

1. Introduction

1.1 Background

The Armagh Observatory was established in 1790 by Archbishop Richard Robinson. It is the oldest scientific institution in Northern Ireland and the longest continuously operating astronomical research institute in the United Kingdom and Ireland. The Armagh Planetarium was founded in 1968 by Dr Eric Lindsay, the seventh Director of the Armagh Observatory. It is the oldest operating Planetarium in the UK and Ireland, celebrating 50 years in operation on 1 May 2018 as the public face of space and astronomy in Northern Ireland.

Armagh Observatory and Planetarium (AOP) is sited in a heritage environment with a rich scientific history at the forefront of astronomy. Now unified as a single organisation, AOP delivers internationally-recognised research in astronomy and related sciences and vibrant educational and outreach programmes for all ages.

AOP is an active participant in several international scientific projects such as the:

- Gravitational-wave Optical Transient Observer (GOTO), La Palma,
- LO Frequency ARRay (LOFAR), Europe-wide, including Birr in Ireland,
- Mopra Radio Telescope, Australia,
- Rozhen Telescope, Bulgaria,
- South African Large Telescope (SALT),
- Daniel K Inouye Solar Telescope (DKIST), Hawaii.

AOP is a regular user of major international facilities such as the:

- European Southern Observatory (ESO) in Chile,
- Northern Hemisphere Observatory on La Palma.

AOP has also recently joined the Cherenkov Telescope Array (CTA) as part of the UK consortium in this project. This global project aims to build the next generation gamma-ray telescope at twin sites in Chile (i.e. the European Southern Observatory) and La Palma (i.e. the Northern Hemisphere Observatory).

1.2 Governance

Armagh Observatory was created by Act in 1791 for “settling and preserving a Public Observatory and Museum in the City of Armagh forever”. It is now a single statutory corporation (“The Governors of the Armagh Observatory and Planetarium”) that operates under the Armagh Observatory and Planetarium (Northern Ireland) Order 1995. It is grant-funded by the Northern Ireland Executive, with the Department for

Communities (Northern Ireland) (DfC) acting as the sponsor department. AOP is an Arm's Length Body and has charitable status.

AOP is governed by an independent Board of Governors (the Board) with a statutory remit to develop the knowledge, appreciation and practice of astronomy and related sciences. The Board is supported by a Management Committee that discharges the majority of functions relating to setting the strategic direction of the organisation, governance and accountability. There are historic links with the Church of Ireland, and the Archbishop of Armagh is Chair of the Board. Membership details of the Board and the Management Committee; and the overarching Operating Framework are set out at Annex A.

In 2015, a transformation and change project commenced to create a unified organisation structure managed by one Chief Executive with a Senior Management Team. This included the development of a revised governance structure, as well as developing single business, financial, estates, HR and ICT systems. AOP is now mid-course in this process and has developed a three year Corporate Plan, 2018-2021 to support the transition and create firm foundations for the future. The current staffing structure is provided in Annex B.

1.3 Resources

In 2017/18 AOP had an opening resource budget of £1.71m made up of Grant in Aid from DfC, income and grants for scientific research. Following allocation of additional in year funding the total resource budget and spend was in the region of £2.16m.

In 2018/19 AOP will continue to work closely with DfC to maintain a stable organisation during the transformation to the unified single organisation and the implementation of the revised governance and organisational structure which supports this.

2. Strategic Context – Corporate Plan 2018 -2021

2.1 Introduction

AOP's ambition is to ensure that it maintains a world class Planetarium excelling in education and outreach, uniquely complemented by a world class Research Institute envied throughout the world. Combining both elements builds on the unique heritage that makes Armagh Observatory and Planetarium a 'must visit' destination for local, national and international visitors and students.

AOP plays a leading role in science, education and outreach by:

- Remaining at the forefront in key areas of scientific research;
- Helping to develop the STEM agenda across our society;

- Providing a quality visitor attraction;
- Nurturing a new generation of young people excited by the possibilities that science brings, and
- Disseminating and upholding the principles of science in an increasingly complex and sometimes irrational world.

2.2 Draft Programme for Government (PfG)

AOP contributes to a number of the indicators and outcomes of the draft PfG, as described in its Corporate Plan.

Particular emphasis is given to the *indicator* for the international reputation of Northern Ireland, as articulated by pursuing the organisation's Vision to be renowned throughout the world as a unique centre of excellence for research, education, inspiration and outreach in space and science.

