

# Regroup Recover Rebuild

Annual Report 2021/22



Growing up locally, I used to visit Winchester Science Centre regularly as a child and remember how much fun it was. Children are naturally curious. The Science Centre can help children harness that curiosity and learn about the world around them. If children can really get to grips with the science behind things, they are going to feel empowered to do something productive and powerful. That really excites me.

Megan McCubbin  
Patron



## Report of the Trustees and strategic report

The Board of Trustees is pleased to present their annual Trustees' report together with consolidated financial statements of the Charity and its trading subsidiary for the year ending 31st March 2022.

The report is prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The Trustees' report and financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 (FRS 102).

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## Chair and CEO's report

**We are immensely proud to deliver this year's annual report, especially after such a challenging time for us all.**

This annual report must begin with our heartfelt thanks for the unwavering support of our partners and funders, and for the dedication and hard work of our staff and Trustees. It is only because of all those who have worked hard and supported us, and due to our relentless focus on our Recovery Plan, that our Charity is now stronger, more resilient and still fully focused on improving children's lives through STEM (science, technology, engineering and maths).

Our ambition to create experiences for every child, particularly for children and families living with disabilities and impairments and children living in underserved communities, has been central to our development. It has challenged and inspired our team in equal measures, stimulated innovative and creative ideas and solutions, and enabled us to engage and delight people who had previously felt excluded.

The pandemic has increased social inequality, disproportionately affecting children from disadvantaged backgrounds, and people living with disabilities and impairments. The need to support these children is now greater than ever.

Covid has been a challenge throughout the year, affecting the day-to-day operations of running our Science Centre and ability to run community-based activities. The team has shown incredible resilience, working longer hours, filling the gaps and supporting one another.

The first stage of our Recovery Plan was to Regroup, which focused on reopening the Science Centre and readjusting our resources to manage the continued uncertainty caused by the pandemic.

The Science Centre reopened to the public on 22 May 2021, as soon as Covid restrictions were eased. Seeing families return to pre-pandemic numbers over the summer and the high volume of repeat visits was hugely reassuring and testament to the quality experience on offer.

Eighteen months after we closed our doors in March 2020, we finally welcomed schools back. After an initial slow start to school bookings, a result of schools having other higher priorities, bookings steadily increased. We moved to stage 2 of the Recovery Plan, Recover, in September 2021, and then quickly into the third and final stage, Rebuild, in October.

A successful recruitment drive over the winter has provided some space for the Senior Management Team to focus on developing a new long-term strategy, and the diversification of the Charity's activities.

A major future initiative is to develop significant nature-based STEM experiences that celebrate and protect our wonderful location in the South Downs National Park. The biodiversity of the chalk downland, and the species that inhabit it are key indicators to the health of our ecosystems. These present us with an opportunity to engage children in environmental science on their doorstep and provide invaluable resources for children to learn from and develop their own environmentally friendly behaviours. Work in these areas has begun in 2021/22, investing in research and development.

We're thrilled that Megan McCubbin has joined us this year as our Patron. Megan is a zoologist, conservationist, TV presenter, wildlife photographer and passionate science communicator. We look forward to working with Megan as we develop our environmental sustainability portfolio.

We also take this opportunity to thank our long-serving Patron Nigel Atkinson Esq, the Lord Lieutenant of Hampshire, who stepped down from the role this year.

Prudent fiscal management has been essential to our Charity's survival and success this past year. The Charity's financial position has been strengthened by visitor targets being achieved in a challenging year alongside good governance, leadership and the hard work and support of everyone who has invested so much in our Charity's work.

In this year's annual report, we share an overview of the year and, since we have now concluded our previous five-year strategy, we have included some of the achievements and transformation of our Charity over the last few years.

Thank you for your interest in our Charity and the difference we make.



**Ben Ward**  
Chief Executive Officer



**Prof. Toby King**  
Chair of Trustees



Science and discovery centres have a critically important role to play in engaging more young people with life-changing science and technology.

Our Trustees are delighted to support Winchester Science Centre with their vision to inspire and empower young people, especially those who have previously had limited access to science.



**Philippa Charles**  
Director, Garfield Weston Foundation

# Charity impact

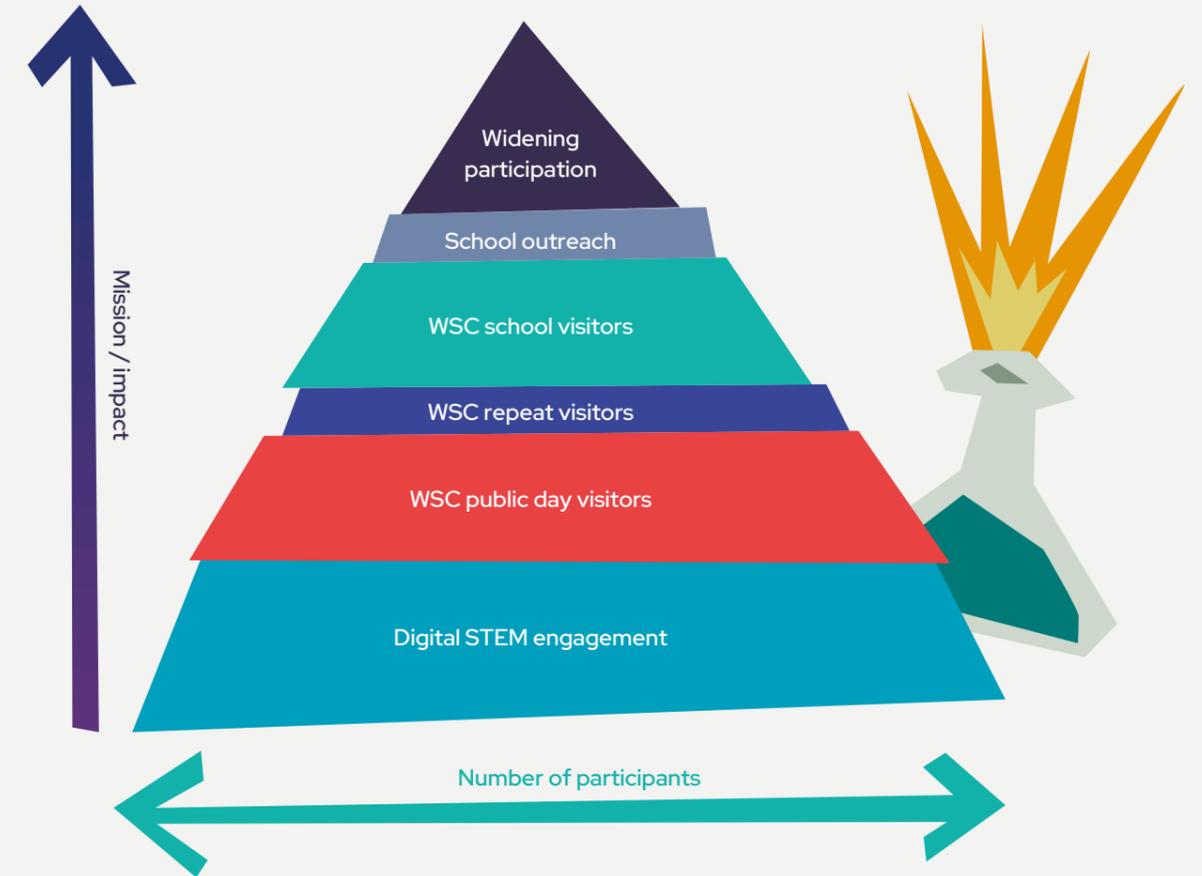
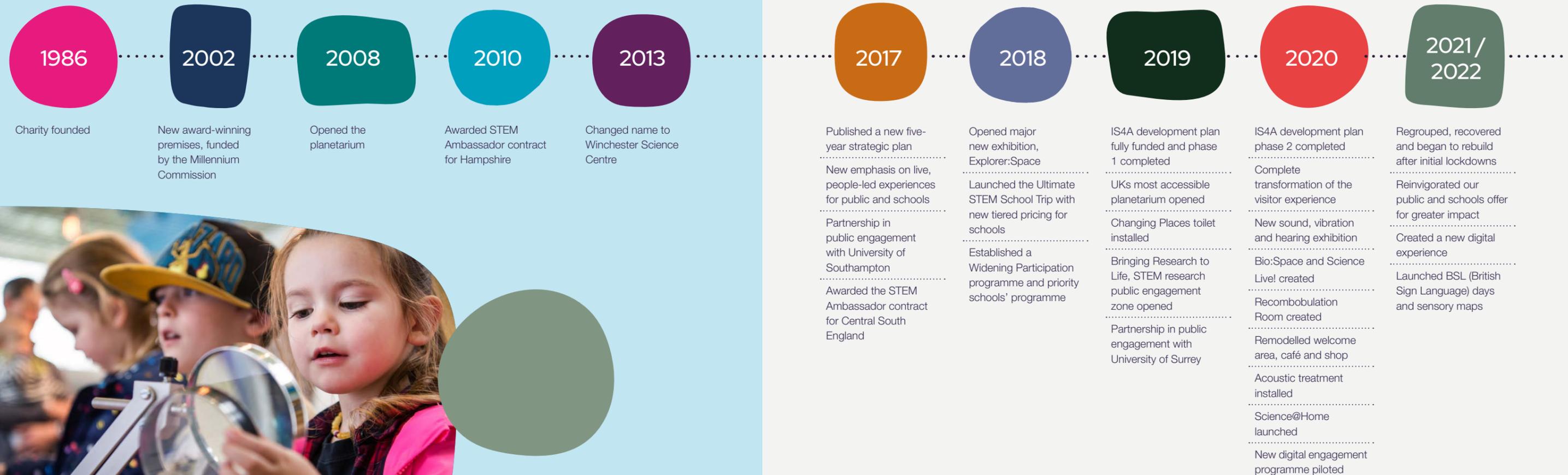
## Our Charity

We strive to remove social, cultural and intellectual barriers to spark curiosity and engage all children in STEM (Science, Technology, Engineering and Mathematics), particularly those with a disability or impairment, so that we might raise children's aspirations and confidence, promote diversity and inclusion, and overcome inequality within the STEM sector.

By sparking and harnessing children's curiosity in STEM, and by removing barriers to engagement, we believe we can give children the confidence, ambition and empowerment to improve their own lives and life on Earth through STEM.

Using our expertise in communicating STEM to children and families, we do this through creating 'WOW!' experiences that are fun, inclusive, immersive, interactive and accessible. We reach children in innovative ways through our Science Centre, in schools, in communities, online and through collaborations with universities and industry partners.

## Timeline



## Covid Recovery Plan



### Engaging families

**100,873** people visited at weekends and holidays since the Science Centre reopened on 22nd May 2021

**75%** attended/experienced a planetarium show (75,901)

**70%** participated in the science show (70,572)

**93%** strongly agreed/agreed to the statement: 'We had fun'

**88%** strongly agreed/agreed: 'We learnt more about science'

**87%** strongly agreed/agreed: 'We could all participate'

**78%** strongly agreed/agreed: 'The live science helped us to engage in science more deeply'

★★★★★ **4.6 out of 5** - Recommended on Facebook based on 628 all time reviews

★★★★★ **4.6 out of 5** - Google reviews based on 174 reviews posted in 2021/22

### Supporting schools

Our tiered pricing structure provides help for schools that need it the most, giving a 15% subsidy for state-funded schools and academies and 60% for selected priority schools and all schools where 14% or more students receive free school meals.

**21,515** children visited for The Ultimate STEM School Trip

**3,071** teachers and support staff worked alongside our Team to support their students

**30%** of schools qualified for the maximum 60% subsidy and a further **52%** of schools were eligible for 15% subsidy.

**89%** of school trips supported children aged 5-12, KS1-2, from across central south England.

Our Mobile Planetarium visited **29 schools**, reaching over 3000 students

Number of active STEM Ambassadors in our region: **766**

Total number of activities: **1843**

Total volunteering hours: **15,471**

### Our post-school survey, 2021/22 (77 respondents)

**58%** of teachers said their group included children with special educational needs.

**91%** of teachers said they were very likely to recommend Winchester Science Centre to a friend or colleague.

**96%** strongly agree/agree with the statements:

- my group learnt something new today
- my group could all participate
- my Inspirer was engaging
- my group enjoyed their session

(Pins show schools that visited the Science Centre between September 21st - March 22nd)

### Digital engagement

We use our social media channels to engage our audiences and showcase diversity in STEM. This year we reached **701,330** on Facebook (up 180% on 2020/21) and **41,354** on Instagram (up 1.1k% on 2020/21). We've seen a **5% growth** in Page Likes on Facebook, up 1,124 to 24.8k, and **18% growth** on Instagram, up 600 to 3.2k.

The new website has increased online engagement. Website traffic has **increased 10%** from 1st December to 23rd March against the same dates in 2019/20, and the bounce rate has fallen by -11%. Over 1000 people have visited the new online STEM resources.

