Refurbishment: 2017-18: Complete summer 2017
		5.4 Supporters Centre 2017-18 : Design and procurement; Open November 2018
		5.5 London Science City Gallery 2017-18: Continue design work; Complete design and procurement and commence construction 2018-19; Open May 2019
		5.6 Medicine Galleries 2017-18: Complete design and procurement and commence construction; Complete construction 2018-19; Open 2019
		5.7 Masterplan Phase 2: 2019-2023 2017-18: scope next phase of the Masterplan
Karen Livingstone	MSI	5.8 Special Exhibitions Gallery - 2017-18: Continue construction; open December 2018.
		5.9 Public Realm developments significantly progressed – 2018-19
Karen Livingstone	NRM	6.1 Great Hall and Wonderlab - 2017-18: Submit HLF Stage 1 Application for opening in 2021
Karen Livingstone	NSMM	5.11 Sound and Vision Galleries - Submit HLF Stage 1 Application 2017-18 for opening in 2021

*Develop skills in project and programme management across the organisation*

Owner	Site	Deliverable
Karen Livingstone	SMG	5.12 Develop mechanisms in 2017-18 to manage our portfolio of masterplan projects across the group

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

Owner	Site	Deliverable
Karen Livingston	SMG	5.13 2017-18: Establish strategic priorities for estate maintenance across the Group and commence programme of remedial works

## 9. SUPPORTING PRIORITY 6

### HARNESS THE POTENTIAL OF DIGITAL

**SMG digital offer is acknowledged as one of the best in the world and its websites are a global destination for their subjects**

*Increase audience reach (see p.6 for collections digitisation deliverables)*

Owner	Site	Deliverable
John Stack	SMG	6.1 Online visit targets: 10% year-on-year growth 2017-18: 13.7m; 2018-19: 15.1m; 2019-20: 16.6m; 2020-21: 18.3m 6.2 Establish multimedia collection “narrative” formats to which all masterplan projects and exhibitions contribute by autumn 2017 6.3 Implement annual online user survey and more sophisticated digital metrics by 2018 6.4 Make content available where audiences are active (YouTube, Google Cultural Institute etc.) – Ongoing

*Enhance the audience experience*

Owner	Site	Deliverable
John Stack	SMG	6.5 Complete refresh of online estate by March 2018 and commence rolling refresh 6.6 Implement Group-wide on-gallery digital platform by December 2019 6.7 Complete virtual reality (VR) experience digital lab project and deliver two digital lab hack days by September 2017

*Enable audience participation*

Owner	Site	Deliverable
John Stack	SMG	6.8 Establish an online crowdsourcing platform to enable audiences to contribute to digitised collections as funding permits 6.9 Deliver digital aspects of participation projects for Medical Galleries by 2019 including online publication of oral histories

## 10. SUPPORTING PRIORITY 7

### INCREASE INCOME

#### **Sustainable unrestricted income from a variety of sources is significantly greater than in 2015-16 and is used efficiently to realise SMG's vision**

Implement the recommendations and targets of the SMG Income Plan agreed in 2016; areas identified as having potential for growth include:

- Our events business, especially using the new custom-built facilities at the Science Museum;
- Our educational activities;
- Greater exploitation of our estate, particularly at Wroughton;
- Membership/subscription schemes;

Owner	Site	Deliverable
Jane Ellis	SMG	7.1 SMG total unrestricted income target 2017-18 (excl. GIA): £23.362m Specific initiatives: 7.2 Wonderlab - £ 1.412m 7.3 Robots exhibition - £2.075m 7.4 Learning led income initiatives (including birthday parties) - £0.2m 7.5 Wroughton estate - £0.871m 7.6 Secure new catering partnership for levels 4 and 5 ready to start hire 2018-19

Increase revenues through digital channels;

Owner	Site	Deliverable
Jane Ellis	SMG	7.7 Develop options for an e-commerce offer 2017-18

Use the new CRM system to provide a holistic customer offer that encompasses both the free and paid-for elements and encourages increased spend-per-head;

Owner	Site	Deliverable
Jane Ellis	SMG	7.8 Spend per head 2017-18: SM - £4.88, SMG - £TBC 7.9 Undertake market testing to establish what our family audience would value in a membership scheme in 2017-18

Develop commercial skills more widely across the organisation.

Owner	Site	Deliverable
Jane Ellis	SMG	7.10 Develop business case methodology to be used by SM Income Group for all commercial proposals in 2017-18

## 11. ENABLING ACTIVITY

### *People and Culture*

In order to deliver the SMG Strategy we need to ensure we have the right people, doing the right roles; working in a culture that supports entrepreneurialism, income generation and professionalism. Over the next four years we are focussing on strategic resourcing, growing volunteers and apprenticeships, and implanting improved ways of working to support organisational change.

