

NATIONAL SPACE CENTRE

England & Wales · Charity number 1078832

Details

Other names	NATIONAL SPACE SCIENCE CENTRE
Status	Registered
Legal form	Charitable company
Company number	03485236
Registered	2000-01-10
Register	View on the Charity Commission register

Contact

Address	National Space Centre Exploration Drive Leicester LE4 5NS
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Website	www.spacecentre.co.uk

Activities

Objects: THE ADVANCEMENT OF EDUCATION FOR THE PUBLIC BENEFIT IN PARTICULAR BUT NOT EXCLUSIVELY IN RELATION TO SPACE AND PLANETARY SCIENCE, ASTROMOMY AND TECHNOLOGY AND THEIR SIGNIFICANCE TO LIFE ON EARTH

Activities: OPERATION OF A VISITOR ATTRACTION FOR THE ADVANCEMENT OF EDUCATION IN RELATION TO SPACE.PROVISION OF EDUCATIONAL PROGRAMMES

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Children/young People, The General Public/mankind

Geography

- Northern Ireland
- Norway
- Scotland
- South Africa
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£8,915,636	£9,771,687	£27,306,350	193
2023-12-31	£8,682,243	£9,312,909	£28,162,401	190
2022-12-31	£7,214,088	£7,468,877	£28,793,067	174
2021-12-26	£6,289,922	£5,725,908	£24,689,508	148
2020-12-27	£5,415,009	£5,978,866	£24,125,494	189

Trustees

Name	Role	Appointed
Stuart David Martin	Chair	2023-12-01
ARVIND MICHAEL KAPUR		
Andrew Shilliam		2024-02-12
CHARLES ST HILL BISHOP		
David Brunton		2024-12-01
Dr Joanne Louise Badge		2024-02-27
Dr Rhaana Leigh Catherine Starling		2023-12-01
Hema Badger-Mistry		2026-02-04
Ian Borley		2024-12-01
Joanne Wheeler		2018-11-06
Kevin James Harris		2024-12-01
Paul Bate		2021-11-02
Penelope Ann Coates		2020-01-21
Prof Sarah Joanne Davies		2024-12-01

Accounts

Company number: 03485236

Charity number: 1078832

National Space Centre

Report and financial statements

For the year ended 31 December 2024

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For the year ended 31 December 2024

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National Space Centre

Reference and administrative information

For the year ended 31 December 2024

Company number 03485236
Country of incorporation United Kingdom

Charity number 1078832
Country of registration England & Wales

**Registered office
and operational address** National Space Centre
Exploration Drive
Leicester
LE4 5NS

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

S Martin	Chair of Trustees (appointed 1/12/23)
N P Siesage	(resigned 30/11/24)
Prof S M Sharma	(resigned 30/11/24)
A M Kapur	Chair of NSSC Operations Limited to 31/12/24
C SH Bishop	Chief Executive
G Moss	
J Fry	(resigned 30/11/24)
J Wheeler	
V Hancock	(resigned 30/11/24)
W A Haley	
P Coates	
P S Bate	
Dr R Starling	
A Shilliam	(appointed 12/2/24)
J Badge	(appointed 27/2/24)
M Cannon	(resigned 9/2/24)
K Harris	(appointed 1/12/24)
I Borley	(appointed 1/12/24)
D Brunton	(appointed 1/12/24)
Prof S Davies	(appointed 1/12/24)

Company Secretary J Barnacle

Bankers Virgin Money
3 Eastgates
LEICESTER
LE1 5YA

Reference and administrative information

For the year ended 31 December 2024

Solicitors	Gateley Legal Knightsbridge House Lower Brown Street LEICESTER LE1 7EA
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor 110 Golden Lane LONDON EC1Y 0TG

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the strategic report and the financial statements for the period ended 31 December 2024.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors report as required under company law and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Purpose, Aims and Charitable Activities of Public Benefit

Vision – Space for Everyone

Mission – To get people excited about space and help develop the next generation of scientists and engineers

Aims

- To run a sustainable charity with the very best ethics, values, reputation and standards of behaviour
- To deliver a high-quality experience to 320,000 visitors per annum of whom 80,000 are students aged 8–13 in formal school groups
- To deliver curriculum-focussed STEM workshops to 50,000 students aged 8–13
- To deliver community-engagement programmes to 8,000 students aged 8–13
- To deliver intensive National Space Academy programmes to 20,000 GCSE and A level (and equivalent) students and 1,000 teachers
- To deliver full time post-16 courses in Space Engineering and Immersive Development & Design for 70 students across all cohorts, per annum

Charitable Activities of Public Benefit

The Trustees consider that they have complied with their duties under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit in deciding which activities the charity should undertake.

The Charity delivers its aims and objectives through employed management and staff. In 2024, everybody was employed by the subsidiary NSSC Operations Ltd which took responsibility for all daily operations. A governance review during the year means that from 2025 The Charity becomes the employer and NSSC Operations Ltd will be a trading subsidiary limited to the delivery of the non-charitable areas of the business such as the shop, cafe, venue hire, license sales and car park operations.

The four business units set out below help The Charity to achieve its aims and objectives: –

- (a) The National Space Centre visitor attraction gets people excited about space and is highly educational and informative. It promotes the work of the NSC Discovery, National Space Academy and NSC Creative teams to showcase, educate and develop visitors' awareness and appreciation of space, the technologies and opportunities for people to get involved.
- (b) NSC Discovery delivers education, space communication and community engagement programmes to students and family audiences, both in the centre and in school and community venues. Its purpose is to boost student confidence and attainment and enhance the public understanding of space.
- (c) The National Space Academy delivers intensive education programmes to GCSE, A level and vocational students across the UK, the purpose of which is to boost student and teacher attainment in STEM subjects and enhance the size and quality of the UK science & engineering skills pool. It runs a two years' post-16 Space Engineering course in partnership with Loughborough College.
- (d) NSC Creative is an immersive storytelling studio that develops content for the visitor attraction and a range of products for external clients in the UK and worldwide. Its core products include planetarium shows, simulator and virtual reality content, exhibits and exhibition galleries, other immersive and flatscreen applications and dome hardware solutions. It runs a two years' post-16 Immersive Design course in partnership with Leicester College.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

Structure, Governance and Management

Nature of governing document

National Space Centre became a registered charity in England and Wales (charity number 1078832) on 10 January 2000. It is a charitable company with no issued share capital being limited by guarantee. Its governing instrument is its Articles of Association dated 18th December 1997. There are 3 members, – Leicester City Council, University of Leicester and East Midlands Chamber of Commerce. Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up.

The charity's object as stated in the Articles of Association is:

The advancement of education for the public benefit, but not exclusively, in relation to space & planetary science, astronomy and technology and their significance to life on Earth.

National Space Centre Group Structure

Parent

- National Space Centre
This is the registered charity and company limited by guarantee.

Subsidiaries

- NSSC Operations Limited
This company was established to deliver the objectives of the charity including running the visitor attraction, educational and community outreach programmes and developing creative content in furtherance of raising awareness of space science. From 1.1.25 it will deal with the non-charitable aspects of the business only.
- NSSC Property Limited (Dormant)
This company was established to raise finance for the construction of the National Space Centre. It has remained dormant since 2001 when the Centre construction was completed, and operational management was handed over to NSSC Operations Limited.

Board of Trustees

The National Space Centre is led by a diverse and experienced Board of Trustees who are also directors of the charitable company for the purposes of the Companies Act. The total number of trustees as at 31st December 2024 was 15.

In 2024, The Board of Trustees has delegated the charity groups' operational activities to the Board and in particular, its executive directors, of its operating subsidiary, NSSC Operations Limited, to support the delivery of the charity groups' objectives and aims.

Recruitment and appointment of Trustees

The trustees are appointed by the members of the company. They can either be nominated representatives of the members of the company or can be co-opted in recognition of their special expertise being valuable to the work of the Board.

The Memorandum and Articles of Association provide that one third of the trustees retire by rotation at each annual general meeting and may offer themselves for re-appointment for a maximum of three terms. The following are nominating members and, as such, have the right to a number of nominations, such nominations to be of their choice, to be appointed to act as trustee:

- Leicester City Council
- University of Leicester
- East Midlands Chamber of Commerce

Each nominating member has the right to replace from time to time its nominated trustees. In addition, the Board may appoint and remove additional trustees. As nominating members, these three members have overall control of the company.

Qualifying indemnity provision is in place for the benefit of all trustees of the charity.

Induction and Training

As part of its strategic planning activities, the Charity's needs are identified and where there are gaps against current trustee skills, then the Charity will seek to make an appointment using its existing trustee network or through an interview and selection process. The Charity continues to consider putting in place succession arrangements for the ongoing development of the Board.

All new Board members are inducted by the Chairman, who is assisted by other trustees and the executive directors of the subsidiary company to ensure that each trustee understands their role on the Board and their responsibilities as Board members. All Trustees are issued with a Trustee handbook which contains documentation and information that they need to be aware of.

Governance and Decision-Making Arrangements

The Board of Trustees have overall responsibility for the following:

- the formulation and implementation of strategy
- overseeing the implementation of the strategy through annual operating plans and budgets • monitoring progress
- accepting ultimate responsibility for the sound professional, legal and financial management of the charity.

Matters not reserved for decision by the Board of Trustees are delegated to NSSC Operations Limited, its subsidiary company, to manage. This company board is composed of Non-executive directors and Operational Executive Directors. It is led by Mike Kapur, Chairman, and 4 other Non-Executive Directors including one Trustee representative. In 2024, the executive company board members are Mr C St H Bishop, Chief Executive and Mr B Bhakri, Finance Director. Mr Bhakri resigned from his post on 10.1.2025.

Compliance with the Charity Governance Code for Larger Charities

The charity's governance is kept under review by a number of committees, both formal and informal, to ensure that the Board of Trustees, its Operating Vehicle (NSSC Operations Limited) and governance structures and procedures are fit for purpose as the charity and the environment evolves. The Board has reviewed the Charity Governance Code and considered the impact and timing of full compliance during the year.

The remit of the committees includes:

Formal Committees of the Board

1. Audit and Risk Committee: this committee supports the Boards of National Space Centre and NSSC Operations Ltd to ensure the integrity, balance and transparency of published financial information and related and supporting narrative information. Ensuring effective internal control and risk management systems and that the organisation is operating within approved policies and the law. Review of insurance requirements and adequacy. It also recommends the approval of the appointment of auditors.
2. Remuneration Committee: this committee supports the Board to ensure that the remuneration of members of the Executive Team and other employees are responsibly managed and are consistent with the achievement of the charity's strategic objectives and in accordance with National Space Centre Ethos and Values.

Informal Committees to support Executive Team

1. Finance Committee: this committee supports the Executive Team in overseeing, monitoring and keeping under review the financial position of the charity and its subsidiaries to ensure long and short-term viability, having regard to the Charity's overall strategy and risk tolerance parameters.
2. Capital Projects Committee: this committee supports the Executive Team in overseeing the approach to generating sufficient and sustainable income and the delivery plans to meet its needs today, and in the future. The committee will meet to consider capital projects over a value of £25,000 or otherwise in need of expert opinion. Projects will be analysed through the various stages of adoption, procurement, contract award and delivery to ensure that all appropriate controls are in place.
3. Programmes Committee: this committee supports the Executive Team in overseeing the development of programmes over a value of £25,000 or otherwise in need of expert opinion.

With effect from 1st January 2025, and following an extensive governance review, a revised governance model has been implemented. National Space Centre runs its charitable activities, and its trading subsidiary (NSSC Operations Ltd) runs its non-charitable activities. Profits from the latter will be gifted to The Charity to help further its charitable objectives.

In 2025 (the transition year), an Operation's Committee made up of a number of Trustees (who are all non-executive directors of NSSC Operations Ltd) will be formed to oversee the charitable activities and to report to the main Board of Trustees.

During 2025, a skills audit will help determine membership of the Trustco Board, Trustco Operations Committee and NSSC Operations Ltd Board from 1 December 2025.

Charitable activities include the visitor attraction, education, National Space Academy and creative Immersive Design course. Non -Charitable activities include venue hire, cafe, creative commissions and license sales, shop and car park.

Pay Policy

The Remuneration Committee meets at least once a year. Members of the committee in 2024 were the Chair of NSSC Operations Ltd, two further NSSC Operations Ltd non-executive Directors and a Trustee from the Parent Charity. The Committee's main responsibilities are to consider pay policy for all staff including the Executive Directors and to agree the basis for any annual increases in pay.

The aim of our pay policy, which applies to all employees, is to offer remuneration that is fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims. The key management personnel of the charity comprise the trustees and all the Directors of NSSC Operations Ltd.

In setting remuneration for all staff, including senior staff, several criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors.

Related Parties and cooperation with other organisations

Remuneration of trustees is contrary to general charity law. In 2024, both the Chief Executive and the Chair of NSSC Operations Limited, who are also trustees of the charity were remunerated for their services provided to the charity's subsidiary company, NSSC Operations Limited. Approval has been obtained from the Charity Commission under Section 198 of the Charities Act 2011, since such remuneration is considered to be in the best interests of the charity. Any remuneration paid or expenses reclaimed from the charity are set out in note 9 to the accounts.

As stated previously, NSSC Operations Limited carries out the day-to-day activities of the charity. It will remit any accumulated profit it generates to the charity by way of gift aid. A summary of the trading results is shown in note 17 of the accounts.

The charity's other wholly owned subsidiary NSSC Property Limited remained dormant throughout the year.

In order to best deliver its objectives, the charity is committed to working in partnership with a range of organisations from the public, private and charity sectors, in particular, the University of Leicester has assisted the charity in fulfilling its objectives.

As a recognised partner and contributor in the field of space and science education and awareness, the charity is a proud member of UK Association for Science & Discovery Centres.

The Charity has several related party relationships, which are discussed in note 11.

Strategic report

Achievements and performance

National Space Centre Visitor Attraction

The Centre had 314,013 visitors in 2024 compared to 330,731 in 2023, a decrease of 5%. This is the third best year on record but volume trends, both up and down, are always analysed to assess market forces and the impact of external factors such as the weather and prevailing economic climate. In this case the volume of 'general visitors' over the summer and October half term holidays was noticeably down year-on-year, driven by both dry weather and ongoing cost-of-living concerns, whereas the volume of visitors in formal school groups grew by 5%.

The visitor volume cap, introduced in 2021 and retained thereafter, has been well-received in that it underpins a consistent quality of experience. The net promoter score (a core key performance indicator) has been steady at around 70 all year (which is considered by the industry to be 'excellent'). Most tickets are sold on-line in advance, with 'walk-ups' always being admitted even if there is a short delay.

NSC Discovery

2024 saw a 4% uplift in school visitors from 78,437 in 2023 to 81,844. Over 50,000 participated in an onsite activity such as a workshop or live talk, achieving the 60% target for activity participation (and seeing ongoing growth since the 33% achieved in 2019). Tetrastar Spaceport workshops are a new addition and are being well received. Evaluation indicates that a workshop boosts confidence and attainment in the classroom.

The team delivered outreach activities to 3,500 students in their school and in Special Educational Needs and Disabilities (SEND) settings. It also ran Key Stage 2 careers events to over 300 local students. These were specifically funded for Leicester city schools.

The Space Communications Team adds value to the visitor experience through its live presentations and science busking in the exhibition. In 2024 The Team delivered planetarium shows to over 56,000 visitors, providing the opportunity to explore the Solar System and beyond whilst also incorporating up-to-date space news. The Team provided live space talks to more than 37,000 visitors highlighting the fun and unusual side of space travel and topical space mission updates. Hands-on busking sessions, in which The Team is able to have more in depth 1-2-1 discussion with visitors, had over 50,000 interactions of this kind in 2024. A further 61,000 visitors travelled to Mars from the TetraStar Spaceport.

The Community Engagement Team met almost 8,000 young people in targeted community in Leicester and Leicestershire; many of whom have neither the means nor confidence to otherwise visit or take part in programmes. Settings include libraries, community venues, schools and disused

National Space Centre

Trustees' annual report

For the year ended 31 December 2024

shops. An alternative provision service for young people not in formal education for behavioural reasons has been supported by the Esmée Fairbairn Foundation and a Leicestershire Police & Crimes Commissioner fund. This success will be built on in 2025 as a fresh fundraising resource (the Development Officer) is novated to the NSC Discovery Team.

National Space Academy

The National Space Academy is close to fulfilling its £1.9m contract to deliver its *Space to Learn* programme on behalf of the UK Space Agency. Over the course of two years it has presented space masterclasses, space camps and careers conferences to over 15,000 students in disadvantaged communities UK-wide. The original contract (£1.46m) was supplemented to provide students with free transport and free food; the cost of which was proving a barrier to engagement. Two space camps (in Cambridge and Inverness) were able to offer SCUBA diving for the first time to provide a simulation of working in the microgravity of space.

In parallel The Team has grown its paid-for programmes with masterclass delivery on behalf of Lockheed Martin and the Prospero Programme.

The post-16 Space Engineering Programme, delivered in partnership with Loughborough College, won the prestigious Queen's Anniversary Prize for Higher & Further Education. 91% of students progress to high quality degrees and degree apprenticeships; 157 have now graduated from the course and are all tracked as part of an intensive longitudinal study.

The Academy brought to its conclusion the international project work in South Africa, funded by the Lloyds Register Foundation (LRF). Having inspired and taught in township schools, the project has also left a legacy of training and equipment for the South African National Space Agency.

NSC Creative

The Great Solar System Adventure (planetarium show) was launched in summer 2024 and won rave reviews, picking up three international awards. License sales have exceeded expectation and the order book for 2025 remains healthy.

The *Dark Side of The Moon*, produced on behalf of Pink Floyd to celebrate the 50th anniversary of the album, has continued to play to packed houses in 100 planetaria worldwide. A deal with Sony Music confirms NSC Creative as national/international distributor for a further two years to 31 December 2026.

The Team starts 2025 focussing its efforts on two new planetarium shows and the *Outer Solar System* gallery development: see 'New developments' below.

The NSC Immersive Academy was launched in September 2022. The first cohort of 14 students graduated in summer 2024 with good grades and have progressed to exciting university courses or

employment. The second and third cohorts are progressing with excellent retention rates. Work on recruitment in 2025 will try and boost numbers, with a ceiling of 18 students each year.

New Developments

Design work for a redevelopment of the Outer Solar System gallery is complete. At the time of writing, £910,000 grant funding has been secured with one major donor still to declare. Trustees have approved a small commitment from reserves to ensure that all external costs are covered and to allow a preferred lead contractor to be appointed. The contract is due to be signed by 31 March 2025 to allow construction work to start on site in Q4 2025 to prepare for a launch in Q1 2026. Thereafter, attention will switch to the *Into Space* gallery in preparation for a prospective return of humans to the Moon over the next few years.

A new planetarium show dedicated to the future of human spaceflight will be launched in Q2 2025 and licenses will be sold worldwide. The show already in early development for 2026 will be dedicated to the subject of Black Holes.

NSC Discovery will continue to broaden its on-site content delivery including the development of a TetraStar Spaceport experience for corporate team building. It will expand its community engagement programme with a target of 8,000 interactions in 2025.

The National Space Academy is in dialogue with the UK Space Agency to continue its *Space to Learn* programme beyond March 2025. In parallel it will continue to grow its client base for paid-for programmes including its work with management teams and new starters to the space sector. It is running two careers' conferences on behalf of the Midlands Space Cluster in Q1 2025 and continues to develop relationships with some of the science, engineering and hi-tech businesses in the surrounding *Space City*. In March 2025 it is running a space camp for the children of Unst (Shetland Islands) from which Europe's first vertical rocket launch is due to take place sometime in 2025 or 2026.

Behind the scenes, capital work continues to keep the building and plant in good working order. The planetarium projectors will be replaced in Q4 2025 alongside kitchen equipment, lighting and the telephone system. The chillers are now obsolete and will be replaced either like-for-like or (together with the boilers) with air source heat pumps. This work will be funded through bank borrowing. The Charity's aspiration to be Net Zero by 2030 will be taken into consideration.

Beneficiaries of our services

All visitors to the National Space Centre are beneficiaries, getting excited about space and becoming more informed, science-literate citizens. Some will carry this knowledge into the classroom in support of their studies. The most visible manifestation of the education charitable impact of the Centre's work is through the work of NSC Discovery and the National Space Academy. Through their suite of informal, formal and community education programmes – which are aimed at students, teachers and family communities, their work has been shown to:

- Boost student attainment – especially in students from less educationally privileged background – in examination subjects which have a high educational currency value when considered as a measure for future workforce selection and career opportunities. The *Space to Learn* programme, funded by UK Space Agency, will have delivered workshops, careers conferences and space camps to 25,000 students from schools with high levels of pupil premium or other disadvantage-relevant criteria.
- Enhance teacher effectiveness through teacher training programmes – allowing teachers to add new effective educational activities and methodologies to their “educational toolkits
- Give students greater awareness of how to find and navigate to career opportunities in the science and engineering sectors
- Give students more confidence and boost their interest in science through the informal education programmes run by the Centre
- Allow parents and communities to have a greater understanding of the opportunities for science as career routes aspirationally and operationally through the Centre’s Community Engagement programmes.

Financial review

Charity Group Performance

The Group’s net assets at 31 December 2024 were £27,306,350 compared to £28,162,401 at the start of the year.

Our total income of £8,915,636 was significantly more than last year (£8,682,243). Admissions income, including Gift Aid, increased by £102,832 over 2023 performance, as visitor demand continued has remained steady throughout 2024. The charity also received grants totalling £996,369.

Details of grants received in the year are listed in note 3 of the accounts.