## 2017 - 2022

### A look back on our strategy five years on.

#### We challenged ourselves to think about our Charity, our purpose and the impact we wanted to make.

We asked ourselves a lot of questions that started with Why? Why do people engage with us? Why don't they? Why does it matter? Why should anyone care? And so on. We commissioned an audience development plan to help us understand more about our audiences and more importantly, the people we weren't engaging with and why not. It revealed physical, social, economic and intellectual barriers.

The Charity's five-year strategic plan was informed by our audience development plan and science capital\* research. It focused on reach and impact, and set out the Charity's vision of sparking curiosity, and mission to build science capital for all.

We looked to extend activity into communities, to reach audiences beyond the Science Centre. Within the Science Centre, plans were developed to create a more accessible and inclusive visitor experience to grow existing audiences and appeal to new and underserved audiences, particularly people living with a disability or impairment.

We set out a development project to transform our Charity to become the place to explore how STEM improves lives. We wanted to champion science for all, inspiring and exciting new audiences who have not previously been able to take part, with a real commitment to getting it right for people with a disability or impairment so that everyone can engage with STEM.

Thanks to the generosity of our funders, we raised the £1.1 million required to deliver this project. We've invested every penny to deliver the project on budget and ensure that our Science Centre remains a relevant and inspiring experience for all our visitors for the future.

#### Through the development project, we set four project objectives, to:

1.

Transform the visitor experience. A complete rethink about how our exhibition will support all audiences to be curious and discover STEM.

2.

Widen participation in STEM. Understand and overcome barriers to participation and create inviting opportunities for underserved children and their families and schools to get involved.

3.

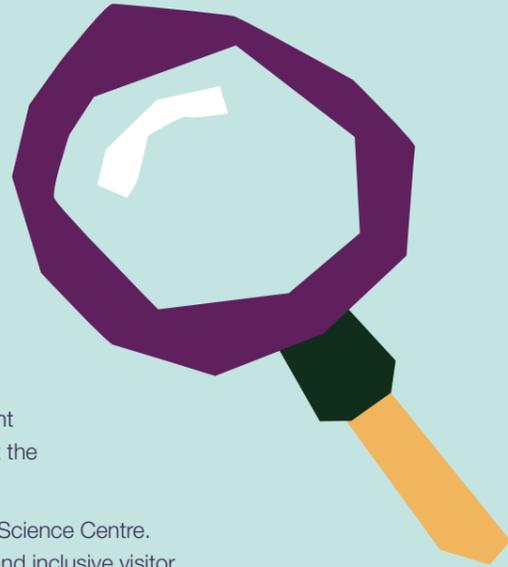
Become more financially sustainable and minimise financial risks. Create new income streams and generate a reliable surplus for re-investment.

4.

Affect cultural change within the organisation and sector. Champion science for all, challenge stereotypes and become a benchmark organisation for inclusivity.

As we step into the new financial year 2022/23, we can proudly say that, despite the many setbacks thrown at us all by the Covid pandemic, and thanks to the tremendous, unwavering support of our funders and partners, we have achieved this transformation.

\* Research led by Kings College London (KCL) introduced the concept of 'science capital' (science-related qualifications, interest, literacy and social contacts) to understand how young people from all backgrounds engage with science and how their engagement might be supported. The research showed that the more science capital a young person has, the more likely they are to see science as 'for me'.



## Headline achievements

We've installed an exciting, new, hands-on Sound, Vibration and Hearing Exhibition and created new spaces for live science experiences to wow our visitors.

We've added a wide range of accessible features including a Changing Places toilet and a Recombobulation Room to improve the experience for our visitors with a disability or sensory sensitivity.

We've developed and tested science activities in local, underserved communities, reaching children who would otherwise have limited opportunities to take part and established strong links with these communities to support future initiatives.

We've co-created a wide range of digital science resources to showcase the diversity of STEM and present positive science role models.

Acoustic rafts and baffles, designed to absorb sound vibrations, have been hung in noisy 'hot-spots' such as the welcome area and café, in order to reduce noise levels and make the visitor experience more comfortable.

Our new visitor experience and website have given us a powerful platform from which to grow our relationships with the STEM sector across the region and to continue to develop new, relevant, accessible science experiences for our audiences.

Our organisation is more inclusive and disability confident. We've established our reputation as an accessible science centre amongst the disabled community and across the science centre sector.

Our much-loved planetarium has been given a new lease of life by installing a powerful new planetarium system. Chosen for its accessibility features, it offers a more inclusive experience so that all our visitors can explore the universe.



# Strategy

## Objects

To advance the education, knowledge and understanding of the public, in particular the young, in basic technological and scientific principle and processes, particularly through the improvement of links between industrial, commercial and educational bodies and institutions

## Our vision

# SPARKING CURIOSITY

## Our mission

## To build science capital for all

## Our values



Quality



Together



Mission



Customers



Sustainability

## Strategic objectives

Work collaboratively with new under-served communities removing barriers to engagement particularly for those living with a disability or impairment

Amazing people delivering awe inspiring STEM experiences for all

Use STEM to champion change to protect and heal our planet and inspire others to do the same

Diversification, sustainability and growth

## Future priorities

Develop our outdoor STEM engagement

Restructure group, evolve branding

Diversify and expand activities

## Covid recovery plan

Regroup

Recover

Rebuild



# Objectives, achievements and performance

1.

**Work collaboratively with new under-served communities removing barriers to engagement, particularly for those living with a disability or impairment**



## Engaging communities

**The Charity works in local, underserved communities, supporting children who would otherwise have limited access and opportunity to take part.**

This year, the team has delivered outreach workshops with schools in areas of deprivation in Southampton and on the Isle of Wight. In response to these workshops, the schools are now keen to work with our Charity on a long-term basis, enabling us to test new ideas and to co-create some school-focused activities.

The mobile planetarium visited six schools in the most deprived areas of the Isle of Wight. These schools have over 40% of their pupils receiving free school meals compared with a national average of 23%. This programme was delivered as part of Destination Space 3, a project funded by the UK Association for Science and Discovery Centres (ASDC).

As well as running projects in communities, we also support opportunities to open our Science Centre to underserved audiences through other organisations and initiatives. Two examples are:

The Voice of Africa was a competition run by the Nigerian Community in Hampshire. It saw primary and secondary school aged girls set an essay topic which they were then encouraged to research and write about. The winners were invited to the Science Centre for a celebration event.

Through the University of Winchester's First Star Programme, we invited 15 looked-after children to the Science Centre where they had presentations from six STEM Ambassadors about their own routes into industry, research or academia. This was followed by a planetarium show and live Q&A session with the STEM Ambassadors. The event was well received and prompted us to undertake a similar initiative with refugees.

A key area of focus for the Charity this year has been the development of Making Waves, a long-term community-based outreach project that aims to support children and families in coastal communities. See Future Plans, page 36.



## Testing our repeat engagement model

This year, we're delighted to have been able to undertake a project funded by Rushmoor Bourough Council.

A month-long activity was delivered in three schools to help raise science capital and environmental awareness with their pupils and teachers. The project included a total of three visits, a whole school assembly, two interactive workshops and a chance for students to present their project back to our team and industry professionals (STEM Ambassadors).

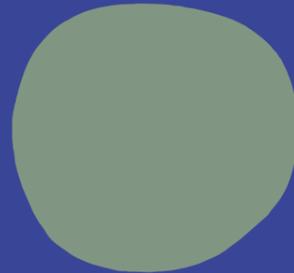
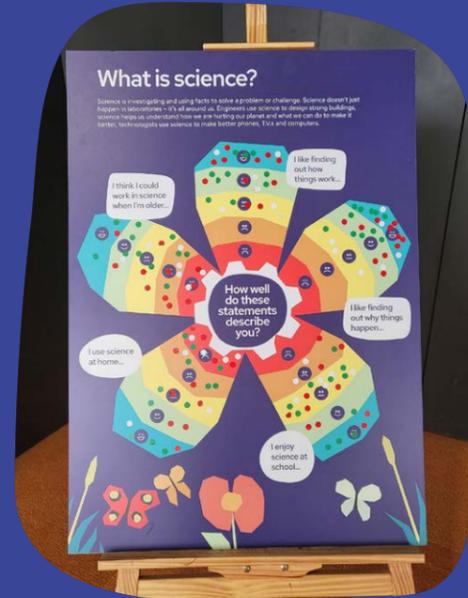
During our work at Tower Hill School in Rushmoor we collected data from two sets of students. We delivered exciting STEM engagement with one group and asked another group, who we didn't work with the same questions as a control.

Firstly, we asked if they enjoyed finding out how things work. 76% of the group who we didn't work with strongly agreed and after our repeated engagement that rose by 14% to 90% of students.

Then we asked if they enjoyed science at school. A disappointing 28% of students not involved in the project agreed with that statement compared to 71% after our engagement.

And finally, we asked if the students thought they could work in science when they were older. 28% of the control group agreed with that statement compared to 38% after intervention.

The project shows the power of the repeat engagement model and the success of interactive workshops in raising aspirations as well as the impact on teachers.



## Accessibility development at the Science Centre:

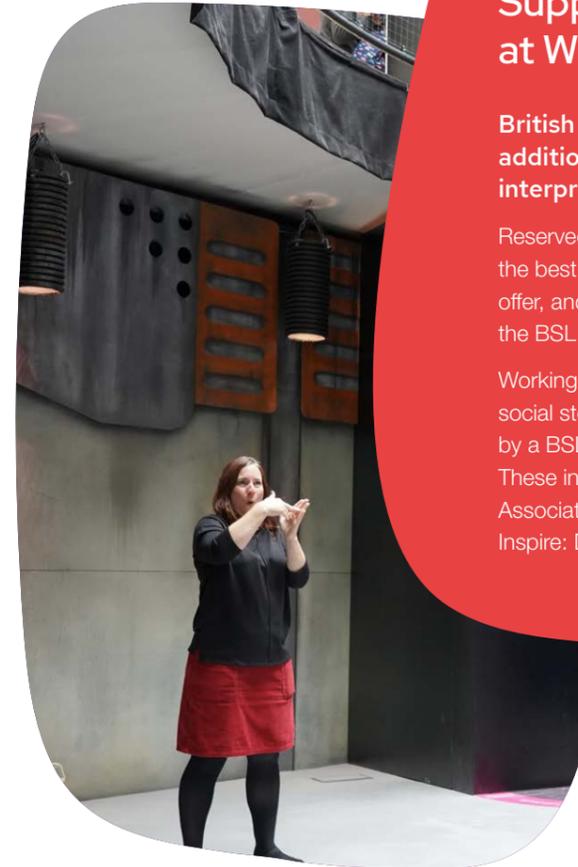
In 2017, we introduced the question: Do you, or anyone in your group, have a disability, impairment or illness that significantly impacts on your/their lives?

We've been able to track the percentage of visitors who have responded and can see significant growth over the past five years.

- 9.18% - 2017
- 11.90% - 2019/20
- 12.87% - 2020/21
- 14.47% - 2021/22

We're really encouraged to see how our visitor profile has changed over the past five years.

In 2020, we completed an incredible redevelopment of the Science Centre and, despite the Covid induced restrictions and uncertainties, the results of this have really begun to be recognised this year.



## Supporting D/deaf children and families at Winchester Science Centre

British Sign Language (BSL) days have become a regular new addition at the Science Centre, where visitors can enjoy BSL interpreted science demos, science shows and planetarium shows.

Reserved seating ensures D/deaf visitors, and their families can be guaranteed the best views. We're delighted by the response we've received to this new offer, and that people have come to the Science Centre especially because of the BSL experience.

Working with a BSL interpreter and BSL speakers, we've co-created a BSL social story, an interactive sensory map which includes short videos, introduced by a BSL speaking child, explaining some of the Science Centre's exhibits. These initiatives were made possible by a £15,000 grant awarded by the UK Association for Science and Discovery Centre (ASDC) as part of their Project Inspire: Digital Engagement and Innovation Programme.



My family visited today, I have a disabled son who has a wheelchair and a walking frame.

Your staff were so accommodating and understood disabilities and bent over backwards to make sure my son could do all my 7 year old able daughter could do.



Visitor  
10th July 2021

## By making things better for people with disabilities, we're making them better for everyone.

### Getting to experience the Science Centre with our visitors is so valuable.

It allows us to observe, ask questions and pick up on small things that wouldn't necessarily be given as feedback at the end of a visit.

Recently, we invited a deaf child and her family to experience our BSL interpreted shows and provide feedback. Through their visit we learnt that the facial expression of the interpreter was important to them. As a result of their feedback, we have moved the position of our BSL interpreter, increased lighting and introduced priority seating for BSL shows.

During their visit, we went to the café. There are some amazing, salvaged wood tables and benches, but there are also several round tables as they are more accessible for wheelchair users. They chose to sit at a round table. It turns out they're much better for lip readers too, as everyone can see each other without having to turn around. A small change we made for one group of visitors that also helps another.