Of the 14 high level *outcomes* of the PfG, AOP contributes especially to the following:

- Outcome 5 "We are an innovative, creative society where people can fulfil their potential" – by promoting, encouraging and supporting awareness and uptake of STEM subjects among children and young people.
- Outcome 9 "We are a shared society that respects diversity" – through commitment to increasing engagement and involvement of women in science and physics. The first step here is our participation in Project Juno.
- Outcome 10 "We are a confident, welcoming, outward-looking society" – through engagement with and support for international collaboration and research, primarily through its scientific personnel.
- Outcome 11 "We have high quality public services" – through effective governance, strategic planning, financial planning and management of risk, commercialisation strategy, robust internal management and processes.
- Outcome 14 "We give our children and young people the best start in life" – through the provision of outreach and education support for children and young people, in particular with primary and post-primary schools, and through the provision of a student placement programme for tertiary and PhD students.

2.3 Vision and Mission

As a unified and ambitious organisation, AOP has agreed a new Vision statement:

"Armagh Observatory and Planetarium is renowned throughout the world as a unique Centre of Excellence for research, education, inspiration and outreach in space and science".

The Mission of the Armagh Observatory and Planetarium is:

“To advance the knowledge and understanding of astronomy and related sciences through interactive engagement and the execution, promotion and dissemination of astronomical research nationally and internationally, in order to enrich the intellectual, economic, social and cultural life of all members of the community”.

2.4 Corporate Plan Themes

The AOP Vision is built on the three pillars of Research, Education and Community Outreach, and History and Heritage. A fourth pillar of Leadership and Governance provides the underlying support needed to ensure that AOP is able to deliver its Vision in an efficient, effective and sustainable way and is open, transparent and accountable in its use of public money. The four pillars form the basis of AOP’s Corporate Plan Themes and strategic objectives outlined in its Corporate Plan 2018-21.

3. Objectives for 2018-19

AOP’s Corporate Plan 2018-2021 sets out four high level strategic objectives under each theme. These objectives are not considered prescriptive of all that AOP will pursue; as some objectives are achieved, or a change of direction or strategy is required, new objectives under the broad purpose and context for each theme may be considered in future years. The underpinning objectives for 2018-19 are set out below.

3.1 Theme 1: Research – The Cosmic Journeys of Galaxies, Stars, Planets and People

Purpose: To remain a leader on the international stage of science by conducting and facilitating world leading astronomical research.

Corporate Plan Objective	2018-19 Objective
By March 2021 to have successfully retained a peer-led and externally validated ‘Quality Rating’ for the AOP Research Programme.	Scope an agreed Research strategy to include the projects and programmes necessary to achieve success and appropriate methodology for conducting a research assessment exercise.
By March 2020 to have begun a pilot ‘Digital Incubator Hub’ project in partnership with other stakeholders.	Scope out a Project Initiation Document and Partnership Arrangements necessary to deliver a viable project.
By March 2019 to have delivered one international scientific meeting showcasing AOP research and outreach.	Corporate Plan objective delivered and identify a new objective for 2019/20.
By March 2021 to have initiated at least one collaborative research project involving a new strategic direction with a national/international partner.	Develop a strategy for engagement with international collaborations that best suits AOP’s role as a small institution with quality researchers.

3.2 Theme 2: Education and Community Outreach – We are All Equal under the Stars

Purpose: Ensure continuous development of programmes around the four pillars of Education, Inspiration, Entertainment and Outreach.

Corporate Plan Objective	2018-19 Objective
By March 2021 to grow total per annum visitor numbers to 55,000 (from 2016 baseline of 48,500).	Deliver a visitor and engagement plan to maximise opportunities arising from the Planetarium's 50 th Anniversary year.
By March 2020 to have delivered at least four post-primary/tertiary education outreach and engagement projects.	Deliver and evaluate a collaborative A-level Physics course within the Armagh-area learning community and develop a plan for 2019-20.
By March 2021 to increase the percentage of children and young people from Northern Ireland who have participated in AOP activities at least once in the last 12 months to 15%.	Develop and deliver a Schools Engagement Programme to engage at least 15,000 children and young people by March 2019.
By March 2019 to strengthen and improve AOP's contribution to and engagement with civic society (measured through a stakeholder survey).	Deliver Corporate Plan objective as a baseline for future objectives and targets.