*Expand the volunteering programme to support every major exhibition*

Owner	Site	Deliverable
Judith	SMG	8.1 Implement online volunteer recruitment across SMG – 2017-18
McNicol		8.2 Develop Volunteer Management training modules – 2017-18

*Deliver an efficient and successful apprenticeship programme*

Owner	Site	Deliverable
Judith	SMG	8.3 Establish 3-4 apprentices in 2017 to trial the new systems/procedures being built as a result of the apprenticeship reforms.
McNicol		8.4 Grow an apprenticeship programme to include more apprenticeships, in more roles, 2018-2020

### *IT Infrastructure*

In order to enable the organisation to achieve its plans, a number of IT infrastructure projects are taking place. The first phase of our ICT strategy will complete at the end of 2017-18 when we will have stabilised existing infrastructure and transformed the networks, platforms, systems and processes into a modern estate. From 2018 onwards we will begin to look at adding value to the investment made through better business processes, agile development, automation and integration.

Owner	Site	Deliverable
Jane Ellis	SMG	8.5 Complete estate-wide Local Area Network (LAN) Upgrades by April 2017
		8.6 Complete Wide Area Network Programme (WAN Upgrade, Security and Office 365) by June 2017
		8.7 Commence on-premise infrastructure migration to Data Centre by September 2017 – complete phase 1 March 2018, Phase 2 2018-19.
		8.8 New finance system in place 2017-18

### *NRM in Shildon*

Locomotion was opened in 2004 as a joint venture between the Science Museum Group and Durham County Council (the partners). Despite a great amount of goodwill and enthusiasm for the partnership, the current two-tier structure causes difficulty in running the museum effectively. At the request of the partners, a review into the future governance and operation of Locomotion was carried out in 2016. As a result the partners agreed that operational responsibility for the museum should be fully transferred to SMG commencing the process in 2017.

Owner	Site	Deliverable
Paul Kirkman	NRM in Shildon	8.9 Implement recommendations of the report into the Future Governance and Operation of Locomotion 2017

## Risk

### 4 Key strategic risks

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Risk:	Financial sustainability and reliance on government subsidy
Mitigation:	Strategic income plan; rigorous cost control and maintenance of appropriate reserves; focus on income-generation
Owner:	Finance Director

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Risk:	Failure to care, manage and develop the collection
Mitigation:	Strategic acquisitions; collections audit; collections review; Wroughton masterplan development; One Collection project development.
Owner:	Group Head of Collection

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Risk:	Historic under-investment in infrastructure - both physical and digital
Mitigation:	Permanent estates team in place; prioritised programme of capital investment; use Masterplan opportunities for estate remediation/improvements; medium-term investment in ICT; progress SMG Digital Strategy
Owner:	Director of Masterplan and Estate and Digital Director

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Risk:	Operational capacity insufficient to deliver masterplans
Mitigation:	Pacing of masterplan projects; advance planning across whole Group to assess capacity and resource requirements
Owner:	Director of Masterplan and Estate

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Risk:	Core compliance with statutory obligations and H&S
Mitigation:	Implement recommendations for statutory compliance in estates function; contract review of term contractors; data management programme; in-house Legal Counsel review.
Owner:	Deputy Director and Chief Operating Officer

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## Summary of SMG Budget 2017-18

£000s	2016-17	2017-18	2018-19	2019-20	2020-21
GIA	37,344	37,344	37,344	37,344	37,344
Enterprises	16,273	16,338	17,109	17,866	18,058
Visitor giving	2,500	2,796	2,800	2,900	2,900
New Interactive Galleries	1,043	1,203	1,263	1,326	1,392
Other income	3,136	3,687	3,405	3,230	3,198
<b>Total unrestricted income</b>	<b>60,296</b>	<b>61,367</b>	<b>61,920</b>	<b>62,667</b>	<b>62,893</b>
Operating costs	(51,405)	(54,594)	(55,760)	(56,928)	(57,554)
Operational investment	(3,347)	(4,034)	(2,990)	(2,560)	(2,460)
Contingency (less reserves)	(2,000)	(1,000)	(1,000)	(1,000)	(999)
	(56,752)	(59,628)	(59,750)	(60,488)	(61,013)
<b>Operational surplus / (deficit)</b>	<b>3,544</b>	<b>1,740</b>	<b>2,171</b>	<b>2,178</b>	<b>1,880</b>
Project activity					
Income	3,610	4,471	3,353	5,346	4,229
Costs	(6,837)	(6,122)	(5,350)	(7,471)	(6,556)
Net project activity	(3,227)	(1,651)	(1,997)	(2,125)	(2,327)
<b>Surplus / (deficit) before Masterplan</b>	<b>317</b>	<b>88</b>	<b>174</b>	<b>53</b>	<b>(447)</b>
Masterplan Activity					
Income	12,862	14,094	34,295	26,950	9,855
Costs	(23,331)	(25,323)	(44,963)	(39,531)	(18,480)
Net Masterplan activity	(10,469)	(11,229)	(10,669)	(12,582)	(8,625)
Loan funding	4,404	0	0	0	0
Reserves movements	5,748	11,141	10,495	12,528	9,072
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>