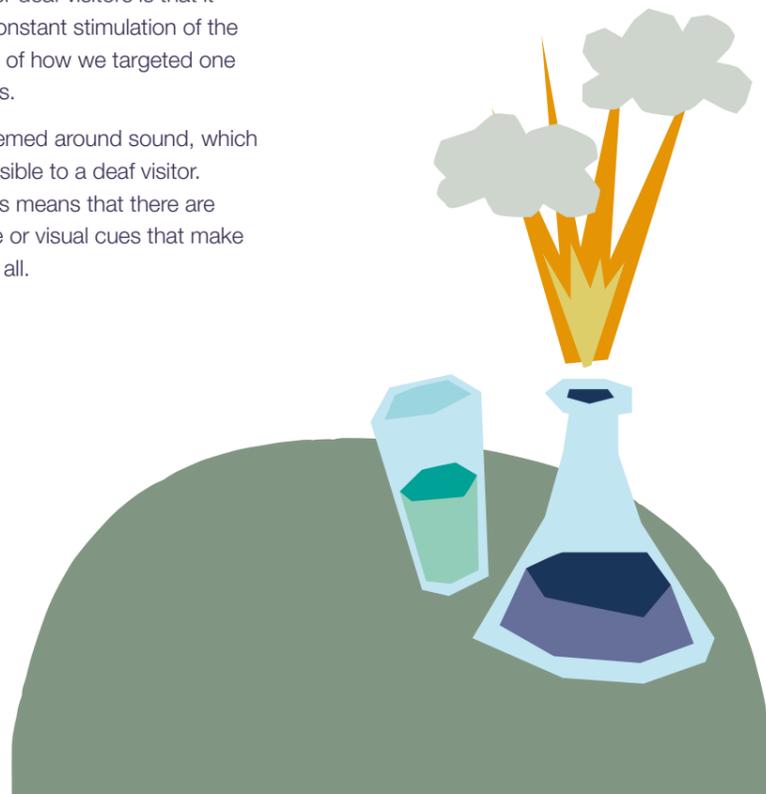
They also valued the use of the recombobulation room. The open room is a place where visitors who are overwhelmed by the sensory overload can go, sit and reset. It has low lighting, sound dampened walls and a couple of lovely fluffy clouds on the ceiling which also aid the sound dampening effect. It was built for people with sensory sensitivities but feedback from the family and other deaf visitors is that it offers a welcome relief from the constant stimulation of the Science Centre. Another example of how we targeted one visitor subset but benefitted others.

A large part of our exhibition is themed around sound, which on the surface may seem inaccessible to a deaf visitor. However, the nature of the exhibits means that there are often elements of play, experience or visual cues that make most of the exhibits accessible to all.

An example is the ear exhibit where you can climb through the ear canal, and then take part in three mini exhibits which use light and vibration to explain how ears work. As well as explaining how the ear works, it can also be used as a tool to explain why sometimes it doesn't. One visitor told us that her 11-year-old son was deaf and that she had spent years trying to explain why but he had never fully grasped it. As they had explored the exhibit, he had said. "I get it mum; I understand why I am deaf". This really proves the power of interactive engagements.

On another occasion, one of our university partners had placed an exhibit on the floor where one part can only be experienced by visitors with a cochlear implant. This was a great delight to one young visitor who told his mum that he could hear things she couldn't!

One visit by a Deaf family prompted us to adapt our long-standing lost child procedure when we realised it didn't meet their needs. The family's first language was British sign language; they could not speak, read or write. Our inability to communicate with them slowed down the process and added to the distress of the situation. We now have a picture sheet where parents can point at symbols and colours to give us a complete picture of the child. This is now used for all lost child cases; it gives us a clear description and focuses the parents' attention. And, it's a great example of how making things better for disabled people, makes it better for everyone.



## Small changes have a huge impact

Here are a few of the changes we've made:





It was a Saturday so a little loud and busy, (as to be expected). The one thing which I'd seen on your website was the Recombobulation room - so after my nearly 4 year old had clearly reached her peak saturation, we went there for a short while. Knowing there was that space put aside genuinely made a difference.

Visitor Feedback. via email  
Nov, 21

Today something amazing happened!

We went to #WinchesterScienceCentre and it was without a doubt the most inclusive place we've been in a very long time. Lucy startled at a noise very early on in the day, a staff member - Zak - noticed and handed us sensory backpacks!!! Inside was ear defenders, fidget toys and a book of widgeits helping us to help the twins throughout the day. Everything was at wheelchair height, they had put on SEN shows which were quieter, and if all that wasn't enough, had a fully equipped changing facility. Every staff member we met were only too happy to help.

OH. I almost forgot one of my favourite parts, a recombobulation room!!!

@johnstontwins17  
Instagram

The inclusion of Sensory Backpacks for people with extra needs is the first of its kind I've seen anywhere and was a welcome addition.

Garry  
Google Review

Thank you for everything the team did today to make our visit accessible from a VI perspective. Harry had a great day!

Teacher feedback  
The Ultimate STEM School Trip

## Championing accessibility in the science centre sector

The Charity has become a benchmark organisation for accessibility.

In June 2021, we were invited to give a presentation at the International Ecsite Online Conference about accessibility in science centres. It was a record-breaking event, with over 1,200 registered participants from 58 different countries.

The well-attended digital talk took people on a virtual day out to the Science Centre, as experienced through the eyes of one of our disabled visitors. It highlighted the barriers that were present and the solutions that we have put in place. Some of these have been included in this section.



# 2.

## Amazing people delivering awe-inspiring STEM experiences for all



In October 2020 we reopened our Science Centre for the first time since the start of the pandemic.

It was quickly followed by a second, then third national lockdown in November and January. In May 2021, we were finally able to reopen our doors to families at weekends and holidays and thankfully they've remained open ever since. In line with our Recovery Plan, we were fully focused on ensuring children and their families could have fun and enjoy the Science Centre's signature interactive exhibitions and live science with confidence.

In July 2021, the Government removed all Covid restrictions. However, some of the changes we have made over the past two years have helped to improve our visitor experience. We chose to retain our timed admission and limit our day capacity. As a result, we have been able to guarantee a consistent high-quality experience, even on wet days during February half term!

Although the Covid restrictions were lifted, the detection and spread of the first Omicron variant in November 2021 had a negative effect on public confidence and bookings and added pressure on staff.

Despite this, our team welcomed 100,873 visitors during weekends and holidays. 75% of visitors attended a planetarium show and 70% included the free science show as part of their visit.

In September 2021, we reopened the Science Centre for the first time since March 2020 to schools. Hearing the roar of excitement from the school children as they approached the building was a wonderful sound. Recognising the incredible pressures schools faced, we introduced a 'Book with Confidence' scheme to give schools the option to amend or cancel their booking free of charge in the event their school trip was impacted by Covid.

We welcomed a total of 24,586 school visitors, 21,515 children and 3,071 teachers and support staff, for The Ultimate STEM School Trip vs a budget of 29,545. Many school visits were affected by Covid, and as a result we agreed to move or cancel a total of 3,949 visitors under our Book with Confidence scheme.

As we moved into the second phase of our Recovery Plan, we brought back a small number of events, including sleepovers, uniformed group badge nights, space lectures and private hires. We also introduced a new mid-week afternoon event Wonder-full Wednesdays primarily for home educators and annual members.



## Wonder-full Wednesdays

### A new midweek event for home educators and annual members

Prior to the pandemic, the Science Centre was open to all seven-days-a-week, but the offer was not consistent across our audience. For example, for families visiting at weekends and holidays, the experience was thrilling, including live science shows, presenter-led planetarium shows and people-led activities. However, in term-time, with up to 500 school visitors, families were largely ignored. Having trialled a “weekend and holiday offer-only” during the pandemic, we realised the benefits of retaining the separation of school and family visitors.

We knew, however, that some home educators and annual members would regularly visit midweek and wanted to provide an alternative midweek experience that they would value, and we’d be proud to deliver.

Welcome Wonder-full Wednesdays! A weekly term-time event, designed to encourage regular visits so that children and their families could build their science confidence and skills together. Each week, our team of Inspirers delivers a different themed workshop, live demos and activities. It’s been great to see how many families have joined us week after week and have been rewarded with certificates to celebrate their achievements.

A total of 2,269 tickets were booked for Wonder-full Wednesdays. We are delighted that so many families have enjoyed visiting every week and using the event to support home learning programmes.



## Bringing research to life

Working in partnership with industry and university partners we’re able to bring current research into the public domain, whether that’s at our Science Centre, through online resources or simply sharing stories through our social media channels.

We have a strategic relationship with both University of Southampton and University of Surrey to support public engagement in research.

This year, we partnered with IAC Acoustics, University of Southampton and the UK Acoustics Network (UKAN) to create three new exhibits for our Science Centre.



## Sharing inspiring news and stories

We use our social media platforms, marketing material and our Science Centre exhibitions to promote the diversity of STEM: the diverse people who work in STEM and the diversity of the STEM sector itself.

These powerful images and stories help to remove social inequality and overcome damaging stereotypes that exist in the sector.



# 3.

## Use STEM to champion change to protect and heal our planet and inspire others to do the same



**This third strategic objective puts the environment at the forefront of our programme and development, demonstrating our commitment to taking responsibility for our own actions and empowering others to do the same.**

The rural location of our Science Centre presents a wonderful opportunity to explore the world on our doorstep and engage our audiences in local biodiversity, habitat conservation and climate science.

We're thrilled that Megan McCubbin has joined us this year as a Charity Patron. Megan is a zoologist, conservationist, TV presenter, wildlife photographer and passionate science communicator. In her role as a Patron, Megan will support our Charity, particularly as we develop our environmental sustainability portfolio, and use her public profile to further our impact.

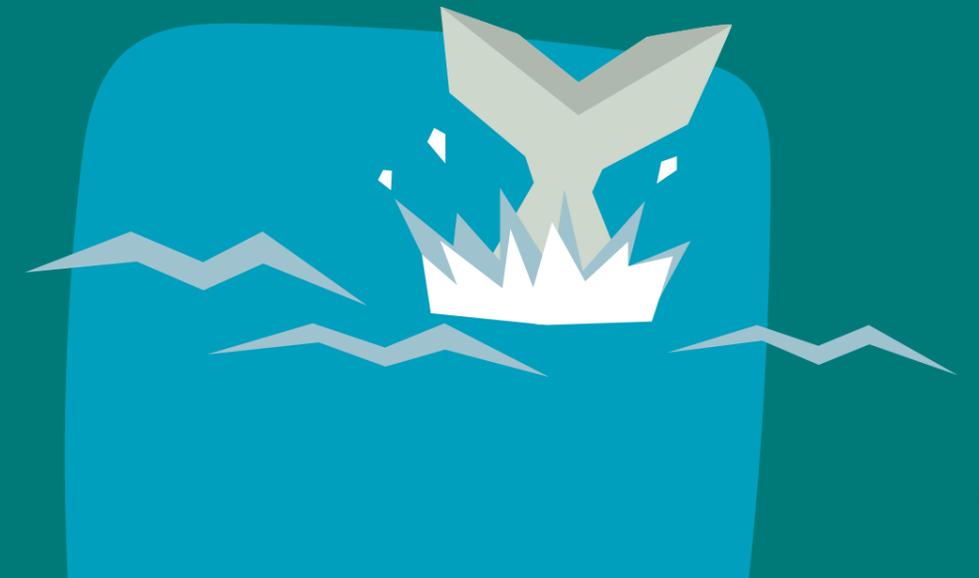
Improving our own environmental impact is essential to our future ambition to develop outdoor STEM experiences and champion local biodiversity (See Future Plans, page 36). It also creates an opportunity for us to tell our own sustainability story; to be a positive role model and inspire our visitors to act.

This year, with funding from the Rural Community Energy Fund and Garfield Weston we commissioned industry experts to conduct a green energy feasibility study of the Science Centre and provide recommendations.

The report, completed in January 2022, has given some feasible options to make substantial improvements to our environmental impact and credible evidence for change.

Although much of the year has been focussed on delivering our core Science Centre experience, we have invested resources in research and development for a new outdoor school programme, which is due to be piloted in summer 2022. Utilising the Science Centre's indoor/outdoor zone Bio:Space and its location in the South Downs National Park, the programme will focus on engaging children in local biodiversity.

In addition, opportunities to develop the team's experience in delivering environmentally focused activities and workshops has been supported through the public programme offered in Bio:Space, the Science Centre's nature-based zone and through the Wonder-full Wednesday events.



## Meeting Megan McCubbin

Megan McCubbin, who has become a familiar face of the BBC Watches series, co-presenting alongside her stepfather, wildlife expert and BBC presenter, Chris Packham CBE, visited the Science Centre to formally take up her new role as a Charity Patron.