Total expenditure at £9,771,687 showed an increase on last year (£9,312,909)). This 49% increase in costs was due to higher payroll and operating expenditure, particularly insurance costs and utilities.

In 2024, the Group expended £360,533 on fixed assets, mainly on new servers, lift replacement and upgrades to systems.

Operating Subsidiary Financial Performance

NSSC Operations Ltd made a profit of £15,500 (2023 profit of £17,000). The reduction in profit is the result of higher costs, particularly insurance, utilities and payroll costs. There has been a consistent, modest growth in turnover from last year.

Principal risks and uncertainties

Trustees review the major risks faced by the charity as part of their annual cycle of business. Systems of internal financial control have been put in place, which are designed to safeguard the charity's assets, ensure that proper accounting records are maintained and provide reliable and timely financial information.

Trustees are satisfied with these arrangements, and a detailed risk register has been established, covering the key areas of:

- Premises
- Financial control
- Operating environment
- Operational risks
- Strategy and management
- Personnel
- New project development
- Funding

This risk register is updated by the Chief Executive and the management team and reviewed by the audit committee on a regular basis. The likelihood of risks occurring is evaluated along with an assessment of any impacts arising. Safeguards are identified and a plan of action is implemented in respect of all manageable risks where the likelihood of occurrence and the financial or operational impact are assessed as high.

A Strategic Issues Register is updated monthly to guide the operating company in its most pressing decision-making areas and keep Trustees informed of its actions.

The major risks recognised by The Charity relate to the funding of, and likely return from, capital and programmatic developments. There are growth aspirations in both cases, including the intention to address capacity issues on-site through the introduction of new gallery space and a building extension for live presentations, workshops, temporary exhibitions and corporate events.

The objective is to deliver a better visitor experience and new surpluses. The National Space Academy and NSC Creative are also the focus of attention in this regard as the Charity seeks to spread its risk across a broader range of funders and income-generating opportunities. The arrival of the University of Leicester's Space Park on adjacent land also offers opportunities for joint programme development.

Reserves and the position at the end of the year

It is the intention of the Trustees that surplus funds, will be retained to further the objects of the Charity as an inclusive, science educational resource, for the renewal of the exhibits and to maintain the visitor attraction site to a safe, efficient standard.

Total funds at year end were £27.3m (2023: £28.2m), which includes £199,990 restricted income funds, £21,149,000 restricted capital funds, relating to fixed assets which can only be realised by disposing of the tangible fixed assets, which are the basis on which we operate, and £5,957,000 unrestricted funds.

The Trustees recognise the updated guidance on Charity Reserves issued by the Charity Commission in January 2016, which describes the required disclosure of the needs of the Charity to build resilience in reserves, the level of reserves needed by the Charity, the steps taken to establish reserves and the arrangements for reviewing the policy.

The Trustees intention is to have reserves appropriate to the level of activity and financial risks of the Charity. In light of the new post Covid financial risks, reserves will need to be sufficient to cover unexpected revenue shortfalls, significant increases in costs and the impact across the emerging 3-year business planning period.

The Trustees will look to use reserves to keep responding to evolving community needs, invest in refreshing our exhibitions and our building in line with our capital plan. Over the next 3 years, the Charity has budgeted £1.1m of estates and digital capital expenditure outside of the annual operational budget. The Trustees have therefore established a target whereby the unrestricted charity funds not invested in tangible fixed assets (the free reserves) should be £0.9m. Free reserves for the Charity itself are currently £1.6m, so comfortably in excess of this minimum. However, the charity will be reviewing this as part of its annual business planning process to ensure sufficient funds are in place to fund its operating and capital expenditure requirements.

Going Concern

Given the uncertainties relating to the global economic outlook and cost-of-living increases, our assessment of the Group as a going concern has been arrived at following a thorough review of the business environment and our financial resilience.

We have prepared detailed financial projections to forecast the Group's financial performance and cash flow position under a variety of possible scenarios, all of which indicate that we should have adequate cash balances to be able to continue to trade as a going concern for at least 12 months following the date of this report.

We will continue to closely monitor the impact of government decision making on our operations and the economic recovery on our operations and activities. Whilst uncertainty exists, the Trustees believe that this does not pose a material uncertainty that would cast doubt on the charity's ability

to continue as a going concern. The trustees consider it appropriate for the accounts to be prepared on a going concern basis.

Financial Instruments

The Charity does not currently invest charity funds in stocks or shares and Trustees review this policy on an annual basis. It is exposed to the usual credit risk and cash flow risk associated with selling on credit and manages this through credit control procedures. The trustees do not consider any other risks attaching to the use of financial instruments to be material to an assessment of its financial position or performance.

Fundraising Strategy

The Charity covers its operating costs and some capital costs from earned income and seeks to raise additional funds for larger capital projects, education programmes and community engagement work from other sources.

In 2025 the new Development Officer will focus her work on raising the balance of £1.5m to cover the cost of the proposed *Outer Solar System* gallery. At the start of the year the total raised to date is £0.37m from two sources: a legacy gift (£0.17m) and a £0.2m grant from the Garfield Weston Foundation.

NSC Discovery is benefitting from funds (rising to £0.08m) from the Esmée Fairbairn Foundation in support of its Alternative Provision programme for children not in formal education for whatever reason.

The National Space Academy has a £1.455m grant from the UK Space Agency to deliver its masterclass programmes to 35,000 students over five terms from 2024–2025 with a pitch for a renewal of terms thereafter.

Over time the Development Officer's remit will be expanded to accommodate other fundraising activities. In the meantime, there are a number of colleagues experienced in fundraising who will support her work. Although The Charity does not raise funds directly from the public, it follows the Fundraising Code of Practice in all its work.

Policy for employment of disabled persons

Staff Communication meetings are held for presentations and discussion of key areas including business updates and projects.

The National Space Centre have a number of policies and procedures in relation to all personnel matters, including:

Equal Opportunities; and

Health & Safety; and

Stress and Mental Wellbeing at Work.

The National Space Centre's Equal Opportunities Policy includes details for the recruitment of disabled persons. The Charity also runs regular Equality, Diversity, Inclusion and Accessibility training to ensure staff are up to date with current requirements. Reasonable adjustments and use of Occupational Health consultants are undertaken where necessary.

During 2024, a Stress and Mental Wellbeing at Work policy was introduced. Mental Health Awareness training for managers was completed and Mental Health First Aiders were introduced to the business. The business is a member of Charter for Employers Positive about Mental Health, part of the Mindful Employer Plus scheme.

Plans for the future

The National Space Centre has exciting plans as set out in its Ten-Year Vision (currently *Vision 2030*). This document is refreshed every five years to articulate long term ambition. It incorporates a reflection on how the National Space Centre should behave as a place to work, to visit, as a provider of trusted information and with whom to do business. The Charity's *Space for Everyone* philosophy appears prominently on-site, on-line and in literature. Its adherence to a net zero plan and employee wellbeing programmes is embedded in its business plan.

On site, the Charity has a core objective of sustaining 324,000 visitors through *great content, great service and great marketing*. In 2024 it will launch a new planetarium show called *The Great Solar System Adventure*. In 2025 it will launch a new exhibition gallery called the *Outer Solar System* and a new planetarium show dedicated to the future of human spaceflight. In 2027 it will refresh its *Into Space* gallery; possibly to reflect the Artemis programme that will see humans return to The Moon.

Off-site, the National Space Centre will reach 10,000 young people in disadvantaged Leicester and Leicestershire communities in 2024. Its Space Mile programme will focus on the six schools that sit within a one-mile radius of the National Space Centre. The National Space Academy's *Space to Learn* programme, funded by the UK Space Agency, concludes in March 2025 by which time 45,000 students from schools in disadvantaged communities across the UK will have taken part in masterclasses, career conferences and space camps. The Team will work hard to convince the UK

Space Agency that the programme should be extended for a further two years. Two post-16 courses (Space Engineering and Immersive Design) are mature and there is an intention to grow this provision with existing and new college partners.

NSC Creative sells its services worldwide and would anticipate licenses for its new planetariums shows continuing to sell in hundreds of venues in over 60 countries.

The National Space Centre is now part of Space City, with over 100 organisations in the *Space Park Leicester* and *Dock* units to its immediate north and south. There is one final plot – *Abbey Court* – available for development, and one window of opportunity for the National Space Centre to expand beyond its current footprint. At the time of writing a brief is being drafted to help fulfil a feasibility study and scope what might be achievable; possibly to give the National Space Academy its own home. The provision of student pathways 'from pre-school to post-doc' makes Space City unique.

Statement of responsibilities of the trustees

The trustees (who are also directors of National Space Centre for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these 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 and statements of recommended practice 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 operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware

- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The trustees are officers of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report was approved by the trustees and signed on their behalf by

Stuart Martin

Chairman

Date: 24 September 2025

Opinion

We have audited the financial statements of National Space Centre (the 'parent charitable company') and its subsidiary (the 'group') for the period ended 31 December 2024 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the 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 FRS 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 and of the parent charitable company's affairs as at 31 December 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the period then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company 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 National Space Centre'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 other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements, or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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.

Opinions 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, including the strategic report, for the financial period for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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 statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company 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 and the parent charitable company'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 the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance.
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud.
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

National Space Centre

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

Date: 24 September 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

National Space Centre

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2024

		Year ended 31 December 2024						Period ended 31 December 2023
	Note	Unrestricted funds £	Restricted funds £	Capital restricted funds £	Unrestricted funds £	Restricted funds £	Capital restricted funds £	£
Income from:								
Donations	2	990	-	-	990	1,735	-	1,735
Charitable activities:	3							
Admissions		4,510,239	-	-	4,510,239	4,407,407	-	4,407,407
Grants								
Schools 'Space to Learn'		-	943,369	-	943,369	-	519,796	519,796
Exhibition Development		-	-	-	-	200,000	-	200,000
Space Masterclasses Delivery		-	-	-	-	50,000	-	50,000
Community Engagement		-	43,500	-	43,500	-	43,500	43,500
Schools Education Delivery		-	9,500	-	9,500	-	12,000	12,000
Income from Royalties		500	-	-	500	-	-	-
Space Academy		39,989	-	-	39,989	42,796	-	42,796
Other trading activities	4	3,293,882	-	-	3,293,882	3,309,132	-	3,309,132
Investments		73,667	-	-	73,667	95,877	-	95,877
Total income		7,919,267	996,369	-	8,915,636	7,856,947	825,296	8,682,243
Expenditure on:								
Raising funds		(2,597,855)	-	-	(2,597,855)	(2,592,771)	-	(2,592,771)
Charitable activities		(5,417,412)	(1,134,224)	(622,196)	(7,173,832)	(5,229,811)	(868,131)	(6,720,138)
Total expenditure	6	(8,015,267)	(1,134,224)	(622,196)	(9,771,687)	(7,822,582)	(868,131)	(9,312,909)
Net (expenditure) / income for the year	7	(96,000)	(137,855)	(622,196)	(856,051)	34,365	(42,835)	(630,666)
Transfers between funds		(34,716)	34,716	-	-	-	-	-
Net movement in funds		(130,716)	(103,139)	(622,196)	(856,051)	34,365	(42,835)	(630,666)
Reconciliation of funds:								
Total funds brought forward		6,087,679	303,129	21,771,593	28,162,401	6,053,314	345,964	22,393,789
Total funds carried forward		5,956,963	199,990	21,149,397	27,306,350	6,087,679	303,129	28,162,401

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 24 to the financial statements.

As at 31 December 2024

	Note	The group		The charity	
		2024 £	2023 £	2024 £	2023 £
Fixed assets:					
Intangible fixed assets	13	79,484	70,310	71,416	59,350
Tangible assets	14	18,791,159	19,471,265	17,741,186	18,385,811
Heritage assets	15	7,595,740	7,594,820	7,595,740	7,594,820
Investments	16	–	–	2	2
		26,466,383	27,136,395	25,408,344	26,039,983
Current assets:					
Stock	18	151,154	125,437	–	–
Debtors	19	424,564	378,514	711,760	1,355,933
Short term deposits		–	548,438	–	–
Cash at bank and in hand		1,996,415	1,670,778	1,167,632	670,589
		2,572,133	2,723,167	1,879,393	2,026,522
Liabilities:					
Creditors: amounts falling due within one year	20	(998,970)	(920,048)	(50,755)	–
		1,573,163	1,803,119	1,828,638	2,026,522
Net current assets		1,573,163	1,803,119	1,828,638	2,026,522
Total assets less current liabilities		28,039,546	28,939,514	27,236,982	28,066,505
Creditors: amounts falling due after one year	22	(733,196)	(777,113)	–	–
Net assets	23	27,306,350	28,162,401	27,236,982	28,066,505
Capital funds					
Restricted funds		21,149,397	21,771,593	21,149,397	21,771,593
Income funds					
Restricted funds		199,990	303,129	199,990	303,129
Unrestricted income funds					
General funds		5,887,596	5,991,783	5,887,596	5,991,783
Non-charitable subsidiary funds		69,368	95,896	–	–
Total unrestricted funds		5,956,964	6,087,679	5,887,596	5,991,783
Total funds	23	27,306,350	28,162,401	27,236,982	28,066,505

Approved by the trustees on 24 September 2025 and signed on their behalf by

Stuart Martin
Chairman

National Space Centre

Consolidated statement of cash flows

For the year ended 31 December 2024

	Note	2024 £	£	2023 £	£
Cash flows from operating activities					
Net (expenditure)/income for the reporting period (as per the statement of financial activities)		(856,051)		(630,666)	
Interest receivable		(73,667)		(95,877)	
Interest payable		60,627		69,373	
Depreciation of tangible fixed assets		1,015,232		988,221	
Amortisation of intangible fixed assets		14,062		–	
Loss on disposal of fixed assets		2,171		152,666	
Items donated		(920)		(1,735)	
Increase in stocks		(25,717)		(16,813)	
Decrease/(Increase) in debtors		(46,050)		3,152	
(Decrease) /Increase in creditors		77,459		(76,028)	
Net cash provided by operating activities		167,146		392,293	
Cash flows from investing activities:					
Dividends, interest and rents from investments		73,667		95,877	
Purchase of fixed assets		(337,297)		(556,751)	
Purchase of intangible fixed assets		(23,236)		(33,960)	
Net cash used in investing activities		(286,866)		(494,834)	
Cash flows from financing activities:					
Interest paid		(60,627)		(69,373)	
Repayment of bank loans		(42,454)		(989,296)	
Net cash used in financing activities		(103,081)		(1,058,669)	
Change in cash and cash equivalents in the year		(222,801)		(1,161,210)	
Cash and cash equivalents at the beginning of the year		2,219,216		3,380,426	
Cash and cash equivalents at the end of the year		1,996,415		2,219,216	

Analysis of cash and cash equivalents and of net debt

	At 1 January 2024 £	Cash flows £	Other non- cash changes £	At 31 December 2024 £
Cash at bank and in hand	1,670,778	325,637	–	1,996,415
Short term deposits	548,438	(548,438)	–	–
Total cash and cash equivalents	2,219,216	(222,801)	–	1,996,415
Loans falling due within one year	(42,466)	(1,463)	–	(43,929)
Loans falling due after more than one year	(777,113)	43,917	–	(733,196)
Total net debt	1,399,637	(180,347)	–	1,219,290

1 Accounting policies

a) Statutory information

National Space Centre is a charitable company limited by guarantee and is incorporated in England.

The registered office address and principal place of business is National Space Centre, Exploration Drive, Leicester, LE4 5NS.

b) Basis of preparation

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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

National Space Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is also the functional currency of the Charity.

Monetary amounts in these financial statements are rounded to the nearest whole £, except where otherwise indicated.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

c) Basis of consolidation

The group accounts consolidate the financial statements of the Charity and its trading subsidiary undertaking. Intra-group transactions and balances are eliminated on the consolidation.

d) Reduced disclosures

The financial statements of the parent Charity are included within these consolidated financial statements. A separate Statement of Financial Activities (SOFA), or Income and Expenditure Account for the Charity itself is not presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1 Accounting policies (continued)

e) Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the group and charitable company have adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Management has stress tested their forecasts to 31 July 2025 which indicate that the group and charitable company have sufficient cash to sustain its business for at least 12 months from the date of the trustees signing the financial statements, thus supporting the assertion to prepare the accounts on a going concern basis.

f) Legacies

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

g) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income from government (including CRJS claims) and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

h) Operating revenue recognition

Income from admission fees is recognised on the date of admission for entry tickets. Income from shop and café sales is recognised at the point of sale. Income from show licence sales for NSC Creative is recognised at the date of installation. Project income for NSC Creative becomes due according to agreed milestones and income is recognised at these dates. Space Academy income, excluding grants, donations and sponsorships, is recognised on the date of delivery.

i) Annual passes

Visitors may convert their admission tickets to annual passes. Income from these visitors is recognised on the date of the first visit.

j) Sponsorship income

Sponsorship income is recognised when invoiced, provided that the group has fulfilled its obligations under the sponsorship agreement. Where obligations are not fulfilled, income is deferred.

1 Accounting policies (continued)

j) Gifts in kind

The group benefits from many hours given freely by trustees, patrons and other supporters. In addition, the group has received the benefit of services of secondees from organisations including Leicester City Council and University of Leicester. The Group is extremely grateful for all of these gifts in kind. It is impractical to place a value on the time gifted and accordingly it is not included within the Statement of Financial Activities.

Assets donated to the group are included within the Statement of Financial Activities in the year in which they are donated.

k) 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 activity headings:

- expenditure on raising funds are those incurred in trading activities and raising funds.
- charitable activities include expenditure associated with education for the public benefit, operation of the National Space Centre and include direct costs and support costs relating to these activities.
- support costs have been allocated between charitable activities and cost of raising funds according to resources expended on each area.

l) Fund accounting

Unrestricted funds comprise those funds which the trustees are free to use in accordance with the charitable objects.

Restricted funds are those funds which have been given for particular purposes and projects.

Capital restricted funds are those funds which are retained for the charity's use in furtherance of its charitable purposes. Income restricted funds are those funds which are applied or spent in furtherance of one or more of the charity's charitable purposes.

m) Intangible fixed assets

Intangible assets are recognised as intangible fixed assets if, and only if:

- It is probable that the expected future economic benefits will flow to the entity; and
- the cost or value of the asset can be measured reliably.

Amortisation is provided at rates calculated to write off the cost of the asset evenly over its useful expected life as follows:

- Website 5 years

Amortisation is charged in the year of asset being brought into use.

n) Tangible fixed assets and depreciation

Fixed assets are recorded at cost or, in the case where assets have been donated to the group, at valuation at the time of acquisition which is taken to be deemed cost. Depreciation is provided on all capitalised tangible fixed assets excluding freehold land, at rates calculated to write off the cost, less estimated residual value, based on values prevailing at the date of acquisition, of each asset evenly over its expected useful life, as follows:

- | | |
|------------------------------|----------------|
| ▪ Leasehold property | 50 – 150 years |
| ▪ Freehold buildings | 50 years |
| ▪ Exhibition fit out | 5 to 10 years |
| ▪ Plant & equipment | 5 to 10 years |
| ▪ Motor vehicles | 5 years |
| ▪ POD (Challenger) equipment | 5 years |
| ▪ POD (Challenger) buildings | 10 years |
| ▪ Office equipment | 2½ years |

Freehold land is not depreciated.

1 Accounting policies (continued)

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be reasonable. Residual value is assessed at each reporting date, after estimated costs of disposal for the asset as if it were at the age and in the condition expected at the end of its useful life.

Fixed assets are capitalised where the value exceeds £1,000.

Depreciation is charged when the asset is brought into use.

o) Heritage assets

The group possesses a significant international collection of space artefacts, which is displayed in the National Space Centre. These artefacts include:

- spacecraft (e.g. rockets) and their components
- space suits and related items
- satellites (including models)
- extra-terrestrial rock samples
- other space related exhibits

Where such artefacts have been purchased, the purchase and installation costs are capitalised in the balance sheet.

In accordance with FRS 102, the group includes heritage assets at historical cost. Donated assets are included at a fair value which is ascertained using market based evidence.

Where reliable valuations or information relating to their cost is unavailable and cannot be obtained at a cost which is commensurate with the benefits to users of the financial statements, those assets are not recognised on the balance sheet. The majority of the Charity's heritage assets are considered to be held for long term use. On this basis they are not depreciated unless, in the trustees' opinion, they have a finite life. The trustees will review the useful economic life attributable to each heritage asset on a regular basis where they will revise existing valuations and assess for any indicators of impairment.

p) Stocks

Stocks comprise catering supplies and goods for resale and are stated at the lower of cost and estimated selling price less costs to complete and sell.

q) Cash and bank balances

Cash and bank balances includes bank overdrafts and cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

r) Short term deposits

Short term deposits comprise cash held on deposit which has a maturity date of more than 3 months from the date of acquisition.

s) Operating lease rentals

Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the lease term.

t) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date. All exchange differences are taken to the Statement of Financial Activities.

u) Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the period.

Notes to the financial statements

For the year ended 31 December 2024

1 Accounting policies (continued)

v) Financial instruments

The charity only has financial assets and financial 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 which are subsequently measured at amortised cost using the effective interest method.

w) Financial assets and liabilities

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

x) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no critical accounting estimates and areas of judgement to note.