3.3 Theme 3: History and Heritage – Living Space

Purpose: Protect and promote the history and heritage of the institution and its environment. Develop connections to the wider community locally, nationally and internationally. A shared space for all to enjoy.

Corporate Plan Objective	2018-19 Objective
By March 2021 to achieve Museum Accreditation demonstrating AOP's commitment to managing its collection effectively, for the enjoyment and benefit of its users.	Develop a project initiation document scoping the processes and timeline involved to achieve museum status.
By March 2020 to be engaged in the development of innovative digital solutions that enable a global audience to experience, appreciate and understand the contribution of AOP to knowledge creation through the ages.	Work in partnership with other stakeholders to develop a business case and identify resources to deliver a digital architecture and heritage project.
By March 2019 to contribute to the development and implementation of 'Place' within Armagh and regional tourism strategies, recognising the	Deliver Corporate Plan Objective and develop objectives for future years to further embed and enhance collaboration and partnership.

uniqueness and special contributions of AOP.	
By March 2019 to develop and implement an Estates Management Strategy that respects, protects and preserves the built and natural heritage of AOP.	Deliver Corporate Plan Objective and develop objectives for future years.

3.4 Theme 4: Leadership and Governance – Delivering Excellence

Purpose: Ensure fit for purpose governance and support services are in place to support the delivery of organisational objectives.

Corporate Plan Objective	2018-19 Objective
By March 2019, develop a single organisational brand and identity that clearly demonstrates AOP's Vision and Values and supports the delivery of the AOP Vision.	Deliver Corporate Plan objective.
By March 2020, have delivered an agreed and resourced restructuring proposal and embedded HR Strategy to develop a culture which mirrors AOP's Values.	Develop and implement a HR Strategy to maintain a stable organisation structure, minimise risk and improve employee satisfaction levels (improving on 2017 baseline survey).
By March 2019, create an effective performance culture focused on delivery of AOP Corporate Strategy within a well-defined path from Vision Pillars ⇒ Corporate Plan Themes and Objectives ⇒ Business Plan Objectives ⇒ Team Plans ⇒ Individual Objectives.	Deliver Corporate Plan objective.
By March 2021, develop proposals for a further review of governance arrangements and a more commercial approach to funding.	Engage with DfC sponsor branch to secure core funding necessary to complete the modernisation and change project to achieve a single organisational structure. Develop a strategy to increase commercial funding.

4. Key Performance Indicators Reflecting Baseline Budget

A new set of Performance Indicators have been developed to measure against delivery of objectives and AOP's overarching Vision and Principles.

Theme	KPI	Description	Target by 31 March 2019
Research	1	Number of articles published in refereed scientific journal publications in 2018/19	35
	2	Number of citations in refereed scientific journals	(300 in rolling 3-year period)
	3	Sustain a credible PhD student programme by increasing baseline back to 12 students at any one time by 2021	10
	4	By March 2019 to have achieved Project Juno Practitioner status	Achieve satisfactory external evaluation
	5	Host an International Scientific Conference	50 delegates + 10 subsidised student places
Education and Community Outreach	6	Delivered and evaluated a collaborative A-level Physics course	50 participants over 3 sessions
	7	Have delivered a targeted external outreach programme	20 events
History and Heritage	8	Raise the profile of AOP through increased media and marketing exposure	5 news articles
Leadership and Governance	9	Maintain prompt payment targets processed within 10 days	90%

5. Key Performance Indicators if Additional Resource Budget Available

Theme	KPI	Description	Target by 31 March 2019
Education and Community Outreach	10	Increase total number of visitors to AOP from 48,535 in 2017/18	52,000
	11	Number of participants in STEM/STEAM programmes on site at AOP	1,800
	12	Develop and deliver a school's engagement programme	15,000 pupils
	13	Percentage of visitors from schools on the extended schools register or with high proportion of free school meals	25% of school engagement programme
	14	Have delivered a targeted external outreach programme	30 Events (inclusive of KPI 7 which becomes obsolete)
History and Heritage	15	Implemented a single unified website and integrated on line presence	By 31 March 2019
	16	By March 2019 to have completed a capital programme to redress urgent remedial and Health and Safety issues identified in lifecycle surveys.	Completion of approved capital programme
Leadership and Governance	17	By March 2019 to have increased trading income to £181K (baseline £150k) ¹	£181K trading income
	18	By 25 May 2018 ensure AOP is compliant with new General Data Protection Regulations	Internal Audit assurance of at least 'satisfactory'