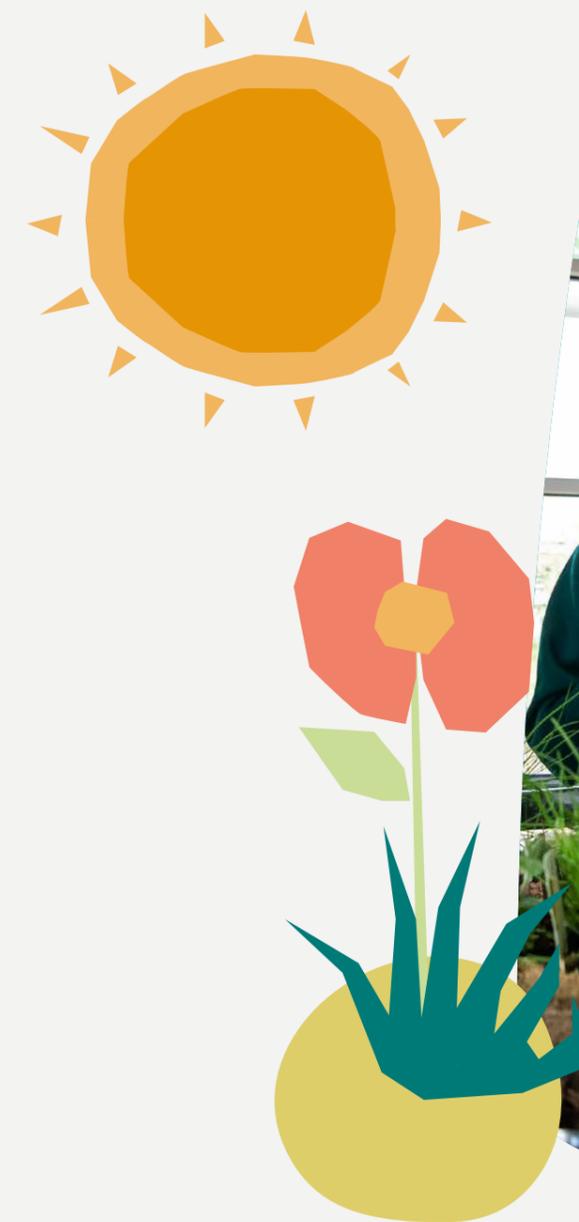
This wasn't the first time Megan had visited. Growing up in the south, Megan was a frequent visitor to the Science Centre as a child and recognises the benefits of engaging children and families in science outside of the classroom. During her visit, Megan brought her artifacts, which included a fossilized tooth of a Megalodon and small animal skulls, which fascinated the children. Megan is a wonderful role model for children and a great advocate for our Charity.

## Butterfly Conservation Collaboration

We were delighted when Butterfly Conservation asked us if they could launch their 2021 Big Butterfly Count from Winchester Science Centre.

Situated next to their flagship reserve at Magdalen Hill Down, the Science Centre provides spectacular views across the South Downs National Park and easy access on foot for members of the media to explore the reserve.

To coincide with their annual Big Butterfly Count, we developed in collaboration with Butterfly Conservation "Brilliant Butterflies," an online suite of activities for families and schools to use over the summer holidays. We released the film live to schools on 14th July. It was enjoyed by almost 17,000 children from 211 schools across the country as part of their end of term activity.



# 4.

## Diversification, sustainability and growth



### The Covid pandemic brought our over-reliance on admissions from visitors to our Science Centre into stark focus.

Not only was our main income stream turned off overnight, but we recognised that we had limited resources and channels with which to deliver our charitable mission anywhere else.

Through the pandemic we provided online experiences for families and schools. Although the resources were well received, we struggled to make them accessible and inviting using the Charity's existing website. Capital funding from Enterprise M3 LEP (Local Enterprise Partnership), supported us to transform our online visitor experience, to better reflect the dynamic and inclusive experience offered at the Science Centre. The grant funded a brand-new website, the development and production of a range of new high quality and engaging online resources for schools and families, and new ticketing and Customer Relationship Management (CRM) systems.

Through implementation of the digital project we identified the need for two websites; one dedicated solely to the Science Centre and one covering the wider aspects of the Charity.

The Science Centre website and new online booking system were successfully launched in December 2021. Online visitors can now enjoy seamless user journeys that showcase everything the Science Centre has to offer. The integrated booking engine has created a more accessible and simplified booking process and increased the number of people choosing to Gift Aid their admission.

The website's new Learning section provides an exciting hub of online resources for schools and families. The new resources can be used by visitors to the Science Centre as pre- and post- visit activities, as well as providing standalone resources for schools and families across the country. The new resources help to build scientific inquiry skills, support the national curriculum, incorporate active minutes and offer teachers the flexibility to use them in their own way.

Investing in online, has enabled us to forge new partnerships, collaborating with Butterfly Conservation and the Institute of Acoustics on the creation of online content. We're looking forward to pursuing further opportunities in this field in the future.

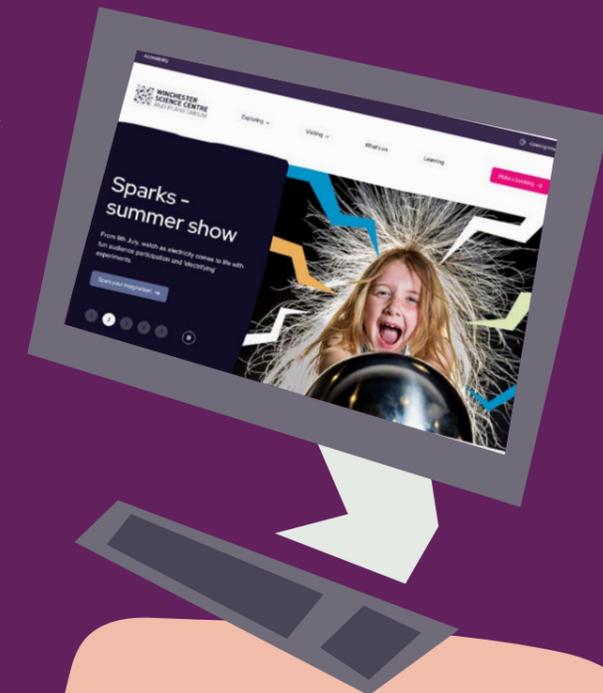
The Charity website, planned for next year, will expand our opportunity to reach audiences beyond the Science Centre and communicate effectively to our funders, partners and supporters our charitable impact.

### Trading

#### The Science Centre's cafés and shop provide an important secondary income stream.

Each area was redesigned as part of the Science Centre's development in 2020. All profits from the café and shop are reinvested into the Charity.

We also invested in the building. A new covered outdoor seating area next to the Café offers much-needed additional dining and activity space for families and school groups. It also has great potential as an event space.



Comparing the site's performance with the same period pre-pandemic, from 1st December 2021 to 23rd March 2022 with the same dates in 2019/20, we have seen users and new users increase by 10% and the bounce rate fall by 11%.



# Fundraising

Funds received 2021/22: £655,524

**Fundraising is critical to realise our Charity's ambition and take forward future plans.**

The Charity is forever grateful for the timely support from The Garfield Weston Foundation. Their grant of £488,500 in February 2021 was a major turning point for the Charity. Whilst in the first half of the year all staff remained fully focused on delivering the first two stages of the Recovery Plan (1: Regroup, 2: Recover), as we progressed to stage 3: Rebuild, seed funding from the grant has enabled us to resume our long-held plans to reduce risk, build resilience and grow impact.

We are also hugely grateful for the continued support from Enterprise M3 LEP. Their grant of £260,000 agreed in autumn 2020 has enabled us to design and deliver a new digital infrastructure this year. A new CRM and ticketing system, websites and accessible online STEM content has improved and enhanced our visitor experience and connected new audiences and improved business efficiencies.

Prior to the pandemic, the Charity enjoyed strong relationships with universities and STEM industry who share our passion for STEM engagement. A priority this year was to re-establish public engagement partnerships with the University of Southampton and University of Surrey, and to complete outstanding projects that had stalled due to the pandemic. We're delighted to have achieved this and added several new exhibits to the exhibition floor, including Scream Chamber with IAC Acoustics and Seeing With Sound with UKAN and the University of Bristol.

This year we also thank ASDC for funding our British Sign Language project to create resources for D/deaf visitors to help them fully engage with our science experiences at the Science Centre, and the Rural Community Energy Fund for funding a green energy stage 1 feasibility study.

Fundraising is essential to achieving our Charity's strategy. Although this year has largely been focused on maintaining our strong relationships with existing funders and supporters, we have also been preparing for two major capital appeals to support two major projects: Making Waves and the development of outdoor STEM experiences (see Future Plans, page 36).

**If you would like to help us inspire every child in science, we would love to hear from you.**

Please contact: [fundraising@winchestersciencecentre.org](mailto:fundraising@winchestersciencecentre.org) or call 01962 863 791 and ask to speak to the Fundraising Team.

Winchester Science Centre is registered with the Fundraising Regulator and is compliant with the Code of Fundraising Practice. All fundraising activity is undertaken by the Fundraising Team, in accordance to the Fundraising Policy and Procedures, with support and oversight from the Fundraising Committee. Funding is sought from trusts and foundations, government, corporate sponsorship and through partnership agreements with industry and universities. All donations are given freely from individuals, including the invitation to Gift Aid admission. Winchester Science Centre does not use any third-party fundraiser or seek funding from vulnerable people. No complaints have been made in relation to fundraising activities (2020/21: nil).

## Our supporters



## Volunteering

**The Trustees and staff thank all our volunteers who have given their time, skills and expertise to support our Charity.**

Volunteers make a huge contribution to the Science Centre. STEM Ambassadors have donated 15,471 volunteer hours through the STEM Ambassador programme working within school and community settings across the region. We would like to take this opportunity to thank our industry partners who encourage, enable and fund their staff to participate in the STEM Ambassador programme.

- 766 active STEM Ambassadors
- 1843 total activities
- 15,471 total volunteering hours



# Future plans

The Trustee Strategy Working Group, set up in response to the pandemic, set out three future priorities to: improve the resilience of our Charity, diversify income and increase impact.

## 1: Develop our outdoor STEM engagement

The UN predicts that we have just one decade within which to take action and begin to reverse our planet's decline.

We are committed to using our science communication expertise to help protect and heal our planet and inspire others to do the same.

Making use of the land immediately surrounding our Science Centre, within the South Downs National Park, we can effectively engage and empower children and families in environmental sustainability. Our ambition is to work with key stakeholders to develop new outdoor access and experiences that connect people with nature, conserve and enhance local biodiversity and create powerful agents for change to improve the health of the planet.

A feasibility study has been commissioned as part of Phase I to help inform the project scope and potential impact.

## 2: Restructure group, evolve branding

The name Winchester Science Centre has served the Charity's purpose well for many years, but it is no longer consistent with the Charity's strategy.

A non-geographic, accessible and inclusive umbrella brand for the Charity will broaden our reach and build resilience through the development of national programmes and partnerships. The name Winchester Science Centre is being retained for the Science Centre visitor experience and it is possible that future sub-brands will be developed.

We have contracted a brand strategy agency to support us on our journey to find a new name for the umbrella brand of the Charity.

Through the investment in our digital infrastructure, we have made provision for a Charity website. We look forward to progressing this once the new name is in place in 2022/23.

## 3: Diversify and expand activities

**Making Waves – reaching out into the community.**

Our Charity has been supporting underserved communities in Southampton, Gosport and on the Isle of Wight for the past five years. We believe that our repeat engagement model, supporting children through their schools and in their communities can improve social mobility and lead children to living healthier, happier and more sustainable lives.

We are now looking to test this model through the delivery of a 5-year, evidence-based, co-created community STEM engagement programme: Making Waves.

Working in three coastal communities in Southampton, the Isle of Wight and Havant, we'll support an estimated 900 children and their families, to raise aspirations and build their confidence in STEM. The project will aim to influence future investment in young children, particularly in underserved coastal communities.

## Maximising opportunities at the Science Centre:

The Science Centre's café and shop provide an important secondary income stream.

Two new posts have been created, a Café Manager and Retail Manager, to maximise the potential of both assets. They will drive increased revenue and develop an improved visitor offer, whilst at the same time, support our sustainability objective.