2 Income from donations and legacies

	Unrestricted	Restricted	2024 Total	Unrestricted	Restricted	2023 Total
	£	£	£	£	£	£
Donations	990	–	990	1,735	–	1,735
	990	–	990	1,735	–	1,735

3a Income from charitable activities (current year)

	Unrestricted	Restricted	Capital restricted funds	2024	2023
	£	£	£	£	£
Admissions	4,510,239	–	–	4,510,239	4,407,407
Gift Aid	–	–	–	–	–
Income from Royalties	500	–	–	500	–
Space Academy	39,989	–	–	39,989	42,796
Sub-total	4,550,728	–	–	4,550,728	4,450,203
Grants:					
Air and Space Power Association	–	–	–	–	50,000
Science Technology and Facilities Council	–	–	–	–	10,000
Association for Science and Discovery	–	9,500	–	9,500	2,000
Space to Learn	–	943,369	–	943,369	519,796
Esmee Fairbairn Collection Fund	–	43,500	–	43,500	43,500
Garfield Weston – Outer Solar System Gallery	–	–	–	–	200,000
Sub-total for grants	–	996,369	–	996,369	825,296
Total	4,550,728	996,369	–	5,547,097	5,275,499

National Space Centre

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For the year ended 31 December 2024

3b Income from charitable activities (prior year)

	Unrestricted £	Restricted £	Capital restricted funds £	2023 £
Admissions	4,407,407	–	–	4,407,407
Space Academy	42,796	–	–	42,796
Sub-total	4,450,203	–	–	4,450,203
Grants:				
Association for Science and Discovery	–	2,000	–	2,000
Air and Space Power Association	–	50,000	–	50,000
Space to Learn	–	519,796	–	519,796
Garfield Weston – Outer Solar System Gallery	–	200,000	–	200,000
Esmee Fairbairn Collection Fund	–	43,500	–	43,500
Science Technology and Facilities Council	–	10,000	–	10,000
Sub-total for grants	–	825,296	–	825,296
Total	4,450,203	825,296	–	5,275,499

4 Income from other trading activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Trading activities						
Retail	828,107	–	828,107	882,220	–	882,220
Catering/Corporate	1,852,960	–	1,852,960	1,623,389	–	1,623,389
Creative Services	579,554	–	579,554	776,240	–	776,240
Other	33,261	–	33,261	27,283	–	27,283
	3,293,882	–	3,293,882	3,309,132	–	3,309,132

5 Analysis of income

	2024 £	2023 £
Income is attributed to geographical markets as follows:		
United Kingdom	8,519,697	8,354,893
Europe	148,878	165,676
Rest of World	247,062	161,674
	8,915,637	8,682,243

National Space Centre

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For the year ended 31 December 2024

6a Analysis of expenditure (current year)

	Costs of raising funds			Charitable activities £	Support costs £	Governance £	2024 Total £	2023 Total £
	Raising donations and other £	Other trading activities Retail £	Catering £					
Staff costs (Note 9)	369,300	69,971	738,834	3,299,256	752,383	–	5,229,744	4,736,342
Depreciation	–	–	–	972,604	56,690	–	1,029,294	988,221
Loss on disposal of fixed assets	–	–	–	1,399	772	–	2,171	152,665
Costs of sales	1,143	385,065	493,334	146,359	–	–	1,025,901	1,079,972
IT and licences	3,867	462	2,707	151,341	33,904	–	192,281	201,523
Utilities	–	–	–	499,416	–	–	499,416	371,397
Insurance and rent	–	–	–	1,183	234,912	–	236,095	431,753
Maintenance	–	–	3,733	154,157	22,373	–	180,263	200,744
Running and sundry	(8,152)	5,484	19,835	397,668	13,876	–	428,711	466,878
Marketing	70,657	–	4,994	56,691	–	–	132,342	88,687
Financing	–	–	13	71	143,861	–	143,945	162,149
Cleaning and waste disposal	–	–	5,868	87,776	–	–	93,644	86,118
Audit, legal and consultancy	107	–	436	64,998	57,278	51,895	174,714	79,576
Training and recruitment	1,143	130	7,375	21,280	7,110	–	37,038	62,070
Telephone and internet	191	–	174	24,611	–	–	24,976	23,940
Space Academy	–	–	–	202,514	–	–	202,514	104,432
Postage and stationery	244	47	22	(2,363)	12,908	–	10,858	16,627
Creative services	45,753	–	–	–	–	–	45,753	19,268
Travel	795	1,659	3,132	74,430	2,011	–	82,027	40,547
	485,048	462,818	1,280,457	6,153,391	1,338,078	51,895	9,771,687	9,312,910
Support costs	77,435	73,885	204,415	982,343	(1,338,078)	–	–	–
Governance costs	3,004	2,866	7,928	38,097	–	(51,895)	–	–
Total expenditure 2024	565,487	539,569	1,492,800	7,173,831	–	–	9,771,687	–
Total expenditure 2023	473,721	597,536	1,521,514	6,720,138	–	–		9,312,910

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6b Analysis of expenditure (prior year)

	Costs of raising funds			Charitable activities £	Support £	Governance £	2023 Total £
	Raising donations and other £	Other trading activities Retail £	Catering £				
Staff costs (Note 9)	291,475	64,225	716,354	2,948,466	715,822	–	4,736,342
Depreciation	–	–	–	886,408	101,813	–	988,221
Loss on disposal of fixed assets	–	–	–	257	152,408	–	152,665
Costs of sales	589	415,041	468,747	195,595	–	–	1,079,972
IT and licences	1,906	468	529	167,948	30,672	–	201,523
Utilities	–	–	–	371,397	–	–	371,397
Insurance and rent	–	–	–	740	431,013	–	431,753
Maintenance	–	–	3,601	184,697	12,446	–	200,744
Running and sundry	1,183	5,462	41,321	408,249	10,663	–	466,878
Marketing	71,865	–	2,870	13,952	–	–	88,687
Outreach and other projects	–	–	–	1	–	–	1
Financing	–	–	–	27	162,122	–	162,149
Cleaning and waste disposal	–	–	6,024	80,094	–	–	86,118
Audit, legal and consultancy	–	–	30	6,184	29,739	43,623	79,576
Training and recruitment	–	1,574	–	51,684	8,812	–	62,070
Telephone and internet	174	–	174	23,592	–	–	23,940
Space Academy	–	–	–	104,432	–	–	104,432
Postage and stationery	–	–	–	4,769	11,858	–	16,627
Creative services	19,268	–	–	–	–	–	19,268
Travel	182	928	2,182	36,364	891	–	40,547
	386,642	487,698	1,241,832	5,484,855	1,668,259	43,623	9,312,909
Support costs	84,859	107,039	272,555	1,203,806	(1,668,259)	–	–
Governance costs	2,220	2,799	7,127	31,477	–	(43,623)	–
Total expenditure 2023	473,721	597,536	1,521,514	6,720,138	–	–	9,312,909

National Space Centre

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For the year ended 31 December 2024

7 Net expenditure for the year

This is stated after charging :

	2024 £	2023 £
Depreciation	1,015,232	988,221
Amortisation	14,062	-
Loss on disposal of fixed assets	2,171	152,666
Interest payable	60,627	69,373
Operating lease rentals:		
Property	27,000	27,000
Other	4,704	4,704
Auditor's remuneration (excluding VAT):		
Audit	25,600	24,850
Non-audit services	12,650	1,600
Foreign exchange losses	3,669	12,090

8 Trustee emoluments and key management remuneration

	2024 £	2023 £
Trustees' emoluments	156,852	157,717
Contributions to defined contribution pension scheme	17,022	16,220

Remuneration of trustees is contrary to general charity law. Approval has been obtained from the Charity Commission under section 198 of the Charities Act 2011 since such remuneration is considered to be in the best interests of the charity. Details of the specific individuals is included below.

The Chief Executive of NSSC Operations Limited, C SH Bishop, and the Chairman of NSSC Operations Limited, A M Kapur, who are both trustees of the National Space Centre, were paid £141,422 and £15,250 (2023: £142,717 and £15,000) respectively for qualifying services in those capacities and £17,022 and £nil (2023: £16,220 and £nil) respectively for contributions to a defined contribution pension scheme.

During the period £168 (2023: £785) was paid to 1 trustees (2023: 2) for the reimbursement of travel and subsistence expenses.

The total compensation including national insurance and pension contributions payable to key management personnel of the Group, which includes the above trustee directors was £638,435 (2023: £565,653 restated).

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	4,602,030	4,174,350
Redundancy and termination costs	-	2,000
Social security costs	392,703	348,970
Employer's contribution to defined contribution pension schemes	235,010	211,022
	5,229,743	4,736,342

The above amounts reflect the remuneration of individuals who have contracts of employment and exclude payments made to individuals contracted on a consultancy basis.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2024 No.	2023 No.
£60,000 – £69,999	4	3
£70,000 – £79,999	1	1
£80,000 – £89,999	1	1
£110,000 – £119,999	-	-
£140,000 – £149,999	1	1

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 193 (2023 : 190).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2024 No.	2023 No.
Administration	60	54
Operations	71	71
	131	125

National Space Centre

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For the year ended 31 December 2024

11 Related party transactions

National Space Centre

During the period, the following were paid or were payable to:

Association of Science and Discovery Centres £nil (2023: £2,670). Charles Bishop is a Director of National Space Centre and a Trustee of Association of Science and Discovery Centres until resignation in September 2024. Bipon Bhakri was appointed trustee from September 2024.

Leicester City Council £6,683 (2023: £7,486). Miranda Cannon is a Director of National Space Centre (LCC Representative) and an employee of Leicester City Council. Miranda has resigned as Trustee of NSC in February 2024. Andrew Shilliam appointed February 2024 (LCC Representative) and an employee of Leicester City Council.

During the year, £943,369 (2023: £516,746) was recognised by the Charity to deliver the Space to Learn project. This was funded by UK Space Agency. Paul Bate, a trustee of National Space Centre, is Chief Executive and Accounting Officer for UK Space Agency.

NSSC Operations Limited

During the period, the following were paid or were payable by NSSC Operations Limited to:

Association of Science and Discovery Centres £2,036 (2023 : £2,650). Charles Bishop & Bipon Bhakri is a Director of NSSC Operations Limited and a Board member of Association of Science and Discovery Centres.

Leicester Shire Promotions Limited £nil (2023: £954). Charles Bishop is a Director of both NSSC Operations Limited and Leicester Shire Promotions Limited.

University of Leicester £53,766 (2023: £4,480). Professor Sarah Davies is an Executive Board member of the university.

NSSC Operations Limited generated sales income from a range of organisations with which some trustees, directors and/or senior management are connected. These were all conducted in the ordinary course of business on an arm's length basis.

All of the above transactions were conducted at arm's length.

12 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary NSSC Operations Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2024 £	2023 £
UK corporation tax at 23.5% (2023:22.375%)	–	–

13 Intangible fixed assets

The group

	Website costs £	Assets in course of construction £	Total £
Cost			
At the start of the year	43,810	26,500	70,310
Additions in year	23,236	–	23,236
Transfer from assets in the course of construction	–	–	–
At the end of the year	67,046	26,500	93,546
Amortisation			
At the start of the year	–	–	–
Charge for the year	14,062	–	14,062
At the end of the year	14,062	–	14,062
Net book value			
At the end of the year	52,984	26,500	79,484
Net book value			
At the start of the year	43,810	26,500	70,310

The charity

	Website costs £	Assets in course of construction £	Total £
Cost			
At the start of the year	42,850	16,500	59,350
Additions in year	23,936	–	23,936
Transfer from assets in the course of construction	–	–	–
At the end of the year	66,786	16,500	83,286
Amortisation			
At the start of the year	–	–	–
Charge for the year	11,870	–	11,870
At the end of the year	11,870	–	11,870
Net book value			
At the end of the year	54,916	16,500	71,416
Net book value			
At the start of the year	42,850	16,500	59,350

14 Tangible fixed assets

The group

	Freehold land & buildings £	Long leasehold land & buildings £	Exhibition fit out £	Plant & equipment £	Motor vehicles £	Challenger building & equipment £	Total £
Cost							
At the start of the year	27,057,719	1,108,000	11,200,701	2,658,979	25,995	724,818	42,776,212
Additions in year	–	25,660	70,856	240,781	–	–	337,297
Disposals in year	–	–	(5,774)	(351,657)	–	–	(357,431)
At the end of the year	<u>27,057,719</u>	<u>1,133,660</u>	<u>11,265,783</u>	<u>2,548,104</u>	<u>25,995</u>	<u>724,818</u>	42,756,078
Depreciation							
At the start of the year	11,195,554	184,532	9,416,288	1,757,760	25,995	724,818	23,304,947
Charge for the year	572,209	7,387	327,970	107,666	–	–	1,015,232
Eliminated on disposal	–	–	(5,702)	(349,558)	–	–	(355,260)
At the end of the year	<u>11,767,763</u>	<u>191,919</u>	<u>9,738,556</u>	<u>1,515,868</u>	<u>25,995</u>	<u>724,818</u>	23,964,919
Net book value							
At the end of the year	<u>15,289,956</u>	<u>941,741</u>	<u>1,527,227</u>	<u>1,032,235</u>	<u>–</u>	<u>–</u>	18,791,159
At the start of the year	<u>15,862,165</u>	<u>923,468</u>	<u>1,784,413</u>	<u>901,219</u>	<u>–</u>	<u>–</u>	19,471,265

Land with a value of £680,000 (2023: £680,000) is included within freehold land and buildings and not depreciated.

The charity

	Freehold land & buildings £	Long leasehold land & buildings £	Exhibition fit out £	Plant & equipment £	Motor vehicles £	Challenger building & equipment £	Total £
Cost							
At the start of the year	26,146,901	1,108,000	10,578,677	2,311,891	25,995	724,818	40,896,282
Additions in year	–	25,660	70,856	220,991	–	–	317,507
Disposals in year	–	–	(5,740)	(281,461)	–	–	(287,201)
At the end of the year	<u>26,146,901</u>	<u>1,133,660</u>	<u>10,643,794</u>	<u>2,251,422</u>	<u>25,995</u>	<u>724,818</u>	40,926,588
Depreciation							
At the start of the year	11,113,529	166,315	8,901,370	1,578,444	25,995	724,818	22,510,471
Charge for the year	553,993	7,387	293,257	106,097	–	–	960,734
Eliminated on disposal	–	–	(5,677)	(280,125)	–	–	(285,802)
At the end of the year	<u>11,667,522</u>	<u>173,701</u>	<u>9,188,950</u>	<u>1,404,416</u>	<u>25,995</u>	<u>724,818</u>	23,185,403
Net book value							
At the end of the year	<u>14,479,379</u>	<u>959,959</u>	<u>1,454,844</u>	<u>847,005</u>	<u>–</u>	<u>–</u>	17,741,186
At the start of the year	<u>15,033,371</u>	<u>941,685</u>	<u>1,677,307</u>	<u>733,447</u>	<u>–</u>	<u>–</u>	18,385,811

Land with a value of £680,000 (2023: £680,000) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

15 Heritage assets

	Artefacts				
Group and charitable company	2024	2023	2022	2021	2020
Cost or valuation	£	£	£	£	£
At the start of the year	7,594,820	7,593,085	7,592,955	7,592,880	7,592,780
Donations in year	920	1,735	130	75	100
Acquisitions	-	-	-	-	-
At the end of the year	7,595,740	7,594,820	7,593,085	7,592,955	7,592,880
The balance at the end of the year comprises:					
Items included at cost	241,447	241,447	241,447	241,317	241,217
Items included at fair value	7,354,293	7,353,373	7,351,638	7,351,638	7,351,663
Total	7,595,740	7,594,820	7,593,085	7,592,955	7,592,880

Various donated items, including flight suits, models, food and clothes, were valued by Art Dula, an American aerospace lawyer with expertise in acquiring and selling historical space items, in August 2000. The valuations are on a fair market value / replacement value on those parts of the collection where it is felt such a valuation can be reasonably made. The Trustees consider there to be no material impairment on the present market values / replacement values compared to those stated.

The National Space Centre maintains a register for its collections of heritage assets which records the nature, provenance and current location of each asset. The National Space Centre uses artefacts to help interpret storylines in the exhibition. The curatorial work collects, conserves, records and makes publicly available material telling the story of British and World Space exploration in the past, present and future.

This purpose will be achieved through:

- acquisitions, organisation and preservation of objects, manuscripts, pamphlets, photographs.
- informing, inspiring and entertaining its users through the provision and promotion of interpretative displays and related services.
- undertaking, enabling and publishing research relevant to the subject area of the National Space Centre.

These are items of scientific importance which are held for the furtherance of the National Space Centre's objects and are considered to be heritage assets.

Assets are only disposed of where, in the opinion of the Trustees, an item does not contribute to the interest and diversity of the National Space Centre's collection or, in exceptional circumstances, where the disposal will provide the National Space Centre with funding that, in the opinion of the Trustees, is considered essential to the National Space Centre's being able to fulfil its charitable objects in the future.

Approximately £2,195,000 (2023: £2,195,000) of loaned items are also held. In many cases these items have been obtained on permanent or long term loans from museums and similar institutions and the group may not sell or otherwise dispose of these items without the prior consent of the donor. The value of these items is not included on the balance sheet.

Preservation and management

Expenditure which in the Trustees' view is required to preserve or clearly prevent further deterioration of individual collection items is recognised in the Statement of Financial Activities when it is occurred. The Charity has an on-going programme of conservation.

Heritage assets are insured in total for £10,000,000 (2023: £12,630,250 including loan items).

The environmental conditions in which the assets are held are continually monitored by a building management system and a network of dataloggers. Relative humidity, temperature and light exposure are measured and remedial action taken if necessary. Heritage assets are also inspected regularly and any maintenance required is carried out promptly. Specialist care and advice is sought as needed from a variety of experts including the National Science Museum. The collection is held at the National Space Centre, on display for the public to view. The collection is protected by a security team. Some of the articles are available for handling by the public, most being in display cases or behind barriers.

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16 Subsidiary undertaking

The Charity has two wholly owned subsidiaries which are incorporated in Great Britain. NSSC Operations Limited operates the National Space Centre, whilst NSSC Property Limited did not trade during the period. A summary of the trading results of NSSC Operations Limited is shown below. Audited accounts of NSSC Operations Limited will be filed with the Registrar of Companies.

Company	Country of Incorporation	Holding	Investment	Company Number	Nature of business
NSSC Operations Limited	England and Wales	Ordinary shares	100%	04141856	Operation of National Space Centre
NSSC Property Limited	England and Wales	Ordinary shares	100%	03486099	Dormant

The registered office address of these companies is Exploration Drive, Leicester, LE4 5NS.

NSSC Operations Limited is used for the operation of the National Space Centre. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the parent charity.

The trustees C H Bishop & A M Kapur are also directors of NSSC Operations Limited. C H Bishop is the sole director of NSSC Property Limited.

A summary of the results of NSSC Operations Limited is shown below:

	2024 £	2023 £
Turnover	5,230,982	5,101,662
Operating expenditure	(8,684,835)	(8,318,936)
Management charge due from parent undertaking	2,281,050	2,334,830
Other operating income	1,193,497	921,371
Operating profit	20,694	38,927
Interest receivable and similar income	55,405	85,111
Interest payable	(60,627)	(107,310)
Profit on ordinary activities before taxation	15,472	16,728
Taxation on profit on ordinary activities	-	-
Profit for the financial year	15,472	16,728
Retained earnings		
Total retained earnings brought forward	95,896	160,443
Profit for the financial year	15,471	16,728
Distribution under Gift Aid to parent charity	(42,002)	(81,276)
Total retained earnings carried forward	69,366	95,895
The aggregate of the assets, liabilities and reserves was:		
Assets	2,327,217	3,120,764
Liabilities	(2,257,849)	(3,024,868)
Reserves	69,368	95,896

Amounts owed from the parent undertaking is shown in note 19.

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17 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2024 £	2023 £
Gross income	3,611,976	3,523,506
Result for the year	(829,523)	(566,120)

18 Stock

	The group 2024 £	2023 £	The charity 2024 £	2023 £
Catering	151,154	125,437	-	-
	151,154	125,437	-	-

19 Debtors

	The group 2024 £	2023 £	The charity 2024 £	2023 £
Trade debtors	182,669	130,460	-	-
Other debtors	128,573	120,648	128,573	28,225
Amounts owed by subsidiary undertakings	-	-	576,437	1,327,709
Prepayments	113,322	127,406	6,750	-
	424,564	378,514	711,760	1,355,933

20 Creditors: amounts falling due within one year

	The group 2024 £	2023 £	The charity 2024 £	2023 £
Bank loans	43,929	42,466	-	-
Trade creditors	97,753	230,247	-	-
Taxation and social security	256,932	205,716	-	-
Other creditors	20,623	-	20,623	-
Accruals	256,575	203,063	10,148	-
Deferred income (note 21)	323,158	238,556	19,984	-
	998,970	920,048	50,755	-

21 Deferred income

Deferred income comprises grant and sponsorship income, corporate events, NSC Creative and online sales.

	The group 2024 £	2023 £	The charity 2024 £	2023 £
Balance at the beginning of the year	238,556	293,881	-	-
Amount released to income in the year	(238,556)	(287,805)	-	-
Amount deferred in the year	323,158	232,480	19,984	-
Balance at the end of the year	323,158	238,556	19,984	-

22 Creditors: amounts falling due after one year

	The group 2024 £	2023 £	The charity 2024 £	2023 £
Bank loans	733,196	777,113	–	–
	733,196	777,113	–	–

The amount of the bank loan repayable by instalments falling due after more than five years is £544,013 (2023: £599,447). This is fully repayable on 23 December 2028.
The loan has a term of twenty years and is repayable in monthly instalments. Interest is charged at Base Rate plus 2.43%.

The bank loan is secured over the assets of the National Space Centre and NSSC Operations Limited with a charge over the premises at Exploration Drive, Leicester.