NB: KPIs 10, 14 & 15 will embrace the 50th Anniversary of the Planetarium

¹ Baseline 2017-18 trading income before cost of preparation for 50th

6. Progression of Modernisation and Change Management Project

6.1 Financial Resources

AOP, like other publicly funded bodies, continues to face the challenges of an unstable and uncertain budget environment. AOP has worked closely with DfC in 2017/18 to maintain a stable environment and progress organisational need through in-year funding. As a result, significant improvements have been achieved including implementation of revised governance arrangements, minimisation of risk along with progression of key projects and objectives. Whilst the in-year funding is welcomed it does not provide a basis to establish long-term stability and improvement.

AOP will not be able to maintain its current level of performance or deliver on its business plan objectives within its current core budget and will need to bid for in-year funding to cover inescapable pressure to include:

- Maintaining a stable organisational structure and good governance,
- Maintaining the AOP Estate to an acceptable standard meeting all statutory and Health and Safety standards, and
- Impact/pressure as a result of maintaining and delivering key projects from core budget in quarter one of 2018/19.

In addition, a number of AOP 2018/19 objectives will be dependent on successful monitoring round funding bids.

A draft budget for 2018/19 reflecting core funding is set out in Annex C. A draft budget for 2018/19 reflecting the position if additional funding is allocated is set out in Annex D.

6.2 Human Resources

AOP has reduced the risk and dependence on temporary staff in key posts through recruitment of a senior management team and an established finance structure during 2017/18. However, some key posts are not included in core funding and there is still a reliance on temporary employees in a number of key posts which AOP will attempt to address in 2018/19 through implementation of a HR Strategy working within the available budget.

Progress has been made towards agreeing a unified set of terms and conditions of employment and employment policies. Further legal advice will be required in 2018/19 to bring this to a final conclusion and it is important progress does not lapse during the first quarter of 2018/19. AOP will need to make provision for completion of this project in its budget projections.

As AOP budget is 79% salary costs AOP will have to review its staffing position in June 2018 and scale back considerably if it is to remain within its current core budget allocation for 2018/19. This would be achieved by shrinking the organisation back to its core purpose enshrined within the 1791 Act.

6.3 ICT Strategy

AOP has commenced a process to stabilise, modernise and improve ICT infrastructure during the last quarter of 2017/18 as a result of an approved business case and allocation of capital and resource funding. This process needs to continue through 2018/19. Following staff changes AOP is currently completely reliant on temporary staffing in the area which presents a high level of risk. AOP will continue to engage with IT Assist to establish a longer-term strategy to meet its complex ICT requirements and provide a stable internal support function.

6.4 Estates Management

AOP entered into an Operational Partnership Agreement with SIB in 2017/18 to support the delivery of a Strategic Outline Case (SOC) to assess options to meet AOP's long term development. This was subsequently developed to support an assessment of AOP's existing estate through procurement of professional services to complete lifecycle appraisals of AOP buildings. SIB has agreed to continue to provide support to AOP during 2018/19 to assist us to develop a strategic approach to Estates Management and future planning.

6.5 Governance

Revised Governance Structures were implemented in January 2018 with the appointment of a new Chair to the AOP Management Committee. In order to maintain progress AOP will be reliant on in-year funding to maintain current staffing levels.

In preparation for GDPR and to establish a policy and procedural framework for record management (including retention and disposal schedules) AOP secured funding in 2017/18 to appoint a Records Manager on a fixed term basis. AOP will need to identify resources in its 2018/19 budget to continue this project if it is to be able to provide assurance of compliance with GDPR, ICO Guidance and other relevant information management legislation and best practice.

Addendum – June 2018

This addendum advises of changes to the business plan due to revised budget allocations and associated revised key performance indicators (KPIs). This addendum also references the current Outcomes Delivery Plan (ODP) Framework rather than the draft PfG outcomes referred to in the Business Plan.

Budget and Key Performance Indicators

AOP received additional resource funding of £330,000 in June 2018. This additional funding allows all of the KPIs in the ‘Key Performance Indicators if Additional Resource Budget Available’ to be attainable.