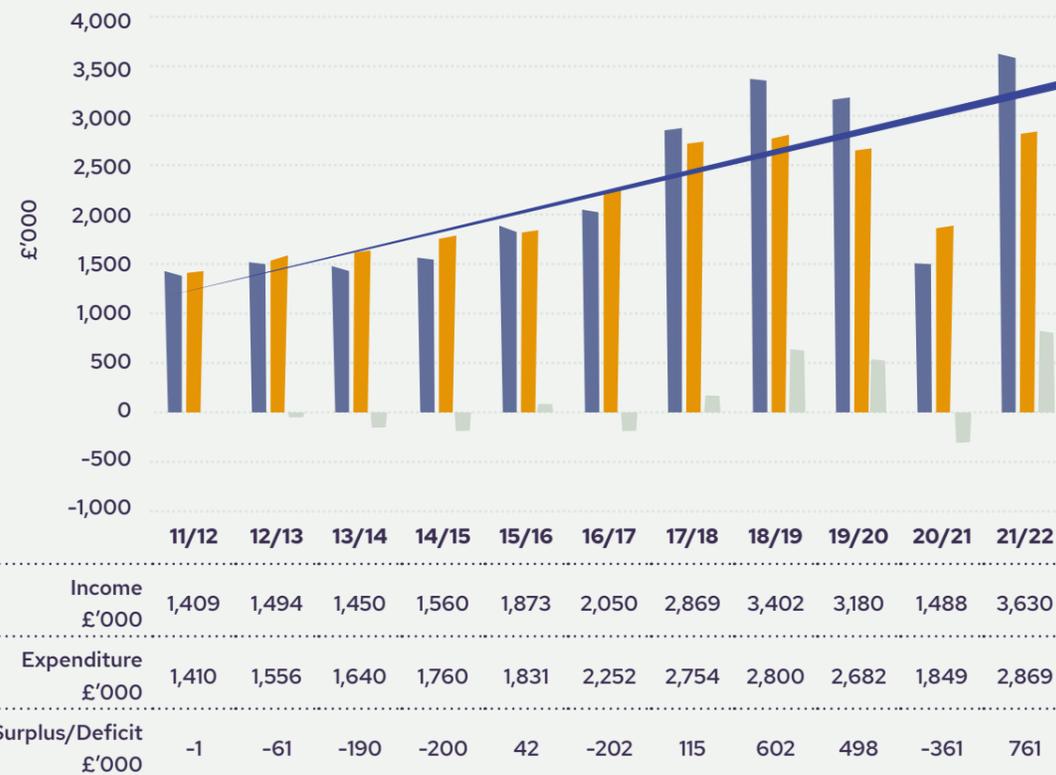
Through the Science Centre's redevelopment there's great potential to build a vibrant events programme and realise the Science Centre's potential to as a community/corporate space. A new post, Head of Events, has been created to maximise the use of the building, support our mission and generate new income.



# Financial review

## Overview

After the most challenging year the Charity had ever faced, 2021/22 was a year of regrouping, recovering and rebuilding. From a loss of £361k in 2020/21, the group returned to a surplus of £761k. Income reached £3,630k offset by expenditure back to its pre-pandemic levels of £2,869k, with the group overall resuming its pre-pandemic trajectory.



## Income

The Science Centre reopened to the public in May 2021 and, despite further waves of Covid throughout the year, the Charity achieved income of £3,630k, exceeding its previous peak of £3,402k in 2018/19.

### Donations and legacies – note 3

Income from Donations and Legacies rose by 6% (+£59k) with fundraising income fully recovering to pre-pandemic levels and largely compensating for the 2020/21 Coronavirus Job Retention Scheme and other government support of £475k the previous year.

The Charity continued to be exceptionally grateful for the generous grant from Garfield Weston Foundation enabling the group to continue to support those who needed it most. The Charity is also immensely thankful for the ongoing support from Enterprise M3 LEP and the Rural Communities Energy Fund.

### Charitable activities – note 4

The reopening of the Science Centre led to a recovery in admission fees from £141k in 2020/21 to £1,465k in 2021/22, comparable to the admission fees of £1,339k achieved in 2019/20 and despite the slow return of school visits and frequent rescheduling to accommodate Covid outbreaks.

Included in income from charitable activities are also business interruption insurance proceeds of £250k.

### Income from trading activities – note 5

With almost a full year of trading activity and the benefits from the trend in staycations and the earlier remodelling of the café and shop, income from trading increased to £530k (£65k in 2020/21) and close to its 2019/20 level of £602k.

The Charity's once thriving event programme, which has largely been on hold since the start of the pandemic, generated revenues of £35k, significantly below pre-pandemic levels of £173k in 2019/20.

## Expenditure

Expenditure levels returned to their pre-Covid levels (£2,869k in 2021/22 compared to £2,682k and £2,800 in 2019/20 and 2018/19 respectively) reflecting the re-opening of the Science Centre and the rebuilding of resources and investment for the future.

### People Costs – note 11

The Charity took the difficult decision early in the pandemic to restructure, with average monthly full-time equivalent employees reducing from 47 in 2019/20 to 37 in 2020/21. The increase in people costs from £1,068k in 2020/21 to £1,233k in 2021/22 reflects the gradual rebuilding of staff resources and use of casual staff as the Science Centre reopened and managed its resources through the continuing waves of Covid. The further restructuring of the team in early 2022 to position the charity to continue to provide its full pre-Covid level of activities and invest for the future also added to the cost base. Average full time equivalent employees for 21/22 was 42.

### Expenditure on charitable activities – note 7

Expenditure on charitable activities rose from £1,591k in 2020/21 to £2,113k, comparable to its 2019/20 level of £1,988k. Almost all of the increase related to the Science Centre which benefited from a £164k investment in the Charity's new website and ticketing systems supported by Enterprise M3 LEP. The new website and ticketing systems are already showing returns, with increased donations and the use of Gift Aid. Engagement and outreach activities are still to reach their pre-Covid levels.

### Expenditure on raising funds – note 6

With the reopening of the shop and café, trading costs rose back to pre-pandemic levels with an increase in the cost of goods sold of £478k reflecting both increased demand and supply chain challenges. Fundraising costs increased by £20k (81%) including the costs of new systems to support the team. Fundraising costs amounted to 7% of fundraised income (20/21: 4%).

### Governance and support costs – note 8

Governance and support costs began to rise as staff gradually returned to the office and supported the visitor experience and maintenance and repair work postponed from the previous year was undertaken.



## Reserves policy

Our Charity's reserves policy is set to manage unforeseen financial difficulties. The level of unrestricted reserves required is set based on forecast income and expenditure and the likelihood of material risks crystallising which would not be covered by future income or insurance.

The reserves policy is set with regard to the:

- Annual budget - set to ensure our future expenditure levels are matched to the income we receive from operating the Science Centre and other grants and contracts.
- Risk management process - assesses the impact and likelihood of all risks to the Charity and the appropriate level of short-term reserves to be held.

The Trustees have assessed the impact and likelihood of uninsured risks to create an expected value, which is reduced by the assessment of mitigating controls, to set the appropriate level of short-term reserves to be held. This value is formally reviewed on an annual basis with the opportunity for any material changes to be picked up within the risk review process.

During the pandemic the Charity aimed to hold unrestricted free reserves of £250k - £300k, equivalent to three months expenditure for a significantly scaled back operation. With the increasing level of global economic uncertainty and the continuing risks from Covid, this range has been increased to £300k - £350k, the equivalent of three months of expenditure for full operations.

## Reserves outcome:

Following a year of strong recovery and rebuilding, unrestricted reserves now stand at £2,688k, of which £1,951k were designated and £737k were general unrestricted funds. Of these reserves £1,755k were represented by fixed assets and £933k were free reserves (2020/21: nil).

The Trustees are committed to using these funds to support our beneficiaries by investing in the seed funding of the outdoor project as well as long-term maintenance of our Science Centre, managing future risks and growing charitable impact.

## Principal risks

As the vaccination programme was rolled out to all adults and people became more familiar with Covid and the steps which could be taken to mitigate risks, such as increased ventilation and enhanced sanitation etc., confidence began to re-emerge. During 2021/22 the Science Centre returned to being fully operational and welcomed school and public visitors at a level not seen since the start of the pandemic.

As the risks from Covid subsided, the global economy, still recovering from the impact of the pandemic, suffered major setbacks as energy and food prices spiralled and inflation took hold. Falling disposable incomes and rising costs will put pressure on both the Charity's income and its ability to operate and provide support to the schools and families who most need it.

Like other employers the Charity faces increasing challenges as the impact of the pandemic and the pressures in the economy and labour market feed through to its staff and all who support it. As the Charity seeks to diversify and expand its activities, it recognises the need to increase workforce resilience and the risks it faces from failing to manage its staff resources and losing key personnel.

Both the pandemic and the group's increasing reliance on IT have heightened the risks of IT and cyber security failures leading to IT and cyber-related risks now being one of the group's three principal risks.

During 2021/22 the group completed a green energy feasibility study and is now looking forward to addressing the risks from the previous underinvestment in infrastructure.

The Trustees are responsible for ensuring that there are effective, adequate risk management, and internal control systems in place to manage the strategic and operational risks the Charity is, and could be, exposed to.

The Chief Executive operates and maintains a comprehensive risk register for the organisation, which feeds current and potential risks from the departments into the wider organisational risks.

The main risks facing the organisation are reviewed at the quarterly Trustee Board meetings and progress on risk mitigation plans is discussed.

The Finance, Audit and Risk Committee meets quarterly and reviews the full risk register, recording any changes.

Major capital projects maintain their own risk registers that feed through into the Charity's risk register and are owned by the Chief Executive and reported to and evaluated by the Trustees.

### Risk

Global economic uncertainty and inflation

### Status

New risk

### Description

Increasing costs, falling disposable incomes, rising interest rates and ongoing global uncertainties may reduce the charity's income, increase its operating and financing costs, reduce its margins and limit its ability to diversify its income streams and reduce its carbon footprint.

#### Risk mitigation strategy

The Charity recognises that the ability to respond rapidly as new information emerges will be key and is focusing on timely and accurate reporting alongside good management and governance to monitor and quickly react to falls in income and increases in costs.

The Charity is monitoring staff satisfaction and has been implementing a number of measures to assist in staff retention and to ensure it has the staff resources for the challenges facing the Charity.

The Charity is monitoring interest rates and currently has the financial resources to reduce its debt levels should the need arise.

### Risk

Resourcing, recruitment and retention

### Status

Increased risk

### Description

With the Science Centre open every day and with a major strategic objective of growing and diversifying the Charity, it is essential that the group has the appropriate staff resources and structure including the necessary skills, expertise and resource allocations. Under resourcing could risk under delivery and project failure.

#### Risk mitigation strategy

The Charity will maintain its focus on the day-to-day operation of the Science Centre, and the skills, expertise, training and overall level and structure of the resources the Science Centre requires to deliver inspiring and exciting STEM experiences to all visitors

The Charity will build on the existing strong inter-departmental working relationships among its Senior Management Team to enable it to continue to oversee project planning and bring in additional resources when required.

The Charity recognises that both the operation of the Science Centre and the development of future plans will be at risk if there is a loss of key staff and is investing in and taking other measures to retain its staff resources.

### Risk

IT and cyber

### Status

Increased risk

### Description

The Charity's reliance on IT has grown significantly since the beginning of the pandemic. Remote and hybrid working has increased the use of multiple new systems and platforms. With increased reliance on these systems, the risk of system failure or cyber-attack also increases.

#### Risk mitigation strategy

The Charity is investing in staff training and IT expertise and has now recruited an IT manager to oversee future improvements and manage the Charity's onsite hardware.

The Charity's IT systems are predominantly delivered by a reputable and long-term partner which also provides regular updates, data and antivirus protection and back-ups.

# Energy consumption and carbon emissions

We are committed to reducing our environmental impact.

Measuring our current energy usage and carbon footprint helps us to record the improvements we make and identify further opportunities for energy efficiencies. This forms a key component in delivering strategic objective 3.

A green energy feasibility study was undertaken in 2021/22 and we are now exploring options on how we could use sustainable technologies for our heating, cooling and lighting systems to reduce our carbon emissions.

		18/19	~CO <sub>2</sub> Tonné	19/20	~CO <sub>2</sub> Tonné	20/21	~CO <sub>2</sub> Tonné	21/22	~CO <sub>2</sub> Tonné
Electricity	KWh	301,168	69.60	288,420	66.65	97,943	22.57	251,582	58.14
Heating oil	litres	33,000	83.82	34,049	86.49	12,410	31.52	37,174	94.43
Business travel	miles					443	0.12	2,591	0.72
Fuel purchase	litres					75.27	0.10	574	1.46
Water	m <sup>3</sup>	2,619		1,930		629		1,546	
<b>Approximate total CO<sub>2</sub></b>	<b>tonnes</b>		<b>153.42</b>		<b>153.14</b>		<b>54.31</b>		<b>154.75</b>



# Structure, governance and management

Winchester Science Centre is a company limited by guarantee and a registered Charity.

It is governed by its Articles of Association, which sets out the Charity's powers and authorities. The objective of the Charity is detailed in the Articles of Association:

To advance the education, knowledge and understanding of the public, in particular the young, in basic technological and scientific principles and processes, particularly through the improvements of the links between industrial, commercial and educational bodies and institutions.



The Charity's wholly owned subsidiary, Sparking Curiosity Ltd, operates the onsite shop and café. Sparking Curiosity Ltd has a licence from the Charity to operate those facilities and gift aids the maximum permissible amount of its profits to the Charity (see note 10 to the accounts).

The principles of good governance by which Winchester Science Centre operates and is held accountable comply with the Charity Governance Code for larger charities (2020). These principles are documented in our Code of Governance.