23a Analysis of group net assets between funds (current year)

	General unrestricted £	Income restricted funds £	Capital restricted funds £	Total funds £
Intangible fixed assets	79,484	–	–	79,484
Tangible fixed assets	5,177,534	–	13,613,625	18,791,159
Heritage assets	59,968	–	7,535,772	7,595,740
Net current assets	1,373,173	199,990	–	1,573,163
Long term liabilities	(733,196)	–	–	(733,196)
Net assets at 31 December 2024	5,956,963	199,990	21,149,397	27,306,350

23b Analysis of group net assets between funds (prior year)

	General unrestricted £	Income restricted funds £	Capital restricted funds £	Total funds £
Intangible fixed assets	70,310	–	–	70,310
Tangible fixed assets	5,235,444	–	14,235,821	19,471,265
Heritage assets	59,048	–	7,535,772	7,594,820
Net current assets	1,499,990	303,129	–	1,803,119
Long term liabilities	(777,113)	–	–	(777,113)
Net assets at 31 December 2022	6,087,679	303,129	21,771,593	28,162,401

National Space Centre

Notes to the financial statements

For the year ended 31 December 2024

24a Movements in funds (current year)

	At 1 January 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2024 £
Restricted funds – revenue:					
Lloyds Register Foundation Stage 1	14,610	–	–	(13,284)	1,326
Garfield Weston Foundation	58,415	–	(35,631)	–	22,784
Lloyds Register Foundation Stage 2	79,381	–	(515)	–	78,866
Air and Space Power Association	37,785	–	(9,634)	–	28,151
Science Technology and Facilities Council	7,459	–	–	–	7,459
Association for Science and Discovery Centres	590	9,500	(5,228)	–	4,862
Space to Learn	–	943,369	(978,085)	34,716	–
Esmee Fairbairn Collection Fund	30,141	43,500	(17,099)	–	56,542
Garfield Weston – Outer Solar System Gallery	74,748	–	(88,032)	13,284	–
Total restricted funds – revenue	303,129	996,369	(1,134,224)	34,716	199,990
Capital	21,771,593	–	(622,196)	–	21,149,397
Total restricted funds – capital	21,771,593	–	(622,196)	–	21,149,397
Unrestricted funds:					
General funds	5,991,783	2,615,607	(2,685,079)	(34,716)	5,887,596
Total unrestricted funds	5,991,783	2,615,607	(2,685,079)	(34,716)	5,887,596
Non-charitable subsidiary funds	95,896	8,760,937	(8,787,465)	–	69,368
Total funds	28,162,401	12,372,914	(13,228,964)	–	27,306,350

The narrative to explain the purpose of each fund is given at the foot of the note below.

24b Movements in funds (prior year)

	At 31 December 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2023 £
Restricted funds – revenue:					
Lloyds Register Foundation Stage 1	15,877	–	(1,267)	–	14,610
Garfield Weston Foundation	152,594	–	(94,179)	–	58,415
Lloyds Register Foundation Stage 2	177,493	–	(98,112)	–	79,381
Air and Space Power Association	–	50,000	(12,215)	–	37,785
Science Technology and Facilities Council	–	10,000	(2,541)	–	7,459
Association for Science and Discovery Centres	–	2,000	(1,410)	–	590
Space to Learn	–	519,796	(519,796)	–	–
Esmee Fairbairn Collection Fund	–	43,500	(13,359)	–	30,141
Garfield Weston – Outer Solar System Gallery	–	200,000	(125,252)	–	74,748
Total restricted funds – revenue	345,964	825,296	(868,131)	–	303,129
Restricted funds – capital					
Capital restricted fund	22,393,789	–	(622,196)	–	21,771,593
Total restricted funds – capital	22,393,789	–	(622,196)	–	21,771,593
General funds	5,892,871	2,698,211	(2,599,299)	–	5,991,783
Total unrestricted funds	5,892,871	2,698,211	(2,599,299)	–	5,991,783
Non-charitable subsidiary funds	160,443	8,357,865	(8,422,412)	–	95,896
Total funds	28,793,067	11,881,372	(12,512,038)	–	28,162,401

24c Movement of funds**Purposes of funds****Purposes**

The National Space Academy has the dual goals of engaging young people with the sciences and maths using the inspirational context of space and facilitating pathways into space sector careers by working with industry, academia, and secondary, further and higher education. The Academy works in the following areas towards these goals:

- Curriculum linked masterclasses for secondary (high school) and college students
- Regional, national and international teacher training
- The full-time two-year Space Engineering course for pre-university students
- Careers conferences for secondary school and college students each year focused on career progression routes into the UK space and wider science and engineering sectors, and support for external careers events and programmes
- Commercial and contract work creating educational resources or delivering training for space and STEM organisations
- The Academy is part funded by the National Space Centre and the UK Space Agency with additional support from The Ogden Trust, Lloyds Register Foundation, PPG and others

Extended Reality for New Audiences, funded by a £1.9m Inspiring Science Fund award and with further support from the LLEP Local Growth Fund, Fidelity UK Foundation, Garfield Weston Foundation and 1851 Royal Commission, has combined significant capital development with the engagement of young people in disadvantaged Leicester communities in STEM subjects and the co-creation of gallery content. The core output is the TetraStar Spaceport facility which delivers simulated space missions to family and school audiences. In parallel, a new 'XR Lab' houses student groups including those on an Immersive Design & Development BTEC course which is run in partnership with Leicester College.

Garfield Weston Foundation has provided funds for staff costs in respect of community engagement to communicate science to atypical audiences.

The Esmee Fairbairn Collection Fund is to fund 'Space for Everyone' – a pathway programme for excluded young people experiencing an Alternative Education.

The Outer Solar System Gallery is a new exhibition funded by Garfield Weston, which commenced in 2023.

The Association for Science and Discovery has provided funding for Destination Space, a project to engage, inspire and involve school-aged children, their families and their teachers with a sense of curiosity, inspiration and identity about the UK's role in space exploration, discovery and applications and to build on the previous phases of Destination Space and effectively support science capital for families and communities across the UK by promoting the personalised and localised relevance of UK space science to daily life, through science centres and their regional partnerships.

The Air and Space Power Association (ASPA) has provided a grant of £50,000 to the National Space Academy to deliver a programme of free pupil masterclasses and CPD for teachers on PGCE courses.

The Association for Science and Discovery Centres has provided a grant of £10,000 for our STFC Impact Project to support equitable community partnerships and STFC science engagements taking place across our network of UK science and discovery centres and museums.

The UK Space Agency has provided a grant for the Space to Learn Project to contribute to certain expenditure reasonably incurred by the Charity in undertaking the space to Learn project. This is a United Kingdom wide project to promote and educate careers and interest in space science.

Purposes of restricted funds – capital

Capital funds are restricted grants from the Millennium Commission and East Midlands Development Agency (EMDA) for the design and build of the National Space Centre.

The Millennium Commission and Leicestershire Economic Partnership provided funding for the Human Space Flight Gallery and John Eggleston Suite. The Millennium Commission and the Wellcome Trust provided funding for the Astronaut planetarium show and the refurbishment of the planetarium. EMDA and Science and Technology Facilities Council (STFC) provided funding for the Space Now gallery.

25 Operating lease commitments payable as a lessee

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property		Other	
	2024	2023	2024	2023
	£	£	£	£
Less than one year	27,000	27,000	4,704	4,704
One to five years	108,000	108,000	–	4,704
Over five years	47,250	74,250	–	–
	182,250	209,250	4,704	9,408

26 Capital commitments

	2024	2023
	£	£
Contracted for, but not provided in the financial statements	40,000	96,000

27 Legal

The National Space Centre is incorporated under the Companies Act 2006 as a company limited by guarantee having no share capital. The liability of members to contribute towards the debts of the Charity in the event of a deficit on winding up is limited to £10 each.

Accounts

Company number: 03485236

Charity number: 1078832

National Space Centre

Report and financial statements

For the year ended 31 December 2023

Contents

For the year ended 31 December 2023

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National Space Centre

Reference and administrative information

For the year ended 31 December 2023

Company number 03485236
Country of incorporation United Kingdom

Charity number 1078832
Country of registration England & Wales

**Registered office
and operational address** National Space Centre
Exploration Drive
Leicester
LE4 5NS

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Prof Sir M Sweeting	Chair of Trustees (resigned 30/11/23)
Stuart Martin	Chair of Trustees (appointed 1/12/23)
N P Siesage	
Prof S M Sharma	
A M Kapur	Chair of NSSC Operations Limited
C SH Bishop	Chief Executive of NSSC Operations Limited
G Moss	
Prof E Yeoman	(resigned 30/11/23)
K Thomas	(resigned 3/4/23)
J Fry	
J Wheeler	
V Hancock	
WA Haley	
P Coates	
M Cannon	(resigned 9/2/24)
P S Bate	
Dr Rhanna Starling	(appointed 1/12/23)
Andrew Shilliam	(appointed 12/2/24)
Joanne Badge	(appointed 27/2/24)

Company Secretary J Barnacle

Bankers Virgin Money
3 Eastgates
LEICESTER
LE1 5YA

National Space Centre

Reference and administrative information

For the year ended 31 December 2023

Solicitors

Gateley Legal
Knightsbridge House
Lower Brown Street
LEICESTER
LE1 7EA

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
LONDON
EC1Y 0TG

The Trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the strategic report and the financial statements for the period ended 31 December 2023.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors report as required under company law and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Purpose, Aims and Charitable Activities of Public Benefit

Vision – Space for Everyone

Mission – To get people excited about space and help develop the next generation of scientists and engineers

Aims

- To run a sustainable charity with the very best ethics, values, reputation and standards of behaviour
- To deliver a high-quality experience to 324,000 visitors per annum of whom 80,000 are students aged 8–13 in formal school groups
- To deliver curriculum-focussed STEM workshops to 50,000 students aged 8–13
- To deliver community-engagement programmes to 8,000 students aged 8–13
- To deliver intensive National Space Academy programmes to 20,000 GCSE and A level (and equivalent) students and 1,000 teachers
- To deliver full time post-16 courses in Space Engineering and Immersive Development & Design for 70 students across all cohorts, per annum

Charitable Activities of Public Benefit

The Trustees consider that they have complied with their duties under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit in deciding which activities the charity should undertake.

The National Space Centre aims to advance the education of space and planetary science, astronomy and technology and their significance to life on Earth. Since its inception in 2001, it has attracted over 5m visitors, including 1.2m school children, to its attraction site in Leicester.

The Charity, through its subsidiary NSSC Operations Limited, runs four business units; all of which help it achieve its aims and objectives.

- (a) The National Space Centre visitor attraction gets people excited about space and is highly educational and informative. It promotes the work of the Discovery, Academy and Creative teams to showcase, educate and develop visitors' awareness and appreciation of space, the technologies and opportunities for people to get involved.
- (b) NSC Discovery delivers education, space communications and community engagement programmes to visiting students and in school and community venues. Its purpose is to boost student confidence and attainment and enhance the public understanding of space.
- (c) The National Space Academy delivers intensive education programmes to GCSE, A level and vocational students across the UK, the purpose of which is to boost student and teacher attainment in STEM subjects and enhance the size and quality of the UK science & engineering skills pool. It runs a two years' post-16 Space Engineering course in partnership with Loughborough College.
- (d) NSC Creative is an immersive storytelling studio that develops content for the visitor attraction and a range of products for external clients in the UK and worldwide. Its core products include planetarium shows, simulator and virtual reality content, exhibits and exhibition galleries, other immersive and flatscreen applications and dome hardware solutions. It runs a two years' post-16 Immersive Design course in partnership with Leicester College.

The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

Structure, Governance and Management

Nature of governing document

National Space Centre became a registered charity in England and Wales (charity number 1078832) on 10 January 2000. It is a charitable company with no issued share capital being limited by guarantee. Its governing instrument is its Articles of Association dated 18th December 1997. There are 3 members, – Leicester City Council, University of Leicester and East Midlands Chamber of Commerce. Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up.

The charity's object as stated in the Articles of Association is:

The advancement of education for the public benefit, in particular but not exclusively, in

relation to space & planetary science, astronomy and technology and their significance to life on Earth.

National Space Centre Group Structure

Parent

- National Space Centre

This is the registered charity and company limited by guarantee.

Subsidiaries

- NSSC Operations Limited

This company was established to deliver the objectives of the charity including running the visitor attraction, educational and community outreach programmes and developing creative content in furtherance of raising awareness of space science.

- NSSC Property Limited (Dormant)

This company was established to raise finance for the construction of the National Space Centre. It has remained dormant since 2001 when the Centre construction was completed, and operational management was handed over to NSSC Operations Limited.

Board of Trustees

The National Space Centre is led by a diverse and experienced Board of Trustees who are also directors of the charitable company for the purposes of the Companies Act. The total number of Trustees as at 31st December 2023 was 14.

The Board of Trustees has delegated the charity groups' operational activities to the Board and in particular, its executive directors, of its operating subsidiary, NSSC Operations Limited, to support the delivery of the charity groups' objectives and aims.

Recruitment and appointment of Trustees

The Trustees are appointed by the members of the company. They can either be nominated representatives of the members of the company or can be co-opted in recognition of their special expertise being valuable to the work of the Board.

The Memorandum and Articles of Association provide that one third of the Trustees retire by rotation at each annual general meeting and may offer themselves for re-appointment for a maximum of three terms. The following are nominating members and, as such, have the right to a number of nominations, such nominations to be of their choice, to be appointed to act as trustee:

- Leicester City Council
- University of Leicester
- East Midlands Chamber of Commerce

Each nominating member has the right to replace from time to time its nominated Trustees. In addition, the Board may appoint and remove additional Trustees. As nominating members, these three members have overall control of the company.

Qualifying indemnity provision is in place for the benefit of all Trustees of the charity.

Induction and Training

As part of its strategic planning activities, the Charity's needs are identified and where there are gaps against current trustee skills, then the Charity will seek to make an appointment using its existing trustee network or through an interview and selection process. The Charity continues to consider putting in place succession arrangements for the ongoing development of the Board.

All new Board members are inducted by the Chairman, who is assisted by other Trustees and the executive directors of the subsidiary company to ensure that each trustee understands their role on the Board and their responsibilities as Board members.

Governance and Decision-Making Arrangements

The Board of Trustees have overall responsibility for the following:

- the formulation and implementation of strategy
- overseeing the implementation of the strategy through annual operating plans and budgets • monitoring progress
- accepting ultimate responsibility for the sound professional, legal and financial management of the charity.

Matters not reserved for decision by the Board of Trustees are delegated to NSSC Operations Limited, its subsidiary company, to manage. This company board is composed of Non-executive directors and Operational Executive Directors. It is led by Mike Kapur, Chairman and 4 other Non-Executive Directors including one Trustee representative. The executive company board members are Mr C St H Bishop, Chief Executive and Mr B Bhakri, Finance Director.

The charity's governance is kept under review by a number of committees, both formal and informal, to ensure that the Board of Trustees, its Operating Vehicle (NSSC Operations Limited) and governance structures and procedures are fit for purpose as the charity and the environment evolves. The Board has reviewed the Charity Governance Code and considered the impact and timing of full compliance during the year.

The remit of the committees includes:

Formal Committees of the Board

1. Audit Committee: this committee supports the Trustee Board to ensure the integrity, balance and transparency of published financial information and related and supporting narrative information. Ensuring effective internal control and risk management systems and that the organisation is operating within approved policies and the law. Review of insurance requirements and adequacy. It also recommends the approval of the appointment of auditors.
2. Remuneration Committee: this committee supports the Board to ensure that the remuneration of members of the Executive Team and other employees are responsibly managed and are consistent with the achievement of the charity's strategic objectives and in accordance with National Space Centre Ethos and Values.

Informal Committees to support Executive Team

1. Finance Committee: this committee supports the Executive Team in overseeing, monitoring and keeping under review the financial position of the charity and its subsidiaries to ensure long and short-term viability, having regard to the Charity's overall strategy and risk tolerance parameters.

2. Capital Projects Committee: this committee supports the Executive Team in overseeing the approach to generating sufficient and sustainable income and the delivery plans to meet its needs today, and in the future. The committee will meet to consider capital projects over a value of £25,000 or otherwise in need of expert opinion. Projects will be analysed through the various stages of adoption, procurement, contract award and delivery to ensure that all appropriate controls are in place.

Pay Policy

The Remuneration Committee meets at least once a year. Members of the committee are the Chair of NSSC Operations Ltd, two further NSSC Operations Ltd non-executive Directors and a Trustee from the Parent Charity. The Committee's main responsibilities are to consider pay policy for all staff including the Executive Directors and to agree the basis for any annual increases in pay.

The aim of our pay policy, which applies to all employees, is to offer remuneration that is fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims. The key management personnel of the charity comprise the Trustees and all of the Directors of NSSC Operations Ltd.

In setting remuneration for all staff, including senior staff, a number of criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors.

Related Parties and cooperation with other organisations

Remuneration of Trustees is contrary to general charity law. Approval has been obtained from the Charity Commission under Section 198 of the Charities Act 2011, since such remuneration is considered to be in the best interests of the charity. Both the Chief Executive and the Chair of NSSC Operations Limited, who are also Trustees of the charity were remunerated for their services provided to the charity's subsidiary company, NSSC Operations Limited. Any remuneration paid or expenses reclaimed from the charity are set out in note 9 to the accounts.

As stated previously, NSSC Operations Limited carries out the day-to-day activities of the charity. It will remit any accumulated profit it generates to the charity by way of gift aid. A summary of the trading results is shown in note 17 of the accounts.

The charity's other wholly owned subsidiary NSSC Property Limited remained dormant throughout the year.

In order to best deliver its objectives, the charity is committed to working in partnership with a range of organisations from the public, private and charity sectors, in particular, the University of Leicester has assisted the charity in fulfilling its objectives.

As a recognised partner and contributor in the field of space and science education and awareness, the charity is a proud member of UK Association for Science & Discovery Centres.

The Charity has several related party relationships, which are discussed in note 12.

Strategic report

Achievements and performance

National Space Centre Visitor Attraction

The Centre had 330,731 visitors in 2023, compared to 291,957 in 2022, an increase of 13.3%. The 2023 visitor volumes set a record surpassing the previous record set in 2019 of 328,415 which was the last full year of pre pandemic operation.

The visitor volume cap that was introduced in 2021 and retained in 2023, has been well-received in that it offers a consistent quality of experience: The net promoter score (a core key performance indicator) has risen to a high of 77 against a target of 70. Tickets are sold on-line in advance which reduces the impact of the weather.

NSC Discovery

In 2023 we have seen an uplift in school visitors from 66,000 students visiting the Centre on school visits in 2022 to more than 78,000 in 2023, over 52,000 participating in an onsite activity such as a workshop (this is well over the 50% target for activity participation). This equates to more than 50,000 participation hours through onsite programmes.

The team also delivered outreach activities in schools and SEND settings, reaching over 3,500 participation hours. The team also ran 2 KS2 careers events to over 300 local students. These were specifically funded for Leicester city schools understand STEM opportunities available to them. The Tetrastar spaceport is now fully tested for schools visitors and we welcomed our first paying schools at the end 2023, and have significant future bookings for 2024.

To contextualise 2023 performance, in 2019, (which is the last full year pre pandemic for which comparative figures are meaningful) the NSC Discovery Education team welcomed a total of 28,858 students participating in workshops, equal to 33% of total schools' visitors that year (88,000).

The Community Engagement team continues to go from strength to strength. In 2023 there have been over 6,800 students participating in the wider community engagement programmes being delivered across the city of Leicester. The team has expanded to allow extra provision to be able to provide activities in a variety of settings including, local schools, library hubs and alternative

provision services. 126 of the young people we work with have now completed more than 5 separate engagements with the team. In 2024 we will build on this success and create further learning opportunities to scaffold the transition to KS3/4 provision and pathways to further education.

The Space Communications team continues to add additional value to a visitor's day, and the opportunity to raise science capital with our family audiences. In 2023 the team led planetarium shows to over 56,000 visitors, which provide the options to explore our solar system and beyond, whilst also incorporating up to date space news. The team also provided live space talks to more than 37,000 visitors highlighting, the fun and unusual side of space travel and topical space mission updates, alongside hands on busking sessions where the team are able to have more in depth discussion 1 on 1 with visitors – and had over 50,000 interactions of this kind in 2023. On top of this the team run immersive space mission experiences in the Tetrastar spaceport and have had over 61,000 visitors travel to Mars in this simulator in 2023.

In addition, the team collaborates with the Education and Community Engagement team to provide extra support for learning in other environments, as part of outreach and in the Centre when required. Working in collaboration with the Education team this year, the team visited 10 Downing Street to provide space activities, for specially selected schools as part of Mrs Sunak's 'Lessons at 10'. They also collaborated as part of an exhibition at ExCel centre for New Scientist Live.

National Space Academy

The National Space Academy had a year of both delivery and expansion. In January the Academy secured, from UK Space Agency (UKSA), UK national funding to significantly expand its UK delivery to disadvantaged schools and students, called the Space to Learn project. £1.46M funding has been secured for the period January 2023 – March 2025 which will see the Academy delivering fully-funded masterclasses, extended non-residential space schools and careers conferences to 40,000 students across the UK from schools which have significant levels of challenge as evidenced by metrics including levels of pupil premium.

From January until August, the core team increased from six to ten, driven by the Space to Learn project in addition to its other usual areas of activity. In addition, around 30 "Space Advocates" (outstanding teachers in schools across the country) were recruited and their time will be bought out of their schools to deliver the masterclasses. £100,000 worth of experimental and inspirational kit were bought for the delivery of these experiences.

Delivery of the Space to Learn project began in September and between these and those in the first part of the year, the Academy has given masterclasses to over 6,574 students, delivering more than 17,456 participant hours of such teaching. This is in addition to numerous careers events and an ATHENA week-long space camp with 30 year-6 students and 20 year-12 students.