Outcomes Delivery Plan Framework

References to the draft PfG outcomes in the Business Plan would be replaced with references to the ODP Framework as follows:

PfG Outcome	Action	ODP Framework
Outcome 5 “We are an innovative, creative society where people can fulfil their potential”	By promoting, encouraging and supporting awareness and uptake of STEM subjects among children and young people.	Outcome 5 – we are an innovative, creative society, where people can fulfil their potential
Outcome 9 “We are a shared society that respects diversity”	Through commitment to increasing engagement and involvement of women in science and physics. The first step here is our participation in Project Juno.	Outcome 9 – we are a shared, welcoming and confident society that respects diversity
Outcome 10 “We are a confident, welcoming, outward-looking society”	Through engagement with and support for international collaboration and research, primarily through its scientific personnel.	-
Outcome 11 “We have high quality public services”	Through effective governance, strategic planning, financial planning and management of risk, and an improvement strategy to provide robust internal management and processes. Also progression of a commercialisation strategy.	-
Outcome 14 “We give our children and young people the best start in life”	Through the provision of outreach and education support for children and young people, in particular with primary and post-primary schools, and through the provision of a student placement programme for tertiary and PhD students.	Outcome 12 – we give our children and young people the best start in life

	Through the provision of an extensive visitor and engagement plan exploiting the 50 th anniversary year.	Outcome 10 – we have created a place where people want to live and work, to visit and invest
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Armagh Observatory and Planetarium
Board of Governors Operating Framework
Updated December 2017