The Board of Trustees holds all of the Charity's powers and authorities.

The Board is ultimately responsible for the overall control and strategic direction of the Charity and for the protection of its assets. The Board receives regular updates on the major risks likely to affect the Charity and ensures these are properly documented and that mitigating actions are in place and actively managed. The Board receives regular updates on the handling of personal data held by the Charity and ensures the policy and procedures are compliant with the GDPR (2018) legislation.

In setting our objectives and planning our activities the trustees have carefully considered the Charity Commission's general guidance on public benefit.

Operational management is delegated to the Chief Executive Officer, Ben Ward, and the senior management team.

## Board of Trustees

Trustees, who are also Directors under company law, are elected by members of the Board at the Annual General Meeting and serve for a term of three years.

Trustees can be re-appointed up to a maximum of three terms by mutual agreement. The performance of individual Trustees, including the Chair, is informally reviewed each year. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustee expenses and related party transactions are disclosed in notes 11 and 23 of the accounts.

## Board and committee membership and attendance

Title	First name	Last name	Appointed	Stepped down	Full board	AGM	Finance, Audit & Risk	Nominations	Remuneration	Fundraising	Discovery and Learning
Mr	Jeremy	Booker		21/10/21	3/3	y	3/3				
Dr	Dolores	Byrne			3/4	y	4/4		2/2	4/4	
Mr	Philip	Guest		25/04/22	3/4	y					
Dr	Ian	Jenkins			4/4	y		3/3	3/3		
Mrs	Katie	Roberts	21/10/21		0/1	y				1/1	
Prof.	Toby	King			4/4	y		3/3			
Mrs	Tajinder	Leonard			4/4	y		3/3		4/4	
Prof.	Diane	Newell			4/4	y					8/8
Mr	Adrian	Owen			4/4	n	4/4				
Mrs	Sue	Parr			3/4	y				3/4	8/8
Mrs	Phyllida	James	21/10/21		1/1	y	1/1				
Prof.	Janet	Preston			4/4	y		1/3			7/8
Dr	Rutang	Thanawalla	21/10/21		1/1	y	1/1				
Mrs	Sara	Sullivan			4/4	y		3/3	2/3	1/1	
Mrs	Elizabeth	Wallace		21/10/21	3/3	y		2/3	1/1		

## Board effectiveness

The Charity Governance code 2020 details best practice in a series of recommendations that Charities are encouraged to meet. In Spring of 2021 the Board undertook an internal Board Effectiveness Review by assessing adherence to these recommendations (on an apply or explain basis as advised in the code).

Each Trustee was asked for their view on how well, or otherwise, the charity met each recommendation and the results summarised in three categories by significance: routine, process or requiring Board action. The results were circulated to all members of the Board.

The matters of routine were actioned by the secretariat, the matters of process were actioned by committee chairs, the matters requiring Board attention were:

1. Finalise and approve the agenda proforma for each scheduled Board meeting throughout the year.
2. Undertake an internal Board Effectiveness Review annually.
3. Commission an external Board Effectiveness Review on a three-year cycle.
4. Compile a register of training courses and briefings to both develop Trustee effectiveness and refresh knowledge of Charity governance and process.

All actions were subsequently discussed and adopted by the Board.

In compliance with action 3 above an external Board Effectiveness Review has been commissioned and will take place in the Summer of 2022.

## Organisation

The Board holds five meetings a year, one of which is dedicated to Strategy, and has established the following four Committees: Finance, Audit and Risk; Nominations and Remunerations; Discovery and Learning, and Fundraising.

**The Finance, Audit and Risk Committee** is independent of the management of the Science Centre and has been granted the standing and resources to report directly with opinion and oversight to the Board of Trustees on the annual report and accounts and other financial reports, the risk management process and risk register, delivering value for money, policy maintenance and the Charity's whistleblowing arrangements. The committee is also responsible for making recommendations to the Board of Trustees in relation to the performance, appointment, reappointment and removal of the external auditors. Meets at least twice a year and otherwise as required.

**The Nominations and Remuneration Committee** reports to the Board on governance effectiveness, the structure, size and composition of the Board, succession planning and on the salary and benefits of the CEO and members of the Senior Management Team. This is a new committee, following the merger of the Nominations Committee and Remuneration Committee in January 2022. Meets quarterly.

The committee makes recommendations to the Board for approval of the following:

- appointment of new Trustees,
- appointment of Chair and Deputy Chair of the Board of Trustees,
- appointment of Trustees and Chair of Board Committees,
- appointment of Trustees and Chair to the Board of the Charity's subsidiary,
- appointment of the Chief Executive Officer,
- candidates for Honorary Life membership,
- salary and benefits package for the CEO and members of the Senior Management Team,
- annual review and update of the Code of Governance.

Following the skills audit carried out in 2020 three Trustees were appointed in October 2021 with expertise in finance, sustainability and biodiversity. Following the resignation of a Trustee in April 2022 the Board membership is now 12. Three Trustees retire from the Board over the next two years and succession planning to fill these roles is in progress. When recruiting Trustees the Board aims to attract a diverse range of candidates with the skills the Charity needs. It values the benefits of a membership with a variety of backgrounds expertise and experience. Ultimately though, all Board appointments are based on merit within the context of achieving a balance of skills and experience. New Trustees undertake an induction programme that includes coverage of: the Charity's aims and how they are being fulfilled, the Code of Governance including Committee structures and decision-making processes, the business plan and recent financial performance. During induction, Trustees meet the Chief Executive, members of the Senior Management Team and fellow Trustees. Trustees are encouraged to attend appropriate external training events where appropriate utilising, wherever possible, the vast body of content available free of charge from specialist suppliers. In cases where content is not free a small budget has been allocated to cover Trustee expenses and course fees.

In reviewing the salary and benefits for the CEO and the Senior Management Team the committee has access to salary benchmarks for equivalent roles in the sector. The committee considers individual performance in the year against the objectives set in each individual annual review and, on that basis, makes a salary review recommendation to the Board for approval.

**The Discovery and Learning Committee** provides strategic input and makes recommendations to the Board regarding the appropriateness of the scientific and educational content of the strategic plan. The committee assesses the overall scientific and educational value of the Charity's programme, reviews activities aimed at widening participation and assesses the effectiveness of ongoing academic collaborations. Meets at least quarterly.

**The Fundraising Committee** contributes expertise as well as regional and industry sector perspectives to the development and successful operation of the fundraising programme. Members contribute ideas related to fundraising and marketing and engage with other Trustees to open up new fundraising sources.

The responsibility for developing the fundraising strategy and delivering the routine fundraising activities rests with the fundraising team. The committee acts to strengthen the effectiveness of this team by providing independent oversight, reviewing progress against objectives, and by offering advice and active assistance where appropriate. Meets quarterly.

## Related parties and co-operation with other organisations

Any relationship between a Trustee or senior manager of the Charity with a university, sponsoring company exhibition, or an organisation contracted to work for the Charity is openly disclosed to the Board.

## Trustees' responsibilities in relation to the financial statements

The Charity Trustees are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Charity Trustees to prepare financial statements for each year that give a true and fair view of the state of affairs of the parent charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charities SORP,
- make judgements and estimates that are reasonable and prudent,
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the Charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



# Financial statements

## Provision of information to auditors

So far as each of the Trustees at the time the report is approved are aware:

- there is no relevant audit information of which the auditors are unaware and,
- they have taken all the steps they ought to have taken to make themselves aware of any relevant audit information, and to establish that the auditors are aware of that information.

### Auditor

A resolution to reappoint Haysmacintyre LLP as auditor will be proposed at the Annual General Meeting.

The Trustees' Annual Report was approved by the Board of Trustees on 15th July 2022 and signed on its behalf:



*Toby King*

**Prof. Toby King**  
Chair of Trustees



## Independent auditor's report to the members of Winchester Science Centre

### Opinion

We have audited the consolidated financial statements of Winchester Science Centre for the year ended 31st March 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's affairs as at 31st March 2022 and of the group's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events

or conditions that, individually or collectively, may cast significant doubt on the 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.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and the Chair's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

## Independent auditor's report to the members of Winchester Science Centre (continued)

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the group; or
- the group financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 55, the trustees (who are also the directors of the group for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or to cease operations, or have no realistic alternative but to do so.

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

Our 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 an auditor's report that includes our 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.

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wales, and we considered the

extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing the controls and procedures of the charity relevant to the preparation of the financial statements to ensure these were in place throughout the year, including during the Covid remote working period;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions, and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

### Use of our report

This report is made solely to the group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and the group's members, as a body, for our audit work, for this report, or for the opinions we have formed.

### Jane Askew



Senior Statutory Auditor, For and on behalf of  
Haysmacintyre LLP,  
Statutory Auditors  
10 Queen Street Place  
London  
EC4R 1AG

### Date:

31.07.2022



## Consolidated Statement of Financial Activities

(incorporating an income and expenditure account) For the year ending 31st March 2022

Note	Unrestricted funds £'000	Restricted funds £'000	Total funds 2022 £'000	Total funds 2021 £'000	
<b>Income and endowments from:</b>					
Donations and legacies	3	752	247	999	940
<i>Charitable activities:</i>					
Science Centre	4	1,819	-	1,819	238
Engagement and Outreach		206	-	206	203
Income from investments		1	-	1	-
Other trading activities	5	605	-	605	107
<b>Total</b>		<b>3,383</b>	<b>247</b>	<b>3,630</b>	<b>1,488</b>
<b>Expenditure on:</b>					
<i>Raising funds:</i>					
Other trading activities	6	628	128	756	258
<i>Charitable activities:</i>					
Science Centre	7	1,757	129	1,886	1,416
Engagement and Outreach		217	10	227	175
<b>Total</b>		<b>2,602</b>	<b>267</b>	<b>2,869</b>	<b>1,849</b>
<b>Net (expenditure)/income:</b>		<b>781</b>	<b>(20)</b>	<b>761</b>	<b>(361)</b>
Transfer between funds	20	73	(73)	-	-
<b>Net movement in funds</b>		<b>854</b>	<b>(93)</b>	<b>761</b>	<b>(361)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	20	1,834	416	2,250	2,611
<b>Total funds carried forward</b>		<b>2,688</b>	<b>323</b>	<b>3,011</b>	<b>2,250</b>

The statement of financial activities includes all gains and losses recognised in the year, and all income and expenditure derive from continuing activities.

## Consolidated and Charity Balance Sheet

As at 31st March 2022

Note	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000	
<b>Fixed assets:</b>					
Tangible assets	13	2,077	2,429	2,077	2,429
<b>Current assets:</b>					
Stocks	14	24	19	9	1
Debtors	15	257	308	263	297
Cash at bank and in hand		1,774	884	1,530	803
<b>Total current assets</b>		<b>2,055</b>	<b>1,211</b>	<b>1,802</b>	<b>1,101</b>
<b>Liabilities:</b>					
Creditors: Amounts falling due within one year	16	(648)	(788)	(570)	(741)
<b>Net current assets</b>		<b>1,407</b>	<b>423</b>	<b>1,232</b>	<b>360</b>
<b>Total assets less current liabilities</b>		<b>3,484</b>	<b>2,852</b>	<b>3,309</b>	<b>2,789</b>
Creditors: Amounts falling due after more than one year	18	(473)	(602)	(473)	(602)
<b>Total net assets</b>		<b>3,011</b>	<b>2,250</b>	<b>2,836</b>	<b>2,187</b>
<b>The funds of the charity</b>	20				
<b>Restricted income funds</b>		<b>323</b>	<b>416</b>	<b>323</b>	<b>416</b>
<b>Unrestricted funds:</b>					
Designated		1,951	150	1,951	150
General unrestricted		737	1,684	562	1,621
<b>Total unrestricted funds</b>		<b>2,688</b>	<b>1,834</b>	<b>2,513</b>	<b>1,771</b>
<b>Total charity funds</b>		<b>3,011</b>	<b>2,250</b>	<b>2,836</b>	<b>2,187</b>

Winchester Science Centre (the parent entity) reports a surplus for financial year 2021/22 of £649k (2020/21: £(97)k deficit).

The financial statements of the Winchester Science Centre (registered number 02014929) were approved by the Board of Trustees and authorised for issue on 15th July 2022.