The Academy brought to its conclusion the international project work in South Africa, funded by the Lloyds Register Foundation (LRF). Having inspired and taught in township schools, the project

has also left a legacy of training and equipment for the South African National Space Agency. In July, the Academy's work was featured as LRF's exemplar project.

The Academy has continued to have its expertise recognised and, during the year, has been asked to work with Number 10 Downing Street, The White House, UK Space Command and the UK National Space Conference. It has provided training and built partnerships with the RAF Air Cadets, Prospero Fellowship and the Air and Space Institute.

The Academy has continued to deliver its flagship Space Engineering course, in partnership with Loughborough College. In 2023 there were 35 students across both year groups in the first half of the year, rising to 40 in the autumn. 15 graduated in the summer. The total number of graduates to have completed the course over 10 cohorts is 137. Of these, 101 have gone on to a degree, 16 to a degree apprenticeship, 10 to HNC/HND/training and to a gap year/work/other. The progression to level 4 and above is now 90%, which is higher than that for independent schools.

The quality of the course and its outcomes have been recognised in the Queen's Anniversary Prizes. These prizes are part of the UK's national Honours system, recognising outstanding work by UK colleges and universities which demonstrates excellence and innovation and delivers real benefit to the wider world.

NSC Creative

Confidence in the international planetarium market has returned post-pandemic and is evidenced by the 2nd best historical show sale income year to date. Detailed market research was conducted in 2023 and the next 2 dome shows content was decided based on demand. The first will be on the subject of the Solar System launching in Q2 2024 and the second starting development in Q1 2024 with a 2025 release will be on the subject of human spaceflight.

NSC Creative has played a key role in the development of a new major exhibition development process that is more inclusive at all phases of the process seeking consultation from a range of internal and external stakeholders. The first project to be delivered within this new framework is the Outer Solar System gallery due for completion in 2025.

The NSC Immersive Academy was launched in September 2022 with the first cohort of 14 students studying on a 2-year, level 3 course, Immersive Design & Development via a collaboration with Leicester College. NSC Creative provide industry input and a specialist teaching space called the Reality Lab which is fitted out with the latest immersive technology production tools. As of September 2023, a 2nd cohort has been recruited taking the total to 30 students. Academic and career pathways for the students via relationships with local Universities and industry will be further strengthened and established as the first cohort graduate in Summer 2024.

A major commission was secured to produce a fulldome planetarium show for Pink Floyd, an internationally acclaimed band. The material was used by the band to celebrate the 50th

anniversary of its first album release and since launch in Q2 2023 has been licensed to 80+ planetariums internationally. This has helped to strengthen NSC Creative's position as a leading producer of immersive content. In July 2024 the International Planetarium Conference will be held in Berlin, Germany. It will be the first in-person edition of this conference since 2018 and be a key opportunity to engage with old and new customers and generate new opportunities.

New Developments

2024 sees the launch (at Easter) of a new planetarium show about the Solar System. It will play on-site and licenses will be sold to planetariums worldwide. In parallel the Exhibition Development Team is designing a new *Outer Solar System* gallery for launch in 2025. Other ongoing refreshments include screen-based content throughout the galleries.

NSC Discovery will continue to expand its community engagement programme including its Alternative Provision programme for children not in formal education for whatever reason.

The National Space Academy continues to expand its client base for commercial programmes and professional development; particularly in support of the newly defined *Midlands Space Cluster*. This incorporates *Space City*; the rapidly developing science park for which the National Space Centre was the catalyst. By summer 2024 it will be surrounded by 100 science, engineering and hi-tech businesses.

Beneficiaries of our services

All visitors to the National Space Centre are beneficiaries, getting excited about space and becoming more informed, science-literate citizens. Some will carry this knowledge into the classroom in support of their studies. The most visible manifestation of the education charitable impact of the Centre's work is through the work of NSC Discovery. Through its suite of informal, formal and community education programmes – which are aimed at students, teachers and family communities, the work of NSC Discovery has been shown to:

- Boost student attainment – especially in students from less educationally privileged background – in examination subjects which have a high educational currency value when considered as a measure for future workforce selection and career opportunities. Furthermore, the new *Space to Learn* programme, funded by UK Space Agency, will target 35,000 students from schools with high levels of pupil premium or other disadvantage-relevant criteria.
- Enhance teacher effectiveness through teacher training programmes – allowing teachers to add new effective educational activities and methodologies to their “educational toolkits
- Give students greater awareness of how to find and navigate to career opportunities in the science and engineering sectors

- Give students more confidence and boost their interest in science through the informal education programmes run by the Centre
- Allow parents and communities to have a greater understanding of the opportunities for science as career routes aspirationally and operationally through the Centre's Community Engagement programmes.

Financial review

Charity Group Performance

The Group's net assets at 31 December 2023 were £28,162,401 compared to £28,793,067 at the start of the year.

Our total income of £8,682,243 was significantly more than last year (£7,214,088). Admissions income, including Gift Aid, increased by £731,256 over 2022 performance, as visitor demand continued to remain strong throughout 2023. The charity also received grants totalling £825,296.

Details of grants received in the year are listed in note 3 of the accounts.

Total expenditure at £9,313,000 showed an increase on last year (£7,469,000)). This 25% increase in costs was due to higher payroll and operating expenditure, particularly insurance costs.

In 2023, the Group expended £590,711 on fixed assets, mainly on new seating for the Planetarium, IT and website upgrades and lift replacement.

Operating Subsidiary Financial Performance

NSSC Operations Ltd made a profit of £17,000 (2022 profit of £342,000). The reduction in profit is the result of higher costs, particularly insurance and payroll costs, and a one off loss of £153,000 on the gift of solar panels to a green community company.

Principal risks and uncertainties

Trustees review the major risks faced by the charity as part of their annual cycle of business. Systems of internal financial control have been put in place, which are designed to safeguard the charity's assets, ensure that proper accounting records are maintained and provide reliable and timely financial information.

Trustees are satisfied with these arrangements and a detailed risk register has been established, covering the key areas of:

- Premises

- Financial control
- Operating environment
- Operational risks
- Strategy and management
- Personnel
- New project development
- Funding

This risk register is updated by the Chief Executive and the management team and reviewed by the audit committee on a regular basis. The likelihood of risks occurring is evaluated along with an assessment of any impacts arising. Safeguards are identified and a plan of action is implemented in respect of all manageable risks where the likelihood of occurrence and the financial or operational impact are assessed as high.

A Strategic Issues Register is updated monthly to guide the operating company in its most pressing decision-making areas and keep Trustees informed of its actions.

The major risks recognised by The Charity relate to the funding of, and likely return from, capital and programmatic developments. There are growth aspirations in both cases, including the intention to address capacity issues on-site through the introduction of new gallery space and a building extension for live presentations, workshops, temporary exhibitions and corporate events.

The objective is to deliver a better visitor experience and new surpluses. The National Space Academy and NSC Creative are also the focus of attention in this regard as the Charity seeks to spread its risk across a broader range of funders and income-generating opportunities. The arrival of the University of Leicester's Space Park on adjacent land also offers opportunities for joint programme development.

Reserves and the position at the end of the year

It is the intention of the Trustees that surplus funds will be retained to further the objects of the Charity as an inclusive, science educational resource, for the renewal of the exhibits, to maintain the visitor attraction site to a safe, efficient standard and to work towards net zero targets.

Total funds at year end were £28.2m (2022: £28.8m), which includes £303,000 restricted income funds, £21,772,000 restricted capital funds, relating to fixed assets which can only be realised by disposing of the tangible fixed assets, and £6,088,000 unrestricted funds.

The Trustees recognise the updated guidance on Charity Reserves issued by the Charity Commission in January 2016, which describes the required disclosure of the needs of the Charity to build resilience in reserves, the level of reserves needed by the Charity, the steps taken to establish reserves and the arrangements for reviewing the policy.

The Trustees' intention is to have reserves appropriate to the level of activity and financial risks of the Charity. In light of the new post Covid financial risks, reserves will need to be sufficient to cover unexpected revenue shortfalls, significant increases in costs and the impact across the emerging 3 year business planning period.

The Trustees will look to use reserves to keep responding to evolving community needs, invest in refreshing our exhibitions and our building in line with our capital plan and with our carbon zero ambitions. Over the next 3 years, the Charity has budgeted £1.6m of estates and digital capital expenditure outside of the annual operational budget. The Trustees have therefore established a target whereby the unrestricted charity funds not invested in tangible fixed assets (the free reserves) should be £1.1m. Free reserves for the Charity itself are currently £1.7m, so comfortably in excess of this minimum. However, the charity will be reviewing this as part of its annual business planning process to ensure sufficient funds are in place to fund its operating and capital expenditure requirements.

Going Concern

Given the uncertainties relating to the global economic outlook and cost-of-living increases, our assessment of the Group as a going concern has been arrived at following a thorough review of the business environment and our financial resilience.

We have prepared detailed financial projections to forecast the Group's financial performance and cash flow position under a variety of possible scenarios, all of which indicate that we should have adequate cash balances to be able to continue to trade as a going concern for at least 12 months following the date of this report.

We will continue to closely monitor the impact of government decision making on our operations and the economic recovery on our operations and activities. Whilst uncertainty exists, the Trustees believe that this does not pose a material uncertainty that would cast doubt on the charity's ability to continue as a going concern.

The Covid Pandemic has been as good a test of our resilience as we have faced in recent history and the way we have responded as an organisation gives a great deal of confidence in this assertion. The Trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Financial Instruments

The Charity does not currently invest charity funds in stocks or shares and Trustees review this policy on an annual basis. It is exposed to the usual credit risk and cash flow risk associated with selling on credit and manages this through credit control procedures. The Trustees do not consider any other risks attaching to the use of financial instruments to be material to an assessment of its financial position or performance.

Fundraising Strategy

The Charity covers its operating costs and some capital costs from earned income and seeks to raise additional funds for larger capital projects, education programmes and community engagement work from other sources.

In 2024 the new Development Officer will focus her work on raising the balance of £1.5m to cover the cost of the proposed *Outer Solar System* gallery. At the start of the year the total raised to date is £0.37m from two sources: a legacy gift (£0.17m) and a £0.2m grant from the Garfield Weston Foundation.

NSC Discovery is benefitting from funds (rising to £0.08m) from the Esmée Fairbairn Foundation in support of its Alternative Provision programme for children not in formal education for whatever reason.

The National Space Academy has a £1.455m grant from the UK Space Agency to deliver its masterclass programmes to 35,000 students over five terms from 2023–2025 with a pitch for a renewal of terms thereafter.

Over time the Development Officer's remit will be expanded to accommodate other fundraising activities. In the meantime there are a number of colleagues experienced in fundraising who will support her work. Although The Charity does not raise funds directly from the public, it follows the Fundraising Code of Practice in all of its work.

Policy for employment of disabled persons

Staff Communication meetings are held for presentations and discussion of key areas including business updates and projects.

The National Space Centre have a number of policies and procedures in relation to all personnel matters , including:

Equal Opportunities; and

Health & Safety; and

Stress and Mental Wellbeing at Work.

The National Space Centre's Equal Opportunities Policy includes details for the recruitment of disabled persons. The Charity also runs regular Equality, Diversity and Inclusion training to ensure staff are up to date with current requirements. Reasonable adjustments and use of Occupational Health consultants are undertaken where necessary.

During 2023, a Stress and Mental Wellbeing at Work policy was introduced. Mental Health Awareness training for managers was completed and Mental Health First Aiders were introduced to the business. The business is a member of Charter for Employers Positive about Mental Health, part of the Mindful Employer Plus scheme.

Plans for the future

The National Space Centre has exciting plans for the future as set out in its Ten Year Vision (currently *Vision 2030*). This document is refreshed every five years to articulate long term ambition. It incorporates a reflection on how the National Space Centre should behave as a place to work, to visit, as a provider of trusted information and with whom to do business. The Charity's *Space for Everyone* philosophy appears prominently on-site, on-line and in literature. Its adherence to a net zero plan and employee wellbeing programmes is embedded in its business plan.

On site, the Charity has a core objective of sustaining 324,000 visitors through *great content, great service and great marketing*. In 2024 it will launch a new planetarium show called *The Great Solar System Adventure*. In 2025 it will launch a new exhibition gallery called the *Outer Solar System* and a new planetarium show dedicated to the future of human spaceflight. In 2027 it will refresh its *Into Space* gallery; possibly to reflect the Artemis programme that will see humans return to The Moon.

Off-site, the National Space Centre will reach 10,000 young people in disadvantaged Leicester and Leicestershire communities in 2024. Its Space Mile programme will focus on the six schools that sit within a one mile radius of the National Space Centre. The National Space Academy's *Space to Learn* programme, funded by the UK Space Agency, concludes in March 2025 by which time 45,000 students from schools in disadvantaged communities across the UK will have taken part in masterclasses, career conferences and space camps. The Team will work hard to convince the UK Space Agency that the programme should be extended for a further two years. Two post-16 courses (Space Engineering and Immersive Design) are mature and there is an intention to grow this provision with existing and new college partners.

NSC Creative sells its services worldwide and would anticipate licenses for its new planetariums shows continuing to sell in hundreds of venues in over 60 countries.

The National Space Centre is now part of Space City, with over 100 organisations in the *Space Park Leicester* and *Dock* units to its immediate north and south. There is one final plot – *Abbey Court* – available for development, and one window of opportunity for the National Space Centre to expand beyond its current footprint. At the time of writing a brief is being drafted to help fulfil a feasibility study and scope what might be achievable; possibly to give the National Space Academy its own home. The provision of student pathways 'from pre-school to post-doc' makes Space City unique.

Statement of responsibilities of the Trustees

The Trustees (who are also directors of National Space Centre for the purposes of company law) are responsible for preparing the Trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these 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 and statements of recommended practice 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 operation

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The Trustees are officers of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The Trustees' annual report which includes the strategic report was approved by the Trustees on 9 July 2024 and signed on their behalf by

Stuart Martin
Chairman

Opinion

We have audited the financial statements of National Space Centre (the 'parent charitable company') and its subsidiary (the 'group') for the period ended 31 December 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the 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 FRS 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 and of the parent charitable company's affairs as at 31 December 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the period then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company 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 National Space Centre'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 other information comprises the information included in the Trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the group 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements, or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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.

Opinions 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, including the strategic report, for the financial period for which the financial statements are prepared is consistent with the financial statements
- The Trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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 statement of Trustees' responsibilities set out in the Trustees' annual report, the Trustees (who are also the directors of the parent charitable company 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 and the parent charitable company'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 the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

National Space Centre

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

12 July 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

National Space Centre

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2023

		Year ended 31 December 2023					Period ended 31 December 2022		
	Note	Unrestricted funds £	Restricted funds £	Capital restricted funds £	£	Unrestricted funds £	Restricted funds £	Capital restricted funds £	£
Income from:									
Donations and legacies	2	1,735	–	–	1,735	170,118	–	–	170,118
Charitable activities:	3								
Admissions		4,407,407	–	–	4,407,407	3,676,151	–	–	3,676,151
Grants:									
Schools 'Space to Learn'		–	519,796	–	519,796	–	–	–	–
Exhibition Development		–	200,000	–	200,000	–	–	–	–
Space Masterclasses		–	50,000	–	50,000	–	341,448	–	341,448
Community Engagement		–	43,500	–	43,500	–	24,986	–	24,986
Schools Education Delivery		–	12,000	–	12,000	–	–	–	–
CJRS income & Covid 19		–	–	–	–	6,000	–	–	6,000
Space Academy		42,796	–	–	42,796	66,732	–	–	66,732
Other trading activities	4	3,309,132	–	–	3,309,132	2,895,632	–	–	2,895,632
Investments		95,877	–	–	95,877	33,021	–	–	33,021
Total income		7,856,947	825,296	–	8,682,243	6,847,654	366,434	–	7,214,088
Expenditure on:									
Raising funds		(2,592,771)	–	–	(2,592,771)	(2,157,087)	–	–	(2,157,087)
Charitable activities		(5,229,811)	(868,131)	(622,196)	(6,720,138)	(3,668,388)	(1,023,109)	(620,293)	(5,311,790)
Total expenditure	6	(7,822,582)	(868,131)	(622,196)	(9,312,909)	(5,825,475)	(1,023,109)	(620,293)	(7,468,877)
Net income/(expenditure) before exceptional item		34,365	(42,835)	(622,196)	(630,666)	1,022,179	(656,675)	(620,293)	(254,789)
Exceptional item	7	–	–	–	–	2,115,000	–	–	2,115,000
Net (expenditure) / Income for the year	8	34,365	(42,835)	(622,196)	(630,666)	3,137,179	(656,675)	(620,293)	1,860,211
Transfers between funds		–	–	–	–	254,844	(254,844)	–	–
Net movement in funds		34,365	(42,835)	(622,196)	(630,666)	3,392,023	(911,519)	(620,293)	1,860,211
Reconciliation of funds:									
Total funds brought forward		6,053,314	345,964	22,393,789	28,793,067	2,661,291	1,257,483	23,014,082	26,932,856
Total funds carried forward		6,087,679	303,129	21,771,593	28,162,401	6,053,314	345,964	22,393,789	28,793,067

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 25 to the financial statements.

As at 31 December 2023

	Note	The group		The charity	
		2023 £	2022 £	2023 £	2022 £
Fixed assets:					
Intangible fixed assets	14	70,310	36,350	59,350	36,350
Tangible assets	15	19,471,265	20,055,401	18,385,811	18,887,203
Heritage assets	16	7,594,820	7,593,085	7,594,820	7,593,085
Investments	17	–	–	2	2
		27,136,395	27,684,836	26,039,983	26,516,640
Current assets:					
Stock	19	125,437	108,623	–	–
Debtors	20	378,514	381,666	1,355,933	1,444,665
Short term deposits		548,438	532,569	–	–
Cash at bank and in hand		1,670,778	2,847,857	670,589	671,317
		2,723,167	3,870,715	2,026,521	2,115,982
Liabilities:					
Creditors: amounts falling due within one year	21	(920,048)	(1,300,435)	–	–
Net current assets		1,803,119	2,570,280	2,026,521	2,115,982
Total assets less current liabilities		28,939,514	30,255,116	28,066,505	28,632,622
Creditors: amounts falling due after one year	23	(777,113)	(1,462,049)	–	–
Net assets	24	28,162,401	28,793,067	28,066,505	28,632,622
Capital funds					
Restricted funds		21,771,593	22,393,789	21,771,593	22,393,789
Income funds					
Restricted funds		303,129	345,964	303,129	345,964
Unrestricted income funds					
General funds		5,991,783	5,892,871	5,991,783	5,892,869
Non-charitable subsidiary funds		95,896	160,443	–	–
Total unrestricted funds		6,087,679	6,053,314	5,991,783	5,892,869
Total funds	24	28,162,401	28,793,067	28,066,505	28,632,622

Approved by the trustees on 9 July 2024 and signed on their behalf by

Stuart Martin
Chairman

National Space Centre

Consolidated statement of cash flows

For the year ended 31 December 2023

	Note	2023 £	£	2022 £	£
Cash flows from operating activities					
Net (expenditure)/income for the reporting period (as per the statement of financial activities)		(630,666)		1,860,211	
Interest receivable		(95,877)		(33,021)	
Interest payable		69,373		40,095	
Depreciation of tangible fixed assets		988,221		949,721	
Loss on gift of solar panels		152,666		-	
Waiver of loan		-		(2,115,000)	
Items donated		(1,735)		(130)	
Increase in stocks		(16,813)		(17,052)	
Decrease/(increase) in debtors		3,152		(105,759)	
(Decrease)/increase in creditors		(76,026)		209,039	
Net cash provided by operating activities			392,295		788,104
Cash flows from investing activities:					
Dividends, interest and rents from investments		95,877		33,021	
Purchase of fixed assets		(556,751)		(508,816)	
Purchase of intangible fixed assets		(33,960)		(36,350)	
Net cash used in investing activities			(494,834)		(512,145)
Cash flows from financing activities:					
Interest paid		(69,373)		(40,095)	
Repayment of bank loans		(989,296)		(344,610)	
Net cash used in financing activities			(1,058,669)		(384,705)
Change in cash and cash equivalents in the year			(1,161,208)		(108,746)
Cash and cash equivalents at the beginning of the year			3,380,426		3,489,172
Cash and cash equivalents at the end of the year			2,219,218		3,380,426

Analysis of cash and cash equivalents and of net debt

	At 31 December 2022 £	Cash flows £	Other non- cash changes £	At 31 December 2023 £
Cash at bank and in hand	2,847,857	(1,177,079)	-	1,670,778
Short term deposits	532,569	15,869	-	548,438
Total cash and cash equivalents	3,380,426	(1,161,208)	-	2,219,218
Loans falling due within one year	(346,826)	304,360	-	(42,466)
Loans falling due after more than one year	(1,462,049)	684,936	-	(777,113)
Total net debt	1,571,551	(171,913)	-	1,399,639

1 Accounting policies

a) Statutory information

National Space Centre is a charitable company limited by guarantee and is incorporated in England.

The registered office address and principal place of business is National Space Centre, Exploration Drive, Leicester, LE4 5NS.

b) Basis of preparation

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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

National Space Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is also the functional currency of the Charity.