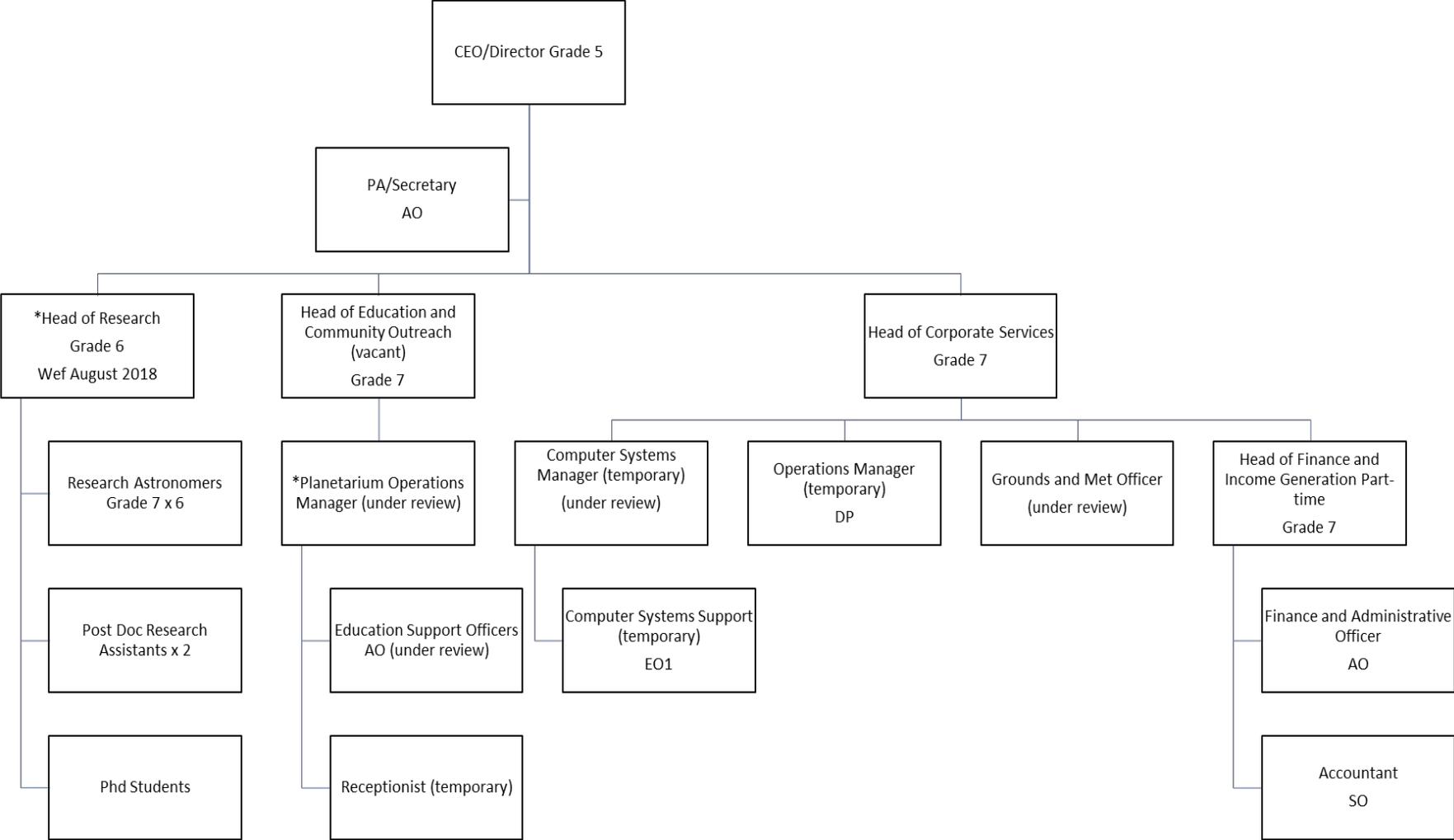
External Framework	Governance and Accountability			Internal Framework
<p>Programme for Government</p> <p>DfC strategy and Objectives</p> <p>MSFM and related guidance and directives</p> <p>Employment, Equality and other relevant legislation and best practice guidance</p> <p>The Charities (Accounts and Reports) Regulations (Northern Ireland) 2015</p> <p>RCUK and other funding bodies rules</p>	<p>Department for Communities</p> <p>Minister Vacant</p> <p>Permanent Secretary Leo O'Reilly (DfC Accounting Officer)</p> <p>Engaged Communities Deputy Secretary: Ian Snowden</p> <p>Active Communities Division Director: Fergus Devitt</p> <p>Museums & Libraries Branch Allison Cosgrove Lizanne Kennedy Brendan Downey</p>	<p>AOP Governance</p> <p>Board of Governors Chair: Archbishop Richard Clarke</p> <p>Management Committee Chair: John Briggs</p> <p>Sub-Committees Audit & Risk Assurance Chair: Brett Hannam</p> <p>Employment Conditions and Remuneration Committee Chair: Prof Tom Ray</p>	<p>AOP Management</p> <p>AOP Director Prof. Michael Burton (AOP Accounting Officer)</p> <p>Senior Management Team:</p> <p>Head of Corporate Services: Carol Corvan</p> <p>Head of Finance & Income Generation: Leonard Knox</p> <p>Head of Education & Community Outreach Vacant</p> <p>Head of Research Marc Sarzi (Aug 18)</p>	<p>1791 Act of Irish Parliament</p> <p>The AOP (NI) Order 1995</p> <p>MSFM agreed with DfC</p> <p>Board and Committee Terms of Reference</p> <p>Corporate and Business Strategies approved by Board/MC</p> <p>Policies and Procedures including Financial Policies</p> <p>External and Internal Audit</p> <p>Annual Accounts and Governance Statement</p> <p>Bi-annual Assurance Statement</p> <p>Risk Register</p>

	Engagement and Accountability Arrangements
Department	<p>Annual meeting of Chair of Board of Governors and DfC Minister and/or Permanent Secretary</p> <p>Meetings as required with Chair of Board of Governors and other Departmental officials</p> <p>Quarterly Accountability Meetings between Active Communities Division officials and AOP senior management team</p> <p>Business Cases for approval of expenditure in excess of CEO authority (£10,000)</p> <p>Approval for excepted matters detailed in MSFM</p>
Internal Strategy and Management	<p>Annual Board of Governance Meeting (April-May)</p> <p>Quarterly Management Committee Meetings</p> <p>Quarterly Audit, Risk Assurance Committee (ARAC) meetings (on same day as Management Committee)</p> <p>Staffing Policy & Remuneration Committee (SPRC) meetings as required</p> <p>Ad hoc meetings with Board and Committee Chairs as required</p> <p>Weekly SMT meetings</p> <p>Monthly Finance SMT meetings</p> <p>Performance Management and Appraisal processes</p> <p>Regular engagement and consultation with staff</p>