Signed on behalf of the Board of Trustees

**Prof. Toby King** *Toby King*  
Chair of Trustees

## Consolidated and Charity Statement of Cash Flows

For the year ending 31st March 2022

Note	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000	
<b>Cash flows from operating activities:</b>					
Net cash provided by operating activities	A	1,073	200	910	136
<b>Cash flows from investing activities:</b>					
Purchase of plant and equipment		(106)	(502)	(106)	(502)
Net cash used in investing activities		(106)	(502)	(106)	(502)
<b>Cash flows from financing activities:</b>					
Repayment of borrowing		(70)	(24)	(70)	(24)
Cash inflows from new borrowing		-	536	-	536
Interest paid		(7)	(4)	(7)	(4)
Net cash (used in)/provided by financing activities		(77)	508	(77)	508
Increase in cash and cash equivalents in the year		890	206	727	142
Cash and cash equivalents at the beginning of the year		884	678	803	661
Cash and cash equivalents at the end of the year	B	1,774	884	1,530	803

## Consolidated and Charity Statement of Cash Flows (continued)

For the year ending 31st March 2022

### Notes to the cash flow statement

A) Reconciliation of net income to net cash flow generated from operating activities

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
<b>Net income/(expenditure) for the year</b>	761	(361)	649	(97)
<b>Adjustments for:</b>				
Depreciation charges	447	372	447	372
Decrease/(increase) in stocks	(5)	3	(8)	4
Decrease/(increase) in debtors	51	(156)	34	(185)
(Decrease)/increase in creditors	(199)	332	(230)	32
Loss on disposal	11	6	11	6
Interest paid	7	4	7	4
<b>Net cash provided by operating activities</b>	<b>1,073</b>	<b>200</b>	<b>910</b>	<b>136</b>

B) Analysis of cash and cash equivalents

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Cash in hand	1,774	884	1,530	803
<b>Total cash and cash equivalents</b>	<b>1,774</b>	<b>884</b>	<b>1,530</b>	<b>803</b>

C) Analysis of changes in net debt

	As at 1st April 2021	Cash-flows	Non-cash changes	As at 31st March 2022
Unrestricted Cash	756	1,018	-	1,774
Cash restricted to projects	128	(128)	-	-
Loans falling due within one year	(69)	70	(129)	(128)
Loans falling due after more than one year	(602)	-	129	(473)
<b>Total</b>	<b>213</b>	<b>960</b>	<b>-</b>	<b>1,173</b>

## Notes to the Financial Statements for the year ending 31st March 2022

### 1. Accounting policies

#### Basis of accounting

The financial statements have been prepared in accordance 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 (FRS 102) (effective 1st January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared under the historic cost convention. Winchester Science Centre meets the definition of a public benefit entity under FRS 102. Winchester Science Centre is a company limited by guarantee and incorporated in England and Wales. The Registered Office is: Telegraph Way, Morn Hill, Winchester, Hampshire, SO21 1HZ.

#### Group financial statements

The Consolidated Statement of Financial Activities (SOFA), Consolidated Balance Sheet and the Consolidated Statement of Cash Flows consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

No separate SOFA has been prepared for the Charity alone as permitted by Section 408 of the Companies Act 2006.

#### Preparation of accounts on a going concern basis

The Group's primary source of income continues to be visitors to the Science Centre.

After careful consideration of the Groups's current financial position, with due attention paid to the coronavirus pandemic, the Group's cash flows, liquidity and borrowings, and future plans and prospects, the Trustees are confident that the Group has adequate resources to continue in operation for the foreseeable future which is at least 12 months from the date of approval of these financial statements. Accordingly, they continue to adopt the going concern basis in preparing the accounts.

#### Income

Income is recognised when the Group has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount is measurable.

#### Donated services and facilities

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Group, which is the amount the Group would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### Fund accounting

##### Unrestricted funds

Unrestricted funds are available to spend on activities that further any of the purposes of the Group. Designated funds are unrestricted funds of the Group which the Trustees have decided at their discretion to set aside to use for a particular purpose.

##### Restricted funds

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Group's work or for specific projects being undertaken by the Group.

#### Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following headings:

- Costs of raising funds comprise the costs of commercial trading including the shop and café and their associated support costs. It also includes a proportion of the cost of front-of-house staff.
- Expenditure on charitable activities includes the costs of exhibitions, educational and other activities undertaken to further the purposes of the Charity and their associated support costs.

#### Allocation of support costs

Support costs are those functions that assist the work of the Group but do not directly undertake charitable activities. Support costs include back office costs, finance, facilities, personnel, IT and governance costs which support the Group's activities. These costs have been allocated between the cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 8.

#### Tangible fixed assets

The Group has elected to use the 'deemed cost' option on transition to FRS102 for Land and Buildings which have been revalued as at 31st March 2014 and have been depreciated from that date. Other tangible fixed assets are capitalised at cost and are depreciated on a straight-line basis over their estimated useful economic lives as follows:

Asset category	Annual rate
Intellectual assets	10%
Planetarium	10% – 33 $\frac{1}{3}$ %
Office equipment	20%
Computer equipment	33 $\frac{1}{3}$ %
Technical equipment	10% – 33 $\frac{1}{3}$ %
Exhibition equipment	20% – 33 $\frac{1}{3}$ %
Equipment library	20%
Motor vehicles	25%
Freehold buildings	2%
Freehold land	Nil

#### Stock

Stock is included at the lower of cost and net realisable value.

#### Debtors

Short term debtors are measured at transaction price, less any impairment.

#### Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions. These are short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

#### Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are initially measured at the transaction value and subsequently measured at amortised cost using the effective interest method.

#### Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the term of the lease.

#### Corporation tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Any profits generated from the Charity's trading subsidiary Sparking Curiosity Ltd will be transferred to the parent with a gift aid payment and therefore no taxation is due.

#### Financial instruments

The Group has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans and mortgages which are subsequently measured at amortised cost using the effective interest method.

#### Judgements in applying accounting policies and key sources of estimation

In the application of the Group's accounting policies, described in the accounting policies above, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The Trustee representatives consider that the following are key estimates;

- Depreciation of fixed assets is charged over the useful economic life of the assets. Trustees and management review the useful economic life on an annual basis.
- Bad debt provisions – debtors are reviewed regularly to assess likelihood of recoverability. A provision of bad debt is estimated based on these reviews. At the year end, no bad debt provision has been made (2021: £0k).

## 2. Legal status of the Charity

The Charity is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

## 3. Income from donations and legacies

	2022 £'000	2021 £'000
Donations and grants	861	458
<b>Government support:</b>		
Job Retention Scheme	33	415
Other	35	60
Membership subscriptions	70	7
<b>Total</b>	<b>999</b>	<b>940</b>

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

## 4. Income from charitable activities

	2022 £'000	2021 £'000
<b>Science Centre:</b>		
Admission fees	1,465	141
Exhibit sponsorship	15	-
Tax Relief	89	97
Insurance claim	250	-
<b>Total</b>	<b>1,819</b>	<b>238</b>
<b>Engagement and Outreach:</b>		
STEM NOW	195	203
Outreach workshops	11	-
<b>Total</b>	<b>206</b>	<b>203</b>

## 5. Income from other trading activities

	2022 £'000	2021 £'000
Fundraising events	35	-
Trading operations	530	65
Corporate sponsorship	40	42
<b>Total</b>	<b>605</b>	<b>107</b>

## 6. Expenditure on raising funds

	Direct staff costs £'000	Other direct costs £'000	Governance support costs £'000	Other support costs £'000	Total 2022 £'000	Total 2021 £'000
Trading costs	97	458	15	141	711	233
Fundraising costs	33	12	-	-	45	25
<b>Total</b>	<b>130</b>	<b>470</b>	<b>15</b>	<b>141</b>	<b>756</b>	<b>258</b>

## 7. Expenditure on charitable activities

	Direct staff costs £'000	Other direct costs £'000	Governance support costs £'000	Other support costs £'000	Total 2022 £'000	Total 2021 £'000
Science Centre	726	669	30	461	1,886	1,416
Engagement and Outreach	137	30	5	55	227	175
<b>Total</b>	<b>863</b>	<b>699</b>	<b>35</b>	<b>516</b>	<b>2,113</b>	<b>1,591</b>

## 8. Analysis of governance and support costs

	Direct staff costs £'000	Overheads £'000	Total 2022 £'000	Total 2021 £'000
Governance costs	-	50	50	35
Finance, HR and IS costs	146	109	255	236
Management costs	94	36	130	124
Premises and office costs	-	272	272	74
<b>Total</b>	<b>240</b>	<b>467</b>	<b>707</b>	<b>469</b>

Support costs related to the building have been re-allocated on a square footage basis, whilst other costs have been re-allocated on a direct cost basis.

## 9. Net income for the year

<i>This is stated after charging:</i>	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Depreciation	447	372	447	372
<i>Auditor's remuneration for:</i>				
Audit	18	18	14	14
Taxation services	19	7	18	7
<i>Operating lease rentals:</i>				
Plant and machinery	7	4	7	3

## 10. Investment in subsidiary and trading income

The charity has a wholly owned trading subsidiary, Sparking Curiosity Limited (Company Number 10661776), which is incorporated in England and Wales. A summary of the trading results of the subsidiary to 31st March 2022 is shown below. This includes a management charge levied by the Charity of £181k (2020/21: £75k). Audited accounts are filed with the Registrar of Companies.

	2022 £'000	2021 £'000
Turnover	572	128
Cost of sales	(255)	(35)
<b>Gross profit</b>	<b>317</b>	<b>93</b>
Other operating charges	(195)	(84)
<b>Profit for the year before tax</b>	<b>122</b>	<b>9</b>

The capital of the company comprises 100 ordinary shares of £1 each. The maximum permissible amount of the subsidiary's reserves of £174,908 will be transferred to the parent by 31st December 2022 such that no tax will be payable by the subsidiary.

## 11. Analysis of staff costs, Trustee remuneration and expenses, and the cost of key management personnel

	2022 £'000	2021 £'000
Salaries and wages	1,126	971
Social security costs	86	77
Pension costs	21	18
Redundancy costs	-	2
<b>Total</b>	<b>1,233</b>	<b>1,068</b>

The number of employees whose emoluments exceeded £60,000 during the year was:

	2022 Number	2021 Number
£80,001 - £90,000	1	1

Pension costs are allocated to activities in proportion to the related staffing costs incurred.

The Trustees were not paid and did not receive any other benefits from employment with the charity in the year (2020/21: nil). No Trustees were reimbursed for travel and accommodation costs during the year (2020/21: nil). No Trustee received payment for professional or other services supplied to the charity (2020/21: nil).

The key management personnel of the charity comprise the Trustees, CEO, and Directors of Finance and Operations, STEM Strategy, Marketing and Communications, Fundraising and Experience. The total employee costs of the key management personnel of the charity were £296k (2020/21: £290k).

## 12. Staff numbers

The average monthly head count was 66 staff (2020/21: 56 staff) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year were as follows:

	2022 Number	2021 Number
Science Centre	34	29
Office and management	8	8
<b>Total</b>	<b>42</b>	<b>37</b>

All staff were employed by the charity.

### 13. Tangible fixed assets – Group

	Work in progress £'000	Intellectual assets £'000	Equipment £'000	Freehold land and buildings £'000	Total £'000
<b>Cost or valuation:</b>					
At 1st April 2021	20	253	2,570	1,087	3,930
Additions	8	-	98	-	106
Transfers	(20)	-	20	-	-
Disposals	-	-	(131)	-	(131)
<b>As at 31st March 2022</b>	<b>8</b>	<b>253</b>	<b>2,557</b>	<b>1,087</b>	<b>3,905</b>
<b>Depreciation:</b>					
At 1st April 2021	-	223	1,201	77	1,501
Charge for year	-	25	403	19	447
Eliminated on disposal	-	-	(120)	-	(120)
<b>As at 31st March 2022</b>	<b>-</b>	<b>248</b>	<b>1,484</b>	<b>96</b>	<b>1,828</b>
<b>Net book value:</b>					
<b>As at 31st March 2022</b>	<b>8</b>	<b>5</b>	<b>1,073</b>	<b>991</b>	<b>2,077</b>
<b>As at 31st March 2021</b>	<b>20</b>	<b>30</b>	<b>1,369</b>	<b>1,010</b>	<b>2,429</b>

In July 2016, the land and buildings were inspected by Andrew Smith & Son of Winchester to obtain a current open market valuation at 31st March 2014. The buildings were valued at £1,000k and the land at £125k. The Trustees restated opening balances on 1st April 2015 in accordance with the deemed cost option of FRS 102. Had the deemed cost option not been elected, at 31st March 2022, the cost of freehold land and buildings stated above would be £7,621k, and the net book value £5,424k.

### 13. Tangible fixed assets – Charity

	Work in progress £'000	Intellectual assets £'000	Equipment £'000	Freehold land and buildings £'000	Total £'000
<b>Cost or valuation:</b>					
At 1st April 2021	20	253	2,569	1,087	3,929
Additions	8	-	98	-	106
Transfers	(20)	-	20	-	-
Disposals	-	-	(131)	-	(131)
<b>As at 31st March 2022</b>	<b>8</b>	<b>253</b>	<b>2,556</b>	<b>1,087</b>	<b>3,904</b>
<b>Depreciation:</b>					
At 1st April 2021	-	223	1,200	77	1,500
Charge for year	-	25	403	19	447
Eliminated on disposal	-	-	(120)	-	(120)
<b>As at 31st March 2022</b>	<b>-</b>	<b>248</b>	<b>1,483</b>	<b>96</b>	<b>1,827</b>
<b>Net book value:</b>					
<b>As at 31st March 2022</b>	<b>8</b>	<b>5</b>	<b>1,073</b>	<b>991</b>	<b>2,077</b>
<b>As at 31st March 2021</b>	<b>20</b>	<b>30</b>	<b>1,369</b>	<b>1,010</b>	<b>2,429</b>

### 14. Stock

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Shop goods for resale	15	18	-	-
Heating fuel	9	1	9	1
<b>Total</b>	<b>24</b>	<b>19</b>	<b>9</b>	<b>1</b>

During the year, £274k (2020/21: £45k) of stock was recognised as an expense.