Monetary amounts in these financial statements are rounded to the nearest whole £, except where otherwise indicated.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

c) Basis of consolidation

The group accounts consolidate the financial statements of the Charity and its trading subsidiary undertaking. Intra-group transactions and balances are eliminated on the consolidation.

d) Reduced disclosures

In accordance with FRS 102, the parent Charity has taken advantage of the exemptions from the following disclosure requirements:

- Section 7 'Statement of Cash Flows' – Presentation of a Statement of Cash Flow and related notes and disclosures.
- Section 11 'Basic Financial Instruments' & Section 12 'Other Financial Instrument Issues' – Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income.
- Section 33 'Related Party Disclosures' – Compensation for key management personnel

The financial statements of the parent Charity are included within these consolidated financial statements. A separate Statement of Financial Activities (SOFA), or Income and Expenditure Account for the Charity itself is not presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

e) Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the group and charitable company have adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Management has stress tested their forecasts to 31 July 2025 which indicate that the group and charitable company have sufficient cash to sustain its business for at least 12 months from the date of the trustees signing the financial statements, thus supporting the assertion to prepare the accounts on a going concern basis.

f) Legacies

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

1 Accounting policies (continued)

g) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income from government (including CRJS claims) and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

h) Operating revenue recognition

Income from admission fees is recognised on the date of admission for entry tickets. Income from shop and café sales is recognised at the point of sale. Income from show licence sales for NSC Creative is recognised at the date of installation. Project income for NSC Creative becomes due according to agreed milestones and income is recognised at these dates. Space Academy income, excluding grants, donations and sponsorships, is recognised on the date of delivery.

i) Annual passes

Visitors may convert their admission tickets to annual passes. Income from these visitors is recognised on the date of the first visit.

j) Sponsorship income

Sponsorship income is recognised when invoiced, provided that the group has fulfilled its obligations under the sponsorship agreement. Where obligations are not fulfilled, income is deferred.

j) Gifts in kind

The group benefits from many hours given freely by trustees, patrons and other supporters. In addition, the group has received the benefit of services of secondees from organisations including Leicester City Council and University of Leicester. The Group is extremely grateful for all of these gifts in kind. It is impractical to place a value on the time gifted and accordingly it is not included within the Statement of Financial Activities.

Assets donated to the group are included within the Statement of Financial Activities in the year in which they are donated.

k) 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 activity headings:

- expenditure on raising funds are those incurred in trading activities and raising funds.
- charitable activities include expenditure associated with education for the public benefit, operation of the National Space Centre and include direct costs and support costs relating to these activities.
- support costs have been allocated between charitable activities and cost of raising funds according to resources expended on each area.

l) Fund accounting

Unrestricted funds comprise those funds which the trustees are free to use in accordance with the charitable objects.

Restricted funds are those funds which have been given for particular purposes and projects.

Capital restricted funds are those funds which are retained for the charity's use in furtherance of its charitable purposes. Income restricted funds are those funds which are applied or spent in furtherance of one or more of the charity's charitable purposes.

m) Intangible fixed assets

Intangible assets are recognised as intangible fixed assets if, and only if:

- It is probable that the expected future economic benefits will flow to the entity; and
- the cost or value of the asset can be measured reliably.

Amortisation is provided at rates calculated to write off the cost of the asset evenly over its useful expected life as follows:

- Website 5 years

Amortisation is charged in the year of asset being brought into use.

1 Accounting policies (continued)

n) Tangible fixed assets and depreciation

Fixed assets are recorded at cost or, in the case where assets have been donated to the group, at valuation at the time of acquisition which is taken to be deemed cost. Depreciation is provided on all capitalised tangible fixed assets excluding freehold land, at rates calculated to write off the cost, less estimated residual value, based on values prevailing at the date of acquisition, of each asset evenly over its expected useful life, as follows:

▪ Leasehold property	50 – 150 years
▪ Freehold buildings	50 years
▪ Exhibition fit out	5 to 10 years
▪ Plant & equipment	5 to 10 years
▪ Motor vehicles	5 years
▪ POD (Challenger) equipment	5 years
▪ POD (Challenger) buildings	10 years
▪ Office equipment	2½ years

Freehold land is not depreciated.

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be reasonable. Residual value is assessed at each reporting date, after estimated costs of disposal for the asset as if it were at the age and in the condition expected at the end of its useful life.

Fixed assets are capitalised where the value exceeds £1,000.

Depreciation is charged in the year of the asset being brought into use.

o) Heritage assets

The group possesses a significant international collection of space artefacts, which is displayed in the National Space Centre. These artefacts include:

- spacecraft (e.g. rockets) and their components
- space suits and related items
- satellites (including models)
- extra-terrestrial rock samples
- other space related exhibits

Where such artefacts have been purchased, the purchase and installation costs are capitalised in the balance sheet.

In accordance with FRS 102, the group includes heritage assets at historical cost. Donated assets are included at a fair value which is ascertained using market based evidence.

Where reliable valuations or information relating to their cost is unavailable and cannot be obtained at a cost which is commensurate with the benefits to users of the financial statements, those assets are not recognised on the balance sheet. The majority of the Charity's heritage assets are considered to be held for long term use. On this basis they are not depreciated unless, in the trustees' opinion, they have a finite life. The trustees will review the useful economic life attributable to each heritage asset on a regular basis where they will revise existing valuations and assess for any indicators of impairment.

p) Stocks

Stocks comprise catering supplies and goods for resale and are stated at the lower of cost and estimated selling price less costs to complete and sell.

q) Cash and bank balances

Cash and bank balances includes bank overdrafts and cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

r) Short term deposits

Short term deposits comprise cash held on deposit which has a maturity date of more than 3 months from the date of acquisition.

s) Operating lease rentals

Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the lease term.

t) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date. All exchange differences are taken to the Statement of Financial Activities.

u) Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the period.

Notes to the financial statements

For the year ended 31 December 2023

1 Accounting policies (continued)

v) Financial instruments

The charity only has financial assets and financial 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 which are subsequently measured at amortised cost using the effective interest method.

w) Financial assets and liabilities

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

x) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no critical accounting estimates and areas of judgement to note.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Legacies	–	–	–	169,988	–	169,988
Donations	1,735	–	1,735	130	–	130
	<u>1,735</u>	<u>–</u>	<u>1,735</u>	<u>170,118</u>	<u>–</u>	<u>170,118</u>

3a Income from charitable activities (current year)

	Unrestricted £	Restricted £	Capital restricted funds £	2023 £	2022 £
Admissions	4,407,407	–	–	4,407,407	3,676,151
Space Academy	42,796	–	–	42,796	66,732
Sub-total	<u>4,450,203</u>	<u>–</u>	<u>–</u>	<u>4,450,203</u>	<u>3,742,883</u>
Grants:					
CJRS income & Covid 19 grants	–	–	–	–	6,000
UK Space Agency	–	–	–	–	146,425
Lloyds Register Foundation	–	–	–	–	195,023
Severn Trent Community Fund	–	–	–	–	24,986
Air and Space Power Association	–	50,000	–	50,000	–
Science Technology and Facilities Council	–	10,000	–	10,000	–
Association for Science and Discovery	–	2,000	–	2,000	–
Space to Learn	–	519,796	–	519,796	–
Esmée Fairbairn Collection Fund	–	43,500	–	43,500	–
Garfield Weston – Outer Solar System Gallery	–	200,000	–	200,000	–
Sub-total for grants	<u>–</u>	<u>825,296</u>	<u>–</u>	<u>825,296</u>	<u>372,434</u>
Total	<u>4,450,203</u>	<u>825,296</u>	<u>–</u>	<u>5,275,499</u>	<u>4,115,317</u>

3b Income from charitable activities (prior year)

	Unrestricted £	Restricted £	Capital restricted funds £	2022 £
Admissions	3,676,151	–	–	3,676,151
Space Academy	66,732	–	–	66,732
Sub-total	3,742,883	–	–	3,742,883
Grants:				
CJRS income & Covid 19 grants	6,000	–	–	6,000
UK Space Agency	–	146,425	–	146,425
Lloyds Foundation Trust	–	195,023	–	195,023
Severn Trent Community Fund	–	24,986	–	24,986
Sub-total for grants	6,000	366,434	–	372,434
Total	3,748,883	366,434	–	4,115,317

4 Income from other trading activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Trading activities						
Retail	882,220	–	882,220	827,930	–	827,930
Catering/Corporate	1,623,389	–	1,623,389	1,621,722	–	1,621,722
Creative Services	776,240	–	776,240	336,839	–	336,839
Other	27,283	–	27,283	109,141	–	109,141
	3,309,132	–	3,309,132	2,895,632	–	2,895,632

5 Analysis of income

	2023 £	2022 £
Income is attributed to geographical markets as follows:		
United Kingdom	8,354,893	7,079,031
Europe	165,676	68,700
Rest of World	161,674	66,357
	8,682,243	7,214,088

National Space Centre

Notes to the financial statements

For the year ended 31 December 2023

6a Analysis of expenditure (current year)

	Costs of raising funds							
	Raising donations and other income £	Other trading activities		Charitable activities £	Support costs £	Governance £	2023 Total £	2022 Total £
		Retail £	Catering £					
Staff costs (Note 10)	291,475	64,225	716,354	2,948,466	715,822	–	4,736,342	4,088,920
Depreciation	–	–	–	886,408	101,813	–	988,221	949,721
Loss on disposal of fixed assets	–	–	–	257	152,408	–	152,665	–
Costs of sales	589	415,041	468,747	195,595	–	–	1,079,972	941,414
IT and licences	1,906	468	529	167,948	30,672	–	201,523	162,590
Utilities	–	–	–	371,397	–	–	371,397	312,134
Insurance and rent	–	–	–	740	431,013	–	431,753	126,980
Maintenance	–	–	3,601	184,697	12,446	–	200,744	174,204
Running and sundry	1,183	5,462	41,321	408,249	10,663	–	466,878	247,999
Marketing	71,865	–	2,870	13,952	–	–	88,687	73,115
Financing	–	–	–	27	162,122	–	162,149	97,369
Cleaning and waste disposal	–	–	6,024	80,094	–	–	86,118	72,404
Audit, legal and consultancy	–	–	30	6,184	29,739	43,623	79,576	58,158
Training and recruitment	–	1,574	–	51,684	8,812	–	62,070	83,124
Telephone and internet	174	–	174	23,592	–	–	23,940	22,890
Space Academy	–	–	–	104,432	–	–	104,432	10,671
Postage and stationery	–	–	–	4,769	11,858	–	16,627	16,614
Creative services	19,268	–	–	–	–	–	19,268	5,650
Travel	182	928	2,182	36,364	891	–	40,547	24,920
	386,642	487,698	1,241,832	5,484,855	1,668,259	43,623	9,312,909	7,468,877
Support costs	84,859	107,039	272,555	1,203,806	(1,668,259)	–	–	–
Governance costs	2,220	2,799	7,127	31,477	–	(43,623)	–	–
Total expenditure 2023	473,721	597,536	1,521,514	6,720,138	–	–	9,312,909	–
Total expenditure 2022	367,398	559,827	1,229,862	5,311,790	–	–		7,468,877

National Space Centre

Notes to the financial statements

For the year ended 31 December 2023

6b Analysis of expenditure (prior year)

	Costs of raising funds						
	Raising donations and other income £	Other trading activities		Charitable activities £	Support £	Governance £	2022 Total £
		Retail £	Catering £				
Staff costs (Note 10)	221,992	60,579	537,740	2,398,514	870,095	–	4,088,920
Depreciation	–	–	–	837,906	111,815	–	949,721
Costs of sales	–	391,139	422,460	127,815	–	–	941,414
IT and licences	780	–	–	116,062	45,748	–	162,590
Utilities	–	–	–	312,134	–	–	312,134
Insurance and rent	–	–	–	–	126,980	–	126,980
Maintenance	–	–	396	163,809	9,999	–	174,204
Running and sundry	5,962	1,350	28,909	194,736	17,042	–	247,999
Marketing	61,790	–	1,603	9,722	–	–	73,115
Outreach and other projects	–	–	–	–	–	–	–
Financing	–	–	–	–	97,369	–	97,369
Cleaning and waste disposal	–	–	5,604	66,800	–	–	72,404
Audit, legal and consultancy	–	–	–	3,345	19,677	35,136	58,158
Training and recruitment	–	320	–	16,455	66,349	–	83,124
Telephone and internet	179	–	154	22,557	–	–	22,890
Space Academy	–	–	–	10,671	–	–	10,671
Postage and stationery	–	–	–	3,288	13,326	–	16,614
Creative services	5,650	–	–	–	–	–	5,650
Travel	1,483	443	138	22,259	597	–	24,920
	297,836	453,831	997,004	4,306,073	1,378,997	35,136	7,468,877
Support costs	67,834	103,362	227,072	980,729	(1,378,997)	–	–
Governance costs	1,728	2,634	5,786	24,988	–	(35,136)	–
Total expenditure 2022	367,398	559,827	1,229,862	5,311,790	–	–	7,468,877

7 Exceptional item

During 2022 Leicester City Council agreed to waive loans owing by the charity amounting to £2,115,000.

8 Net expenditure for the year

This is stated after charging / (crediting):

	2023 £	2022 £
Depreciation	988,221	949,721
Loss on gift of solar panels	152,666	-
Interest payable	69,373	40,095
Operating lease rentals:		
Property	27,000	27,000
Other	4,704	-
Auditor's remuneration (excluding VAT):		
Audit	24,850	22,550
Non-audit services	1,600	1,450
Foreign exchange losses or (gains)	12,090	(17,413)
	<u>12,090</u>	<u>(17,413)</u>

9 Trustee emoluments and key management remuneration

	2023 £	2022 £
Trustees' emoluments	157,717	134,537
Contributions to defined contribution pension scheme	16,220	14,284

Remuneration of trustees is contrary to general charity law. Approval has been obtained from the Charity Commission under section 198 of the Charities Act 2011 since such remuneration is considered to be in the best interests of the charity. Details of the specific individuals is included below.

The Chief Executive of NSSC Operations Limited, C SH Bishop, and the Chairman of NSSC Operations Limited, A M Kapur, who are both trustees of the National Space Centre, were paid £142,717 and £15,000 (2022: £119,537 and £15,000) respectively for qualifying services in those capacities and £16,220 and £nil (2022: £14,284 and £nil) respectively for contributions to a defined contribution pension scheme.

During the period £785 (2022: £683) was paid to 2 trustees (2022: 2) for the reimbursement of travel and subsistence expenses.

The total compensation including national insurance and pension contributions payable to key management personnel of the Group, which includes the above trustee directors was £565,653 (2022: £516,269 restated to include social security contributions previously not included).

10 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	4,174,350	3,585,031
Redundancy and termination costs	2,000	10,497
Social security costs	348,970	307,733
Employer's contribution to defined contribution pension schemes	211,022	185,659
	<u>4,736,342</u>	<u>4,088,920</u>

The above amounts reflect the remuneration of individuals who have contracts of employment and exclude payments made to individuals contracted on a consultancy basis.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2023 No.	2022 No.
£60,000 – £69,999	3	2
£70,000 – £79,999	1	1
£80,000 – £89,999	1	-
£110,000 – £119,999	-	1
£140,000 – £149,999	1	-

11 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 190 (2022 – restated: 174).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2023 No.	2022 No.
Administration	54	48
Operations	71	68
	<u>125</u>	<u>116</u>

12 Related party transactions**National Space Centre**

During the period, the following were paid or were payable to:

Association of Science and Discovery Centres £2,670 (2022: £2,872). Charles Bishop is a Director of National Space Centre and a Trustee of Association of Science and Discovery Centres.

Leicester Shire Promotions Holdings Limited £954 (2022: £nil). Charles Bishop is a Director of both National Space Centre and Leicester Shire Promtions Limited.

University of Leicester £4,480 (2022: £10,720). Professor Emma Yeoman was a Director of National Space Centre until her resignation in November 2023 and is an employee of the university. Dr Rhaana Starling is a Director of National Space Centre and is an employee of the university. (UoL Representative).

Leicester City Council £7,486 (2022: £12,017). Miranda Cannon was a Director of National Space Centre (LCC Representative) and an employee of Leicester City Council.

During the year, £516,746 (2022: £nil) was recognised by the Charity to deliver the Space to Learn project. This was funded by UK Space Agency. Paul Bate, a trustee of National Space Centre, is Chief Executive and Accounting Officer for UK Space Agency.

NSSC Operations Limited

During the period, the following were paid or were payable by NSSC Operations Limited to:

Association of Science and Discovery Centres £2,650 (2022 : £2,872). Charles Bishop is a Director of NSSC Operations Limited and a Board member of Association of Science and Discovery Centres.

Leicester Shire Promotions Limited £954 (2022: £nil). Charles Bishop is a Director of both NSSC Operations Limited and Leicester Shire Promotions Limited.

University of Leicester £4,480 (2022: £10,720). Professor Sarah Davies is an Executive Board member of the university.

NSSC Operations Limited generated sales income from a range of organisations with which some trustees, directors and/or senior management are connected. These were all conducted in the ordinary course of business on an arm's length basis.

All of the above transactions were conducted at arm's length.

13 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary NSSC Operations Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2023 £	2022 £
UK corporation tax at 22.375% (2022:19%)	–	–

14 Intangible fixed assets**The group**

	Website costs £	Assets in course of construction £	Total £
Cost			
At the start of the year	–	36,350	36,350
Additions in year	7,460	26,500	33,960
Transfer from assets in the course of construction	36,350	(36,350)	–
At the end of the year	43,810	26,500	70,310
Amortisation			
At the start and end of the year	–	–	–
Net book value			
At the end of the year	43,810	26,500	70,310
Net book value			
At the start of the year	–	36,350	36,350

The charity

	Website costs £	Assets in course of construction £	Total £
Cost			
At the start of the year	–	36,350	36,350
Additions in year	6,500	16,500	23,000
Transfer from assets in the course of construction	36,350	(36,350)	–
At the end of the year	6,500	52,850	59,350
Amortisation			
At the start and end of the year	–	–	–
Net book value			
At the end of the year	6,500	52,850	59,350
Net book value			
At the start of the year	–	36,350	36,350

15 Tangible fixed assets

The group

	Freehold land & buildings £	Long leasehold land & buildings £	Exhibition fit out £	Plant & equipment £	Motor vehicles £	Challenger building & equipment £	Total £
Cost							
At the start of the year	27,014,672	1,108,000	11,120,885	2,553,356	25,995	724,818	42,547,726
Additions in year	43,047	–	104,651	409,053	–	–	556,751
Disposals in year	–	–	(24,835)	(303,430)	–	–	(328,265)
At the end of the year	27,057,719	1,108,000	11,200,701	2,658,979	25,995	724,818	42,776,212
Depreciation							
At the start of the year	10,671,221	177,145	9,110,927	1,782,219	25,995	724,818	22,492,325
Charge for the year	524,333	7,387	330,196	126,305	–	–	988,221
Eliminated on disposal	–	–	(24,835)	(150,764)	–	–	(175,599)
At the end of the year	11,195,554	184,532	9,416,288	1,757,760	25,995	724,818	23,304,947
Net book value							
At the end of the year	15,862,165	923,468	1,784,413	901,219	–	–	19,471,265
At the start of the year	16,343,451	930,855	2,009,958	771,137	–	–	20,055,401

Land with a value of £680,000 (2022: £680,000) is included within freehold land and buildings and not depreciated.

The charity

	Freehold land & buildings £	Long leasehold land & buildings £	Exhibition fit out £	Plant & equipment £	Motor vehicles £	Challenger building & equipment £	Total £
Cost							
At the start of the year	26,103,854	1,108,000	10,498,861	2,075,089	25,995	724,818	40,536,617
Additions in year	43,047	–	104,651	237,574	–	–	385,272
Disposals in year	–	–	(24,835)	(772)	–	–	(25,607)
At the end of the year	26,146,901	1,108,000	10,578,677	2,311,891	25,995	724,818	40,896,282
Depreciation							
At the start of the year	10,607,413	158,928	8,664,632	1,467,628	25,995	724,818	21,649,414
Charge for the year	506,116	7,387	261,573	111,331	–	–	886,407
Eliminated on disposal	–	–	(24,835)	(515)	–	–	(25,350)
At the end of the year	11,113,529	166,315	8,901,370	1,578,444	25,995	724,818	22,510,471
Net book value							
At the end of the year	15,033,372	941,685	1,677,307	733,447	–	–	18,385,811
At the start of the year	15,496,441	949,072	1,834,229	607,461	–	–	18,887,203

Land with a value of £680,000 (2022: £680,000) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

16 Heritage assets

	Artefacts				
Group and charitable company	2023	2022	2021	2020	2019
Cost or valuation	£	£	£	£	£
At the start of the year	7,593,085	7,592,955	7,592,880	7,592,780	7,572,715
Donations in year	1,735	130	75	100	4,565
Acquisitions	–	–	–	–	15,500
At the end of the year	7,594,820	7,593,085	7,592,955	7,592,880	7,592,780
The balance at the end of the year comprises:					
Items included at cost	241,447	241,447	241,317	241,217	221,152
Items included at fair value	7,353,373	7,351,638	7,351,638	7,351,663	7,371,628
Total	7,594,820	7,593,085	7,592,955	7,592,880	7,592,780

Various donated items, including flight suits, models, food and clothes, were valued by Art Dula, an American aerospace lawyer with expertise in acquiring and selling historical space items, in August 2000. The valuations are on a fair market value / replacement value on those parts of the collection where it is felt such a valuation can be reasonably made. The Trustees consider there to be no material impairment on the present market values / replacement values compared to those stated.

The National Space Centre maintains a register for its collections of heritage assets which records the nature, provenance and current location of each asset. The National Space Centre uses artefacts to help interpret storylines in the exhibition. The curatorial work collects, conserves, records and makes publicly available material telling the story of British and World Space exploration in the past, present and future.