Board and Committee Membership
Updated December 2017

Board of Governors	Management Committee	Audit and Risk Assurance Committee	Staffing Policy and Remuneration Committee
<p>Chair: Church of Ireland Archbishop of Armagh R Clarke</p> <p>Members of the Chapter: Dean of the Chapter of Col Cathedral of Armagh Dean G Dunstan The Venerable Archdeacon T Scott The Venerable Archdeacon A Forster Rev Canon N J Hughes Rev Canon A Dawson Rev Canon W M Adair Rev Canon R J N Porteus Rev Canon J Moore Rev Canon D Hilliard Rev Canon W B Paine</p> <p>QUB Nominee: Vacant</p> <p>Board of Governors nominees: Prof R Oudmaijer Prof A Hibbert Vacant</p> <p>DfC Nominee: Mr G Berry</p>	<p>Chair: Mr J Briggs</p> <p>Board of Governors Nominees: Prof R Oudmaijer Canon D Hilliard Vacant</p> <p>Science and Technology Facilities Council Nominee: Prof M Merrifield</p> <p>QUB Nominee: Prof M Mathioudakis</p> <p>Nominated by Dublin Institute of Advanced Studies: Prof T Ray</p> <p>DfC Nominees: Mr B Hannam Dr M McKay Mrs P Wilson Mr P McGurgan Mr S Brown Prof L Harra</p>	<p>Chair: Mr B Hannam</p> <p>Mr P McGurgan</p> <p>Prof L Harra</p> <p>Mr S Brown</p> <p>4 members – may be up to 5</p>	<p>Chair: Prof T Ray</p> <p>Dr M McKay</p> <p>Mrs P Wilson</p> <p>Mr S Brown</p> <p>4 members – may be up to 5</p>

Armagh Observatory and Planetarium Management Structure



Armagh Observatory & Planetarium

Budget Projections 2018-19 based on Core Funding

	2018-19
INCOME	
Sponsor Department Resource Grant-in-Aid	£1,179,000
Net trading income (Admissions, shop, café)	£181,000
Other income (rents, etc)	£16,000
Total Income / Grant-in-Aid	£1,376,000
DIRECT COSTS	
Salaries (Academic & Education)	£665,192
Student Costs	£55,085
Library & Conservation	£15,000
Travel, Meetings & visitor costs	£21,250
Technical consumables, minor technical equipment	£35,000
Other research costs	£10,000
	£801,527
GOVERNANCE COSTS	
Management Committee costs	£5,000
Audit	£20,000
Professional & legal Fees	£10,000
Recruitment & Training	£12,000
	£47,000
ADMINISTRATION & SUPPORT COSTS	
Salaries (Management, finance & admin)	£391,604
Heat, Light, Insurance & Rates	£90,000
Buildings, Grounds & Property Maintenance	£80,000
Post, Stationery, Telephony & Printing	£36,479
Other expenses	£5,000
	£603,083
LESS	
Overheads subsidised by external grants	-£75,610
TOTAL EXPENDITURE	£1,376,000
SURPLUS / (DEFICIT)	£0

External grant Income from scientific organisations	£284,000
Expenditure funded by external grants	
Salaries	£84,820
Student Costs	£93,953
Travel, Meetings & visitor costs	£27,000
Technical equipment and consumables	£1,920
Other costs	£697
Overheads funded by external grants	£75,610
	£284,000

Note: The table above shows research grants received from external scientific organisations for specific projects which are accounted for independently of DfC resource funding. These include a contribution (75,610) towards organisation overheads.

Armagh Observatory & Planetarium

Budget Projections 2018-19 – additional allocation required to support KPIs shown in section 5

TRADING ACTIVITY		
	Exhibitions and Events	15,000
		<u>£15,000</u>
DIRECT COSTS		
	Salaries (Academic & Education)	£44,194
	Student Costs	-
	Library & Conservation	-
	Travel, Meetings & visitor costs	-
	Technical consumables, minor technical equipment	-
	Other research costs	-
		<u>£44,194</u>
GOVERNANCE COSTS		
	Management Committee costs	-
	Audit	£10,000
	Professional & legal Fees	-
	Recruitment & Training	-
		<u>£10,000</u>
ADMINISTRATION & SUPPORT COSTS		
	Salaries (Management, finance & admin)	£260,806
	Heat, Light, Insurance & Rates	-
	Buildings, Grounds & Property Maintenance	-
	Post, Stationery, Telephony & Printing	-
	Other expenses	-
		<u>£260,806</u>
LESS	Overheads subsidised by external grants	<u>-</u>
	TOTAL EXPENDITURE	£330,000
	SURPLUS / (DEFICIT)	<u>£(330,000)</u>