## 15. Debtors

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade debtors	105	75	99	63
Prepayments	38	14	38	14
Grants	-	120	-	120
Tax relief	89	97	89	97
Amounts owed from group undertakings	-	-	13	1
Other	25	2	24	2
<b>Total</b>	<b>257</b>	<b>308</b>	<b>263</b>	<b>297</b>

## 16. Creditors: amounts falling due within one year

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Bank loans and overdraft	128	69	128	69
Trade creditors	131	47	112	47
Accruals	68	71	60	65
Taxation and social security	36	47	14	26
Other creditors	12	8	8	8
Deferred income	273	546	248	526
<b>Total</b>	<b>648</b>	<b>788</b>	<b>570</b>	<b>741</b>

## 17. Deferred income

Deferred income comprises: advance ticket sales related to admission to the Science Centre and for events held after 31st March 2022 of £61k (2020/21: £25k), deferred membership from annual passes of £36k (2020/21: £37k), deferred sponsorship of £36k (2020/21: £20k) and deferred grant income of £140k (2020/21: £464k).

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Balance as at 1st April	546	69	526	47
Amount released to income and expenditure account	(546)	(69)	(526)	(47)
Amount deferred in year	273	546	248	526
<b>Balance as at 31st March</b>	<b>273</b>	<b>546</b>	<b>248</b>	<b>526</b>

## 18. Creditors: amounts falling due after more than one year

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Bank loan	84	109	84	109
CBILS loan	389	493	389	493
<b>Total</b>	<b>473</b>	<b>602</b>	<b>473</b>	<b>602</b>

The bank loan is repayable by 18th April 2026 with interest charged at 2.5% above the base rate. The CBILS loan is repayable by 30th October 2026 with interest charged from 31st October 2021 at 1.63% above the base rate. Both loans are secured on the charity's freehold property.

The bank loans are repayable as follows:

	2022 £'000	2021 £'000
Amounts payable within one year	128	69
Amounts payable between one and two years	131	130
Amounts payable between three and five years	342	405
Amounts payable after more than five years	-	67
<b>Total</b>	<b>601</b>	<b>671</b>

## 19. Analysis of assets and liabilities between funds

	Restricted funds 2022 £'000	Unrestricted funds 2022 £'000	Total 2022 £'000	Restricted funds 2021 £'000	Unrestricted funds 2021 £'000	Total 2021 £'000
<b>Group:</b>						
Fixed assets	323	1,754	2,077	342	2,087	2,429
Current assets	-	2,055	2,055	128	1,083	1,211
Current liabilities	-	(648)	(648)	(54)	(734)	(788)
Long-term liabilities	-	(473)	(473)	-	(602)	(602)
<b>Group total</b>	<b>323</b>	<b>2,688</b>	<b>3,011</b>	<b>416</b>	<b>1,834</b>	<b>2,250</b>
<b>Charity:</b>						
Fixed assets	323	1,754	2,077	342	2,087	2,429
Current assets	-	1,802	1,802	128	973	1,101
Current liabilities	-	(570)	(570)	(54)	(687)	(741)
Long-term liabilities	-	(473)	(473)	-	(602)	(602)
<b>Charity total</b>	<b>323</b>	<b>2,513</b>	<b>2,836</b>	<b>416</b>	<b>1,771</b>	<b>2,187</b>

## 20. Movement in funds

	At 1st April 2021 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31st March 2022 £'000
<b>Restricted funds:</b>					
Inspiring Science for All	60	-	(18)	(42)	-
Inspiring Science for All - Digital	-	163	(135)	(28)	-
Widening Participation and Outreach	14	35	(49)	-	-
Millennium Project	342	-	(19)	-	323
Other restricted funds	-	49	(46)	(3)	-
<b>Total restricted funds</b>	<b>416</b>	<b>247</b>	<b>(267)</b>	<b>(73)</b>	<b>323</b>
<b>Unrestricted funds:</b>					
<i>Designated:</i>					
Planetarium	106	46	-	-	152
Fixed assets	-	-	-	1,755	1,755
Exhibition	44	13	(13)	-	44
STEM NOW	-	194	(141)	(53)	-
<b>Total designated funds</b>	<b>150</b>	<b>253</b>	<b>(154)</b>	<b>1,702</b>	<b>1,951</b>
<i>Unrestricted:</i>					
General unrestricted	1,621	2,558	(1,988)	(1,629)	562
<b>Total general unrestricted funds</b>	<b>1,621</b>	<b>2,558</b>	<b>(1,988)</b>	<b>(1,629)</b>	<b>562</b>
<b>Total unrestricted funds</b>	<b>1,771</b>	<b>2,811</b>	<b>(2,142)</b>	<b>73</b>	<b>2,513</b>
<b>Total charitable funds</b>	<b>2,187</b>	<b>3,058</b>	<b>(2,409)</b>	<b>-</b>	<b>2,836</b>
Trading subsidiary	63	572	(460)	-	175
<b>Total group funds</b>	<b>2,250</b>	<b>3,630</b>	<b>(2,869)</b>	<b>-</b>	<b>3,011</b>

See note 27 for prior year comparatives

### Restricted funds

The charity received donations and grants which the donor specified to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

#### Inspiring Science For All

A capital development project which set out to make the Science Centre accessible to all and the place to explore how science improves lives. It included the redevelopment of the upper floor, major new exhibitions, new accessible planetarium system, accessible facilities and live science activities and programmes.

#### Inspiring Science for All Digital (M3 LEP)

An extension of Inspiring Science For All, which took the concept of accessible science experiences online through improved website, new online learning resources, ticketing system and CRM system.

#### Widening Participation and Outreach

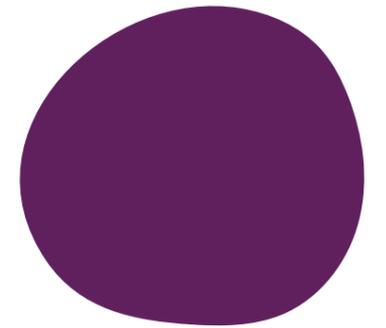
A number of discrete projects to reach underserved audiences. Projects included outreach activity in school and community settings and the development of resources to improve experiences for the D/deaf community.

#### Millennium Project

A capital development project for the creation of the Science Centre, placing restrictions on the use of the building.

### General unrestricted funds

These are funds available for the general objectives of the charity. Included within unrestricted funds are designated funds that the charity has put aside for a specific purpose. The charity has existing fixed assets that are essential to its operation, the value of which has been newly designated in 2022.



## 21. Operating lease commitments – Group and Charity

The future operating lease payments are as follows:

	2022 £'000	2021 £'000
Within one year	11	5
Between one and five years	16	5
After more than five years	-	-
<b>Total</b>	<b>27</b>	<b>10</b>

## 22. Pension scheme

During the year £21k (2020/21: £18k) was paid into a defined contribution pension scheme. At the year-end contributions of £5k (2020/21: nil) were due to the scheme.

## 23. Related party transactions

There were no related party transactions in the year.

In 2020/21 the CEO was a Trustee of The Association of Science and Discovery Centres (ASDC) to whom the charity paid £1k for annual membership and grant fees. The charity received £11k from ASDC to deliver the Destination Space and Science Capital programmes and for a digital engagement grant to run in 21/22.

## 24. Limitation of liability

Winchester Science Centre is a company limited by guarantee and has no share capital. At the year ended 31st March 2022, there were 13 members (12 members at 31st March 2021), each of whom has undertaken to contribute a maximum of £1, if required, in the event of the winding up of the company.

## 25. Capital commitments

There were no outstanding capital commitments at 31st March 2022.

## 26. 2021 Statement of Financial Activities (Prior Year)

	Unrestricted funds £'000	Restricted funds £'000	Total funds 2021 £'000	Total funds 2020 £'000
<b>Income and endowments from:</b>				
Donations and legacies	659	281	940	662
<b>Charitable activities:</b>				
Science Centre	238	-	238	1,424
Engagement and Outreach	196	7	203	288
Income from investments	-	-	-	2
Other trading activities	107	-	107	804
<b>Total</b>	<b>1,200</b>	<b>288</b>	<b>1,488</b>	<b>3,180</b>
<b>Expenditure on:</b>				
<b>Raising funds:</b>				
Other trading activities	258	-	258	694
<b>Charitable activities:</b>				
Science Centre	1,251	165	1,416	1,665
Engagement and Outreach	175	-	175	323
<b>Total</b>	<b>1,684</b>	<b>165</b>	<b>1,849</b>	<b>2,682</b>
<b>Net (expenditure)/income:</b>	<b>(484)</b>	<b>123</b>	<b>(361)</b>	<b>498</b>
Transfer between funds	406	(406)	-	-
<b>Net movement in funds</b>	<b>(78)</b>	<b>(283)</b>	<b>(361)</b>	<b>498</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward	1,912	699	2,611	2,113
<b>Total funds carried forward</b>	<b>1,834</b>	<b>416</b>	<b>2,250</b>	<b>2,611</b>

## 27. 2021 Movement in funds (Prior Year)

	At 1st April 2020 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer between funds £'000	At 31st March 2021 £'000
<b>Restricted funds:</b>					
Inspiring Science for All	326	161	(41)	(386)	60
Inspiring Science for All - Digital	-	96	(76)	(20)	-
Widening Participation and Outreach	11	21	(18)	-	14
Millennium Project	361	-	(19)	-	342
Other restricted funds	1	10	(11)	-	-
<b>Total restricted funds</b>	<b>699</b>	<b>288</b>	<b>(165)</b>	<b>(406)</b>	<b>416</b>
<b>Unrestricted funds:</b>					
<b>Designated:</b>					
Planetarium	102	4	-	-	106
Exhibition	34	-	(22)	32	44
STEM NOW	-	196	(196)	-	-
<b>Total designated funds</b>	<b>136</b>	<b>200</b>	<b>(218)</b>	<b>32</b>	<b>150</b>
<b>Unrestricted:</b>					
General unrestricted	1,449	872	(1,074)	374	1,621
<b>Total general unrestricted funds</b>	<b>1,449</b>	<b>872</b>	<b>(1,074)</b>	<b>374</b>	<b>1,621</b>
<b>Total unrestricted funds</b>	<b>1,585</b>	<b>1,072</b>	<b>(1,292)</b>	<b>406</b>	<b>1,771</b>
<b>Total charitable funds</b>	<b>2,284</b>	<b>1,360</b>	<b>(1,457)</b>	<b>-</b>	<b>2,287</b>
Trading subsidiary	327	128	(392)	-	63
<b>Total Group funds</b>	<b>2,611</b>	<b>1,488</b>	<b>(1,849)</b>	<b>-</b>	<b>2,250</b>

## Charity information

### Registered office

Telegraph Way  
Morn Hill  
Winchester  
Hampshire  
SO21 1HZ

### Registered charity no.

294582

### Bankers

Lloyds Bank PLC  
49 High Street  
Winchester  
Hampshire  
SO23 9BU

### Solicitors

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Southampton  
Hampshire  
SO15 2AE

### Auditors

Haysmacyntyre LLP  
10 Queen Street Place  
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### Patrons

Megan McCubbin

### Ambassadors

Peter Rogers MSc CEng FIOA FRSA MIOL

### Honorary life members

Mr Jeremy C Booker ACA

Mr Colin Brook

Professor Malcolm J Coe FRAS FHEA

Admiral Sir Kenneth J Eaton GBE KCB FREng

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Ms Terry V Marsh FRTS FRSA

Mr David Morgan

Dr Martin P Read CBE FIET CDipAF CCMl

Mrs Elizabeth M Wallace

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Professor Toby StJohn King MA PhD CEng FIMechE, Chair

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Professor Diane G Newell PhD, OBE

Mr Adrian A Owen

Mrs Sue Parr

Professor Janet Preston MSc PhD MInstP FRAS

Mrs Katie Roberts

Mrs Sara Sullivan

Dr Rutang Thanawalla

### Chief Executive Officer and Senior Management Team

Mr Ben Ward FRSA, Chief Executive Officer

Mrs Emily Mace, Director of STEM Strategy

Mrs Charlotte Mercer, Director of Marketing and Communications

Ms Elizabeth Moorcraft ACMA, Director of Finance and Operations

Mrs Kate Wasche, Director of Fundraising



**Registered Office:**

Telegraph Way  
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Registered Charity No. 294582