This purpose will be achieved through:

- acquisitions, organisation and preservation of objects, manuscripts, pamphlets, photographs.
- informing, inspiring and entertaining its users through the provision and promotion of interpretative displays and related services.
- undertaking, enabling and publishing research relevant to the subject area of the National Space Centre.

These are items of scientific importance which are held for the furtherance of the National Space Centre's objects and are considered to be heritage assets.

Assets are only disposed of where, in the opinion of the Trustees, an item does not contribute to the interest and diversity of the National Space Centre's collection or, in exceptional circumstances, where the disposal will provide the National Space Centre with funding that, in the opinion of the Trustees, is considered essential to the National Space Centre's being able to fulfil its charitable objects in the future.

Approximately £2,195,000 (2022: £2,186,000) of loaned items are also held. In many cases these items have been obtained on permanent or long term loans from museums and similar institutions and the group may not sell or otherwise dispose of these items without the prior consent of the donor. The value of these items is not included on the balance sheet.

Preservation and management

Expenditure which in the Trustees' view is required to preserve or clearly prevent further deterioration of individual collection items is recognised in the Statement of Financial Activities when it is occurred. The Charity has an on-going programme of conservation.

Heritage assets are insured in total for £12,630,250 (2022: £10,000,000 including loan items).

The environmental conditions in which the assets are held are continually monitored by a building management system and a network of dataloggers. Relative humidity, temperature and light exposure are measured and remedial action taken if necessary. Heritage assets are also inspected regularly and any maintenance required is carried out promptly. Specialist care and advice is sought as needed from a variety of experts including the National Science Museum. The collection is held at the National Space Centre, on display for the public to view. The collection is protected by a security team. Some of the articles are available for handling by the public, most being in display cases or behind barriers.

17 Subsidiary undertaking

The Charity has two wholly owned subsidiaries which are incorporated in Great Britain. NSSC Operations Limited operates the National Space Centre, whilst NSSC Property Limited did not trade during the period. A summary of the trading results of NSSC Operations Limited is shown below. Audited accounts of NSSC Operations Limited will be filed with the Registrar of Companies.

Company	Country of incorporation	Holding	Investment	Company Number	Nature of business
NSSC Operations Limited	England and Wales	Ordinary shares	100%	04141856	Operation of National Space Centre
NSSC Property Limited	England and Wales	Ordinary shares	100%	03486099	Dormant

The registered office address of these companies is Exploration Drive, Leicester, LE4 5NS.

NSSC Operations Limited is used for the operation of the National Space Centre. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the parent charity.

The trustees C H Bishop & A M Kapur are also directors of NSSC Operations Limited. C H Bishop is the sole director of NSSC Property Limited.

A summary of the results of NSSC Operations Limited is shown below:

	2023 £	2022 £
Turnover	5,101,662	4,408,020
Operating expenditure	(8,318,936)	(6,554,140)
Management charge due from parent undertaking	2,334,830	1,375,163
Other operating income	921,371	1,158,620
Operating profit	38,927	387,663
Interest receivable and similar income	85,111	31,679
Interest payable	(107,310)	(76,828)
Profit on ordinary activities before taxation	16,728	342,514
Taxation on profit on ordinary activities	–	–
Profit for the financial year	16,728	342,514
Retained earnings		
Total retained earnings brought forward	160,443	258,071
Profit for the financial year	16,728	342,514
Distribution under Gift Aid to parent charity	(81,276)	(440,142)
Total retained earnings carried forward	95,895	160,443
The aggregate of the assets, liabilities and reserves was:		
Assets	3,120,764	4,342,097
Liabilities	(3,024,868)	(4,181,653)
Reserves	95,896	160,444

Amounts owed from the parent undertaking is shown in note 20.

18 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2023 £	2022 £
Gross income	3,523,506	4,613,446
Result for the year	(566,120)	1,957,839

19 Stock

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Catering	125,437	108,623	–	–
	125,437	108,623	–	–

20 Debtors

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	130,460	227,002	–	–
Other debtors	120,648	30,008	28,224	25,490
Amounts owed by subsidiary undertakings	–	–	1,327,709	1,419,175
Prepayments	127,406	124,656	–	–
	378,514	381,666	1,355,933	1,444,665

21 Creditors: amounts falling due within one year

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	42,466	346,826	–	–
Trade creditors	230,247	276,236	–	–
Taxation and social security	205,716	244,802	–	–
Accruals	203,063	138,690	–	–
Deferred income (note 22)	238,556	293,881	–	–
	920,048	1,300,435	–	–

22 Deferred income

Deferred income comprises grant and sponsorship income, corporate events, NSC Creative and online sales.

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Balance at the beginning of the year	293,881	254,865	–	–
Amount released to income in the year	(287,805)	(248,789)	–	–
Amount deferred in the year	232,480	287,805	–	–
Balance at the end of the year	238,556	293,881	–	–

23 Creditors: amounts falling due after one year

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	777,113	1,462,049	–	–
	777,113	1,462,049	–	–

The amount of the bank loan repayable by instalments falling due after more than five years is £599,447 (2022: £678,806). This is fully repayable by 23 December 2038.

Three bank loans were settled during the year (2022: none). The remaining loan has a term of twenty years and is repayable in monthly instalments. Interest is charged at Base Rate plus 2.43%.

The bank loan is secured over the assets of the National Space Centre and NSSC Operations Limited with a charge over the premises at Exploration Drive, Leicester.

24a Analysis of group net assets between funds (current year)

	General	Income	Capital restricted	Total
	unrestricted	restricted funds	funds	funds
	£	£	£	£
Intangible fixed assets	70,310	–	–	70,310
Tangible fixed assets	5,235,445	–	14,235,821	19,471,266
Heritage assets	59,048	–	7,535,772	7,594,820
Net current assets	1,499,990	303,129	–	1,803,119
Long term liabilities	(777,113)	–	–	(777,113)
Net assets at 31 December 2023	6,087,680	303,129	21,771,593	28,162,402

24b Analysis of group net assets between funds (prior year)

	General unrestricted £	Income restricted funds £	Capital restricted funds £	Total funds £
Intangible fixed assets	36,350	-	-	36,350
Tangible fixed assets	5,197,384	-	14,858,017	20,055,401
Heritage assets	57,313	-	7,535,772	7,593,085
Net current assets	2,224,316	345,964	-	2,570,280
Long term liabilities	(1,462,049)	-	-	(1,462,049)
Net assets at 31 December 2022	6,053,314	345,964	22,393,789	28,793,067

25a Movements in funds (current year)

	At 1 January 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2023 £
Restricted funds – revenue:					
Lloyds Register Foundation Stage 1	15,877	-	(1,267)	-	14,610
Garfield Weston Foundation	152,594	-	(94,179)	-	58,415
Lloyds Register Foundation Stage 2	177,493	-	(98,112)	-	79,381
Air and Space Power Association	-	50,000	(12,215)	-	37,785
Science Technology and Facilities Council	-	10,000	(2,541)	-	7,459
Association for Science and Discovery Centres	-	2,000	(1,410)	-	590
Space to Learn	-	519,796	(519,796)	-	-
Esmee Fairbairn Collection Fund	-	43,500	(13,359)	-	30,141
Garfield Weston – Outer Solar System Gallery	-	200,000	(125,252)	-	74,748
Total restricted funds – revenue	345,964	825,296	(868,131)	-	303,129
Restricted funds – capital					
Capital	22,393,789	-	(622,196)	-	21,771,593
Total restricted funds – capital	22,393,789	-	(622,196)	-	21,771,593
Unrestricted funds:					
General funds	5,892,871	2,698,211	(2,599,299)	-	5,991,783
Total unrestricted funds	5,892,871	2,698,211	(2,599,299)	-	5,991,783
Non-charitable subsidiary funds	160,443	8,357,865	(8,422,412)	-	95,896
Total funds	28,793,067	11,881,372	(12,512,038)	-	28,162,401

The narrative to explain the purpose of each fund is given at the foot of the note below.

25b Movements in funds (prior year)

	At 26 December 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2022 £
Restricted funds – revenue:					
Lloyds Register Foundation Stage 1	115,286	146,425	(245,834)	-	15,877
Extended Reality for New Audiences	151,730	-	(157,339)	5,609	-
Garfield Weston Foundation	400,000	-	(247,406)	-	152,594
Lloyds Register Foundation Stage 2	-	195,023	(17,530)	-	177,493
Project Marble	590,467	24,986	(355,000)	(260,453)	-
Total restricted funds – revenue	1,257,483	366,434	(1,023,109)	(254,844)	345,964
Restricted funds – capital					
Capital restricted fund	23,014,082	-	(620,293)	-	22,393,789
Total restricted funds – capital	23,014,082	-	(620,293)	-	22,393,789
General funds	2,403,220	4,393,437	(1,158,630)	254,844	5,892,871
Total unrestricted funds	2,403,220	4,393,437	(1,158,630)	254,844	5,892,871
Non-charitable subsidiary funds	258,071	4,575,210	(4,672,838)	-	160,443
Total funds	26,932,856	9,335,081	(7,474,870)	-	28,793,067

25c Movement of funds

Purposes of funds

Purposes

The National Space Academy has the dual goals of engaging young people with the sciences and maths using the inspirational context of space and facilitating pathways into space sector careers by working with industry, academia, and secondary, further and higher education. The Academy works in the following areas towards these goals:

- Curriculum linked masterclasses for secondary (high school) and college students
- Regional, national and international teacher training
- The full-time two-year Space Engineering course for pre-university students
- Careers conferences for secondary school and college students each year focused on career progression routes into the UK space and wider science and engineering sectors, and support for external careers events and programmes
- Commercial and contract work creating educational resources or delivering training for space and STEM organisations
- The Academy is part funded by the National Space Centre and the UK Space Agency with additional support from The Ogden Trust, Lloyds Register Foundation, PPG and others

Extended Reality for New Audiences, funded by a £1.9m Inspiring Science Fund award and with further support from the LLEP Local Growth Fund, Fidelity UK Foundation, Garfield Weston Foundation and 1851 Royal Commission, has combined significant capital development with the engagement of young people in disadvantaged Leicester communities in STEM subjects and the co-creation of gallery content. The core output is the TetraStar Spaceport facility which delivers simulated space missions to family and school audiences. In parallel, a new 'XR Lab' houses student groups including those on an Immersive Design & Development BTEC course which is run in partnership with Leicester College.

Project Marble was a capital programme with five constituent deliverables. *Home Planet* is a new exhibition gallery dedicated to the health of The Planet and the use of satellite applications to monitor and help offset human impact. *We Are Guardians* is a planetarium show about climate change for presentation on site and to generate license sales to planetarium operators worldwide. Three new school workshop spaces, a Changing Places facility for disabled guests and a new audio system complete the programme. A net transfer of £254,844 was made from restricted income funds to unrestricted funds in 2022 to reflect expenditure on fixed assets to fulfill the requirements of the programme.

Garfield Weston Foundation has provided funds for staff costs in respect of community engagement to communicate science to atypical audiences.

The Esmee Fairbairn Collection Fund is to fund 'Space for Everyone' – a pathway programme for excluded young people experiencing an Alternative Education.

The Outer Solar System Gallery is a new exhibition funded by Garfield Weston, which was added during 2023.

The Association for Science and Discovery has provided funding for Destination Space, a project to engage, inspire and involve school-aged children, their families and their teachers with a sense of curiosity, inspiration and identity about the UK's role in space exploration, discovery and applications and to build on the previous phases of Destination Space and effectively support science capital for families and communities across the UK by promoting the personalised and localised relevance of UK space science to daily life, through science centres and their regional partnerships.

The Air and Space Power Association (ASPA) has provided a grant of £50,000 to the National Space Academy to deliver a programme of free pupil masterclasses and CPD for teachers on PGCE courses.

The Association for Science and Discovery Centres has provided a grant of £10,000 for our STFC Impact Project to support equitable community partnerships and STFC science engagements taking place across our network of UK science and discovery centres and museums.

The UK Space Agency has provided a grant for the Space to Learn Project to contribute to certain expenditure reasonably incurred by the Charity in undertaking the space to Learn project. This is a United Kingdom wide project to promote and educate careers and interest in space science.

Purposes of restricted funds – capital

Capital funds are restricted grants from the Millennium Commission and East Midlands Development Agency (EMDA) for the design and build of the National Space Centre.

The Millennium Commission and Leicestershire Economic Partnership provided funding for the Human Space Flight Gallery and John Eggleston Suite. The Millennium Commission and the Wellcome Trust provided funding for the Astronaut planetarium show and the refurbishment of the planetarium. EMDA and Science and Technology Facilities Council (STFC) provided funding for the Space Now gallery.

26 Operating lease commitments payable as a lessee

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2023	2022	2023	2022
	£	£	£	£
Less than one year	27,000	27,000	4,704	–
One to five years	108,000	108,000	4,704	–
Over five years	74,250	101,250	–	–
	209,250	236,250	9,408	–

27 Capital commitments

	2023	2022
	£	£
Contracted for, but not provided in the financial statements	96,000	301,000

28 Legal

The National Space Centre is incorporated under the Companies Act 2006 as a company limited by guarantee having no share capital. The liability of members to contribute towards the debts of the Charity in the event of a deficit on winding up is limited to £10 each.

Accounts

Company number: 03485236

Charity number: 1078832

National Space Centre

Report and financial statements

For the period ended 31 December 2022

Contents

For the period ended 31 December 2022

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National Space Centre

Reference and administrative information

For the period ended 31 December 2022

Company number 03485236
Country of incorporation United Kingdom

Charity number 1078832
Country of registration England & Wales

**Registered office
and operational address** National Space Centre
Exploration Drive
Leicester
LE4 5NS

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Prof Sir M Sweeting	Chair of Trustees
N P Siesage	
Prof D J Southwood	(resigned 8/11/22)
Prof S M Sharma	
A M Kapur	Chair of NSSC Operations Limited
C SH Bishop	Chief Executive of NSSC Operations Limited
G Moss	
Prof E Yeoman	
K Thomas	(resigned 3/4/23)
J Fry	
J Wheeler	
V Hancock	
WA Haley	
G Turnock	(resigned 8/11/22)
P Coates	
M Cannon	
P S Bate	

Company Secretary J Barnacle

Bankers Virgin Money
3 Eastgates
LEICESTER
LE1 5YA

Solicitors Gateley Legal
Knightsbridge House
Lower Brown Street
LEICESTER
LE1 7EA

National Space Centre

Reference and administrative information

For the period ended 31 December 2022

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108-114 Golden Lane
LONDON
EC1Y 0TL

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the strategic report and the financial statements for the period ended 31 December 2022.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a director's report as required under company law and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Purpose, Aims and Charitable Activities of Public Benefit

Vision – Space for Everyone

Mission – To get people excited about space and help develop the next generation of scientists and engineers.

Aims

- To run a sustainable charity with the very best ethics, values, reputation and standards of behaviour
- To deliver a high-quality experience to 300,000 visitors per annum of whom 60,000 are students aged 8–13 in formal school groups.
- To deliver curriculum-focussed STEM workshops to 40,000 students aged 8–13
- To deliver community-engagement programmes to 3,000 students aged 7–15
- To deliver intensive programmes to 4,000 GCSE and A level (and equivalent) students and 400 teachers (numbers reduced due to anticipated recovery rate from pandemic period)
- To deliver full time post-16 courses in Space Engineering and Immersive Development & Design for 30 students per annum

Charitable Activities of Public Benefit

The Trustees consider that they have complied with their duties under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit in deciding which activities the charity should undertake.

The National Space Centre aims to advance the education of space and planetary science, astronomy and technology and their significance to life on Earth. Since its inception in 2001, it has attracted around 4.5m visitors, including 1.2m school children, to its attraction site in Leicester.

The Charity, through its subsidiary NSSC Operations Limited, runs three business units; all of which help it achieve its aims and objectives.

- (a) The National Space Centre visitor attraction gets people excited about space and is highly educational and informative. It promotes the work of the Discovery and Creative teams to showcase, educate and develop visitors' awareness and appreciation of space, the technologies and opportunities for people to get involved.
- (b) NSC Discovery delivers education (both formal and informal) and space communications programmes across the UK and overseas. NSC Discovery runs the National Space Academy, the purpose of which is to boost student and teacher attainment in STEM subjects and enhance the size and quality of the UK science & engineering skills pool.

National Space Academy programmes are aimed at secondary, FE and higher education students and teachers and are delivered by a team of 6 full time employees based at the National Space Centre and a network of 35 seconded teachers, research scientists and industrial engineers across the UK. Delivery is locally, regionally, nationally and internationally.

The NSC Education and Space Communications teams focus on informal and primary education as well as public understanding of space science. Delivery is at the National Space Centre, in local schools and in community partnership events and there is a total of 18 full-time and 5 part-time and University members of both these teams.

- (c) The NSC Creative team deliver a range of products and services covering licenced planetarium shows at a national and international level and develop bespoke immersive content to attract further visitor volumes for both in house and client exhibition requirements. There are 13 members in the team, who work across the following 5 key areas:
- Developing new intellectual property (IP) with return via licensing and direct to consumer sales. This is most successfully demonstrated with the creation of space themed planetarium shows that since 2002 have been licensed to 1000+ venues across 70+ countries. There are new IP opportunities being explored in the emerging VR (Virtual Reality) and AR (Augmented Reality) markets.
 - Work for hire client commissions of immersive content. Chosen based on commercial return and benefits to R&D.
 - In-house exhibition and community engagement content for the continued development of the National Space Centre experience on and off-site.
 - Sales and integration of dome hardware solutions to UK clients.
 - A new addition for 2022 is the delivering of a post-16 qualification in Immersive Design and Development via a partnership with Leicester College. This will broaden the academic pathways offered by the charity to include the creative and software development industries. It is also tied into a virtuous cycle of feeding the community engagement activities with fresh immersive content, made by the community for the community.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

Structure, Governance and Management

Nature of governing document

National Space Centre became a registered charity in England and Wales (charity number 1078832) on 10 January 2000. It is a charitable company with no issued share capital being limited by guarantee. Its governing instrument is its Articles of Association dated 18th December 1997. There are 3 members, – Leicester City Council, University of Leicester and East Midlands Chamber of Commerce. Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up.

The charity's object as stated in the Articles of Association is:

The advancement of education for the public benefit, in particular but not exclusively, in relation to space & planetary science, astronomy and technology and their significance to life on Earth.

National Space Centre Group Structure

Parent

- National Space Centre
This is the registered charity and company limited by guarantee.

Subsidiaries

- NSSC Operations Limited
This company was established to deliver the objectives of the charity including running the visitor attraction, educational and community outreach programmes and developing creative content in furtherance of raising awareness of space science.
- NSSC Property Limited (Dormant)
This company was established to raise finance for the construction of the National Space Centre. It has remained dormant since 2001 when the Centre construction was completed, and operational management was handed over to NSSC Operations Limited.

Board of Trustees

The National Space Centre is led by a diverse and experienced Board of Trustees who are also directors of the charitable company for the purposes of the Companies Act. The total number of trustees as at 31st December 2022 was 15.

The Board of Trustees has delegated the charity groups' operational activities to the Board and in particular, its executive directors, of its operating subsidiary, NSSC Operations Limited, to support the delivery of the charity groups' objectives and aims.

Recruitment and appointment of Trustees

The trustees are appointed by the members of the company. They can either be nominated representatives of the members of the company or can be co-opted in recognition of their special expertise being valuable to the work of the Board.

The Memorandum and Articles of Association provide that one third of the trustees retire by rotation at each annual general meeting and may offer themselves for re-appointment for a maximum of three terms. The following are nominating members and, as such, have the right to a number of nominations, such nominations to be of their choice, to be appointed to act as trustee:

- Leicester City Council
- University of Leicester
- East Midlands Chamber of Commerce

Each nominating member has the right to replace from time to time its nominated trustees. In addition, the Board may appoint and remove additional trustees. As nominating members, these three members have overall control of the company.

Qualifying indemnity provision is in place for the benefit of all trustees of the charity.

Induction and Training

As part of its strategic planning activities, the Charity's needs are identified and where there are gaps against current trustee skills, then the Charity will seek to make an appointment using its existing trustee network or through an interview and selection process. The Charity continues to consider putting in place succession arrangements for the ongoing development of the Board.

All new Board members are inducted by the Chairman, who is assisted by other trustees and the executive directors of the subsidiary company to ensure that each trustee understands their role on the Board and their responsibilities as Board members.

Governance and Decision-Making Arrangements

The Board of Trustees have overall responsibility for the following:

- the formulation and implementation of strategy
- overseeing the implementation of the strategy through annual operating plans and budgets
- monitoring progress
- accepting ultimate responsibility for the sound professional, legal and financial management of the charity.

Matters not reserved for decision by the Board of Trustees are delegated to NSSC Operations Limited, its subsidiary company, to manage. The company board is composed of a Trustee, non-executive directors and Operational Executive Directors. It is led by Mike Kapur, Chairman and 5 Non-Executive Directors including one Trustee representative, who make up the NSSC Operations Ltd Board. They are supported by the executive team of Mr C St H Bishop, Chief Executive, Mr B Bhakri, Finance Director and Prof A Ojha, NSC Discovery Director.

The charity's governance is kept under review by a number of committees, to ensure that the Board of Trustees, its Operating Vehicle (NSSC Operations Limited) and governance structures and procedures are fit for purpose as the charity and the environment evolves. The Board has reviewed the Charity Governance Code and considered the impact and timing of full compliance during the year.

The remit of the committees includes:

1. Finance Committee: this committee supports the Executive Team in overseeing, monitoring and keeping under review the financial position of the charity and its subsidiaries to ensure long and short-term viability, having regard to the Charity's overall strategy and risk tolerance parameters.
2. Capital Projects Committee: this committee supports the Executive Team in overseeing the approach to generating sufficient and sustainable income and the delivery plans to meet its needs today, and in the future. The committee will meet to consider capital projects over a value of £25,000 or otherwise in need of expert opinion. Projects will be analysed through the various stages of adoption, procurement, contract award and delivery to ensure that all appropriate controls are in place.
3. Audit Committee: this committee supports the Trustee Board to ensure the integrity, balance and transparency of published financial information and related and supporting narrative information. Ensuring effective internal control and risk management systems and that the organisation is operating within approved policies and the law. Review of insurance requirements and adequacy. It also recommends the approval of the appointment of auditors.

4. Remuneration Committee: this committee supports the Board to ensure that the remuneration of members of the Executive Team and other employees are responsibly managed and are consistent with the achievement of the charity's strategic objectives and in accordance with National Space Centre Ethos and Values.

Pay Policy

The Remuneration Committee meets at least once a year. Members of the committee are the Chair of NSSC Operations Ltd, two further NSSC Operations Ltd non-executive Directors and a Trustee from the Parent Charity. The Committee's main responsibilities are to consider pay policy for all staff including the Executive Directors and to agree the basis for any annual increases in pay.

The aim of our pay policy, which applies to all employees, is to offer remuneration that is fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims. The key management personnel of the charity comprise the trustees and all of the Directors of NSSC Operations Ltd.

In setting remuneration for all staff, including senior staff, a number of criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors.

Related Parties and cooperation with other organisations

Remuneration of trustees is contrary to general charity law. Approval has been obtained from the Charity Commission under Section 198 of the Charities Act 2011, since such remuneration is considered to be in the best interests of the charity and both the Chief Executive and the Chair of NSSC Operations Limited, who are also trustees of the charity were remunerated for their services provided to the charity's subsidiary company, NSSC Operations Limited. Any remuneration paid or expenses reclaimed from the charity are set out in note 8 to the accounts.

As stated previously, NSSC Operations Limited carries out the day-to-day activities of the charity. It will remit any accumulated profit it generates to the charity by way of gift aid. A summary of the trading results is shown in note 15 of the accounts.

The charity's other wholly owned subsidiary, NSSC Property Limited, remained dormant throughout the year.

In order to best deliver its objectives, the charity is committed to working in partnership with a range of organisations from the public, private and charity sectors, in particular, the University of Leicester has assisted the charity in fulfilling its objectives.

As a recognised partner and contributor in the field of space and science education and awareness, the charity is a proud member of UK Association for Science & Discovery Centres.

The Charity has several related party relationships, which are discussed in note 12.

Strategic report

Achievements and performance

National Space Centre Visitor Attraction

The Centre had 291,957 visitors in 2022, compared to 133,278 in 2021, an increase of 119%. This performance was driven by higher by opening for a full 12 months whereas in 2021, 154 days were lost due to Covid –19 restrictions. The 2022 visitor volumes are still lower than 2019, which was the last full year of pre pandemic operation. In 2019, the centre received over 326,000 school and family visitors, but above expectations for a year in which we recovered from the Covid–19 effect on visitor behaviour.

The visitor volume cap that was introduced in 2021 and retained in 2022, has been well–received in that it offers a consistent quality of experience: The net promoter score (a core key performance indicator) has risen to a high of 77 against a target of 70. Tickets are sold on–line in advance which reduces the impact of the weather.

School volumes were higher by 222% on 2021 volumes, due to a full year opening schedule, compared to the reduced opening available in 2021.

NSC Discovery

In 2022, despite some schools restricting external visits as a priority due to the impact of the extended pandemic period we have seen a very healthy initial recovery with over 66,000 students visiting the Centre on school visits, over 44,000 participating in a workshop (well over the 50% target for workshop participation) and with over 5,000 students participating in the wider community engagement programmes being delivered.

To contextualise 2022 performance, in 2019, (which is the last full year pre pandemic for which comparative figures are meaningful) the NSC Discovery Education team welcomed a total of 28,858 students participating in workshops, equal to 33% of total schools' visitors that year (88, 000).

The National Space Academy team had one of its busiest years ever in the 2018–19 academic year – the last academic year for which comparative figures are meaningful. Please note that due to the tight focus of Academy programmes with the UK school academic curriculum and calendar, metrics for Academy programmes focus on the academic rather than calendar year.

In 2020–21, all in–person Academy delivery ceased due to the pandemic, with the exception of the Space Engineering Course which had 35 students during that timeframe. In 2022, a total of 1,900 students participated in UK Academy masterclasses with the new metric of participant–hours yielding over 6,000. Including our international work funded by Lloyds Register Foundation and targeted at deprived areas in South Africa with the South African National Space Agency, a total of

4,000 students participated in 8,000 participant hours of masterclasses. In addition, 800 UK students participated in UK careers conferences (in-person and virtual) and 350 UK teachers participated in intensive CPD training programmes. 35 students (Year 12 and 13) were enrolled on the Level 3 Space Engineering course run in partnership with Loughborough College.

Of great significance strategically was the Academy's securing at the end of 2022, from UK Space Agency (UKSA), of UK national funding to significantly expand its UK delivery to disadvantaged schools and students. £1.46M funding has been secured for the period January 2023 – March 2025 which will see the Academy delivering fully-funded masterclasses, extended non-residential space schools and careers conferences to 40,000 students across the UK from schools which have significant levels of challenge as evidenced by metrics including levels of pupil premium. Delivery will commence from September 2023, but the Academy will continue, in parallel, its commercial work with other non-eligible schools through its existing suite of masterclasses and teacher training programmes in addition to the new funded UKSA programme. This is the largest single education investment that UKSA has ever made, and the programme will be a national flagship programme for the Agency.

NSC Creative

In July 2022 NSC Creative launched *We Are Guardians*, its first new planetarium show since 2019. The show was added to the attractions public programme to enhance the visitor experience with content on the important subject of the climate crisis. The show has been screened at fulldome festivals across the world and picked up its first award. It is being licensed commercially to other planetariums nationally and internationally as part of the NSC Creative show library.

NSC Creative led the creation of the new Tetrastar Spaceport experience as part of the Extended Reality for New Audiences project, where the build aspect of it was completed in November 2021. 2022 has seen the completion of the content and show programming for the public and ongoing testing and fixes. The school's content and programming were also completed, and initial tests completed by the end of the 2022. Full test missions were run in early 2023, and it will be moved to a paid for offer with schools once robust.

The NSC Immersive Academy was launched in September 2022 with the first cohort of 14 students studying on a level 3 course, Immersive Design & Development via a collaboration with Leicester College. NSC Creative provide industry input and a specialist teaching space called the Reality Lab which is fitted out with the latest immersive technology production tools. This will grow to 2 concurrent cohorts on the course in September 2023. Academic and career pathways for the students via relationships with local Universities and industry will be further strengthened and established.

A major commission was secured to produce a fulldome planetarium show for Pink Floyd, an internationally acclaimed band. The material was used by the band to celebrate the 50th anniversary of its first album release and licensed to planetariums internationally. This has helped

to strengthen NSC Creatives position as a leading producer of immersive content as it continues to search for new opportunities. This project was completed in Q2 2023.

New Developments

2023 sees the launch of the *TetraStar Spaceport* education missions for students aged 8–13 incorporating a one-hour science lesson in a replica space station. An exhibition audit will be completed at the start of the year to help determine priorities for (a) the refreshment of exhibits that could work better and (b) the replacement of exhibits and galleries that are out of date. The latter will include the *Outer Solar System* and *Into Space* galleries. Scoping and design work in 2023 will pave the way for construction in 2024 and 2025.

Beneficiaries of our services

The most visible manifestation of the education charitable impact of the Centre's work is through the work of NSC Discovery. Through its suite of informal, formal and community education programmes – which are aimed at students, teachers and family communities, the work of NSC Discovery has been shown to:

- Boost student attainment – especially in students from less educationally privileged background – in examination subjects which have a high educational currency value when considered as a measure for future workforce selection and career opportunities. Furthermore, the new *Space to Learn* programme, funded by UK Space Agency, will target 35,000 students from schools with high levels of pupil premium or other disadvantage-relevant criteria.
- Enhance teacher effectiveness through teacher training programmes – allowing teachers to add new effective educational activities and methodologies to their educational toolkits.
- Give students greater awareness of how to find and navigate to career opportunities in the science and engineering sectors.
- Give students more confidence and boost their interest in science through the informal education programmes run by the Centre.
- Allow parents and communities to have a greater understanding of the opportunities for science as career routes aspirationally and operationally through the Centre's Community Engagement programmes.

Delivery against Objectives

There has been considerable progress by the team in delivering against its objectives. This has included 7,610 secondary school students attending careers focussed conferences.

Over 6,500 UK teachers have been trained on space science related material as part of their educational toolkits.

99 students have completed the two-year Space Engineering course with the majority (55%) coming from Widening Participation backgrounds with no family history of progression into Higher Education. More than 75% of students have then gone on to university courses.

Financial review

Charity Group Performance

The Group's net assets at 31 December 2022 were £28.8m compared to £26.9m at the start of the year. During the year, the group carried out a full review of all heritage assets and decided to adopt a policy of recognising heritage assets in the balance sheet at historical cost, or in the case of donated items, at a fair value, since this was deemed to best reflect their value to the group. The positive net movement in funds during the year was achieved due to a return to a normal operating business environment following the pandemic, together with the close monitoring of the finances.

Our total income, before exceptional item, of £7.2m, was significantly more than last year (£6.3m) as the charity group returned to normalised business activity post pandemic. Admissions income, including Gift Aid, increased by £1.9m over 2021 performance, but compared to 2019 performance (our last full operating year pre pandemic), we generated an additional £0.2m (3%) in admission income. The charity also received an unrestricted legacy of £0.17m and grants totalling £0.4m.

During the year, Leicester City Council agreed to waive historical loans owing by the charity, agreeing that the conditions relating to the loans had been fulfilled. This resulted in exceptional income of £2.1m.

Details of grants received in the year are listed in note 3 of the accounts.

Total expenditure at £7.5m showed an increase on last year (£5.7m). This 30% increase in costs was due to higher payroll and operating expenditure, as the centre remained fully operational for the whole of 2022.

In 2022, the Group expended £0.6m on fixed assets, mainly on the Home Planet Exhibition, with significant spend also on IT upgrades, website and fire prevention remedial works.

Operating Subsidiary Financial Performance

NSSC Operations Ltd made a profit of £0.3m (2021 profit of £0.4m). The trading company has now returned to fulltime operation following the pandemic, with a consequent increase in payroll and other operating costs.

Principal risks and uncertainties

Trustees review the major risks faced by the charity as part of their annual cycle of business. Systems of internal financial control have been put in place, which are designed to safeguard the charity's assets, ensure that proper accounting records are maintained and provide reliable and timely financial information.

Trustees are satisfied with these arrangements and a detailed risk register has been established, covering the key areas of:

- Premises
- Financial control
- Operating environment
- Operational risks
- Strategy and management
- Personnel
- New project development
- Funding

This risk register is updated by the Chief Executive and the management team and reviewed by the audit committee on a regular basis. The likelihood of risks occurring is evaluated along with an assessment of any impacts arising. Safeguards are identified and a plan of action is implemented in respect of all manageable risks where the likelihood of occurrence and the financial or operational impact are assessed as high.

A Strategic Issues Register is updated monthly to guide the operating company in its most pressing decision-making areas and keep Trustees informed of its actions.

The major risks recognised by The Charity relate to the funding of, and likely return from, capital and programmatic developments. There are growth aspirations in both cases, including the intention to address capacity issues on-site through the introduction of new gallery space and a building extension for live presentations, workshops, temporary exhibitions and corporate events.

The objective is to deliver a better visitor experience and new surpluses. The National Space Academy and NSC Creative are also the focus of attention in this regard as the Charity seeks to spread its risk across a broader range of funders and income-generating opportunities. The arrival of the University of Leicester's Space Park on adjacent land also offers opportunities for joint programme development.

Reserves and the position at the end of the year

It is the intention of the Trustees that surplus funds, will be retained to further the objects of the Charity as an inclusive, science educational resource, for the renewal of the exhibits and to maintain the visitor attraction site to a safe, efficient standard.

Total funds at year end were £28.8m (2021: £28.6m), which includes £0.3m restricted income funds, £22.4m restricted capital funds, relating to fixed assets which can only be realised by disposing of the tangible fixed assets, which are the basis on which we operate, and £6.1m unrestricted funds.

The Trustees recognise the updated guidance on Charity Reserves issued by the Charity Commission in January 2016, which describes the required disclosure of the needs of the Charity to build resilience in reserves, the level of reserves needed by the Charity, the steps taken to establish reserves and the arrangements for reviewing the policy.

The Trustees intention is to have reserves appropriate to the level of activity and financial risks of the Charity. In light of the new post Covid financial risks, reserves will need to be sufficient to cover unexpected revenue shortfalls, significant increases in costs and the impact across the emerging 3-year business planning period.

The Trustees will look to use reserves to keep responding to evolving community needs, invest in refreshing our exhibitions and our building in line with our capital plan. Over the next 3 years, the Charity has budgeted £2.1m of estates and digital capital expenditure outside of the annual operational budget. The Trustees have therefore established a target whereby the unrestricted charity funds not invested in tangible fixed assets (the free reserves) should be £1.1m. Free reserves for the Charity itself are currently £1.8m, so comfortably in excess of this minimum. However, the charity will be reviewing this as part of its annual business planning process to ensure sufficient funds are in place to fund its operating and capital expenditure requirements.

Going Concern

Given the impact of COVID19 on our finances in 2020 and 2021, along with uncertainties relating to the post-pandemic global economic outlook and cost-of-living increases, our assessment of the Group as a going concern has been arrived at following a thorough review of the business environment and our financial resilience.

We have prepared detailed financial projections to forecast the Group's financial performance and cash flow position under a variety of possible scenarios, all of which indicate that we should have adequate cash balances to be able to continue to trade as a going concern for at least 12 months following the date of this report.

We will continue to closely monitor the impact of government decision making on our operations and the economic recovery on our operations and activities. Whilst uncertainty exists, the Trustees

believe that this does not pose a material uncertainty that would cast doubt on the charity's ability to continue as a going concern.

The Covid Pandemic has been as good a test of our resilience as we have faced in recent history and the way we have responded as an organisation, gives a great deal of confidence in this assertion. The trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Financial Instruments

The Charity does not currently invest charity funds in stocks or shares and Trustees review this policy on an annual basis. It is exposed to the usual credit risk and cash flow risk associated with selling on credit and manages this through credit control procedures. The trustees do not consider any other risks attaching to the use of financial instruments to be material to an assessment of its financial position or performance.

Fundraising Strategy

The Charity covers its operating costs and some capital costs from earned income and seeks to raise additional funds for larger capital projects, education programmes and community engagement work from other sources.

From 2020–22 £4.2m was raised for new exhibition content and visitor services. A further £0.3m p.a. was secured from the UK Space Agency and Lloyds Register Foundation to support the work of the National Space Academy both domestically and overseas. A fresh grant of £1.5m has been awarded by the UK Space Agency to expand National Space Academy delivery from 2023–25 to students in disadvantaged communities UK-wide. The Lloyds Register Foundation's support has helped with programme delivery in South Africa townships. Negotiation for enhanced funding gets underway in 2023.

A programme called IGNITE! is being used to encourage support from Leicester and Leicestershire businesses to help fund the Community Engagement Programme. A company called Embark CSR is helping with approaches; the success of which will be assessed in 2023.

The new *Outer Solar System* and *Into Space* gallery developments are anticipated to cost circa £0.5m and £1.0m respectively. A legacy grant of £0.17m from a Leicestershire resident gets fundraising off to a good start. An initial six grant funding bodies have been identified for approaches in 2023 and more will follow. Most fundraising (see paragraph above) is undertaken by internal staff. National Space Centre has observed the Fundraising Regulator's Code and uses the Code's principles to guide ethical considerations in relation to fundraising. The Charity does not approach individuals and there have been no complaints regarding fundraising activity.

All fundraising is undertaken by internal staff, with no professional fundraisers or commercial participators. National Space Centre has observed the Fundraising Regulator's Code and uses the

Code's principles to guide ethical considerations in relation to fundraising. As usual, there have been no complaints regarding fundraising activity this year.

Policy for employment of disabled persons

Staff Communication meetings are held for presentations and discussion of key areas including business updates and projects.

The National Space Centre have a number of policies and procedures in relation to all personnel matters including:

- Equal Opportunities; and
- Health & Safety

In 2021 it has introduced Equality, Diversity & Inclusion training for all employees. The recruitment and training of staff is undertaken in accordance with the charity's equal opportunities policy and in line with the Equality Act 2010.

Plans for the future

The National Space Centre is a forward-looking organisation that will deliver increasing impact sustainably. Its strategy, Vision 2030, was completed in 2021 and sets the long-term ambition. It incorporates a reflection on how the National Space Centre should behave as a place to work, to visit, as a provider of trusted information and with whom to do business. Its *Space for Everyone* philosophy is being freshly articulated and its adherence to net zero and employee wellbeing programmes is embedded in its business plan. It focuses on the quality and growth of activities on site but also the ability of the organisation to live up to its national brand positioning through an expansion of its education network with three new regional managers.

The National Space Centre is unique as a science centre in providing pathways for young people that include formal post-16 courses in Space Engineering and Immersive Design in partnership with Loughborough and Leicester College respectively. The intention is to ensure that young people from disadvantaged communities have the same opportunity as everybody else to follow these pathways into further and higher education and into the world of work.

The launch of the University of Leicester's Space Park Leicester in close proximity sheds a light on the wider development of the site that will become known as Space City in 2023. Levelling Up funding has been secured by Leicester City Council to complete the site with new buildings and services to encourage the space industry to engage. Partnerships with Government, academia, industry and the military will continue to provide new services to new audiences with an emphasis on those that are underrepresented and underserved.

On-site capital development is raised elsewhere with the profile of the National Space Centre inevitably enhanced if humans return to the Moon as planned in circa 2025. Robotic visits to the

planets always stir interest and the tantalising prospect of finding life elsewhere will one day become reality. The National Space Centre will retain its ability to translate a difficult subject into language people can understand and be on hand to tell the news in an exciting format, including its ever-growing online presence.

The National Space Centre building is over 20 years old and needs attention. The Rocket Tower lifts will receive a maintenance overhaul in 2023 and there is a likelihood that the polystyrene roof insulation will need to be replaced to satisfy the insurance market. The Charity is confident that it can fund this work from earned income and will sustain its reserves policy to cover all eventualities. The Rocket Tower ETFE (plastic) pillows receive an annual inspection and minor faults receive attention. At some future point – post-2030 – it will need to be replaced at a cost of over £4.0m. This eventuality will continue to be reviewed and a sinking fund will be initiated in good time.

Statement of responsibilities of the trustees

The trustees (who are also directors of National Space Centre for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these 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 and statements of recommended practice 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 operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The trustees are officers of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report was approved by the trustees on 13 July 2023 and signed on their behalf by

Prof Sir M Sweeting
Chairman

Opinion

We have audited the financial statements of National Space Centre (the 'parent charitable company') and its subsidiary (the 'group') for the period ended 31 December 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the 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 FRS 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 and of the parent charitable company's affairs as at 31 December 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the period then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company 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 National Space Centre'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 other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements, or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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.

Opinions 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, including the strategic report, for the financial period for which the financial statements are prepared is consistent with the financial statements.
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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 statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company 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 and the parent charitable company'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 the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance.

Independent auditor's report

To the members of

National Space Centre

- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud.
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

National Space Centre

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

14 July 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

National Space Centre

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the period ended 31 December 2022

					As restated			Period ended 26 December 2021
		Unrestricted funds	Restricted funds	Capital restricted funds	Period ended 31 December 2022	Unrestricted funds	Restricted funds	Capital restricted funds
	Note	£	£	£	£	£	£	£
Income from:								
Donations and legacies	2	170,118	–	–	170,118	75	–	–
Charitable activities:	3							
Admissions		3,255,956	–	–	3,255,956	1,547,604	–	–
Gift Aid		420,195	–	–	420,195	247,854	–	–
Grants		6,000	366,434	–	372,434	686,036	1,449,652	717,631
Space Academy		66,732	–	–	66,732	57,113	–	–
Other trading activities	4	2,786,491	–	–	2,786,491	1,546,897	–	–
Sponsorship		109,141	–	–	109,141	25,510	11,625	–
Investments		33,021	–	–	33,021	–	–	–
Total income		6,847,654	366,434	–	7,214,088	4,111,089	1,461,277	717,631
Expenditure on:								
Raising funds		(2,157,087)	–	–	(2,157,087)	(1,239,871)	–	–
Charitable activities		(3,668,388)	(1,023,109)	(620,293)	(5,311,790)	(2,823,672)	(1,111,760)	(550,605)
Total expenditure	6	(5,825,475)	(1,023,109)	(620,293)	(7,468,877)	(4,063,543)	(1,111,760)	(550,605)
Net income / (expenditure) before exceptional item		1,022,179	(656,675)	(620,293)	(254,789)	47,546	349,517	167,026
Exceptional item	7	2,115,000	–	–	2,115,000	–	–	–
Net income / (expenditure) for the year	8	3,137,179	(656,675)	(620,293)	1,860,211	47,546	349,517	167,026
Transfers between funds		254,844	(254,844)	–	–	–	–	–
Net movement in funds		3,392,023	(911,519)	(620,293)	1,860,211	47,546	349,517	167,026
Reconciliation of funds:								
Total funds brought forward	29	2,661,291	1,257,483	23,014,082	26,932,856	2,613,745	907,966	20,603,783
Prior period adjustment		–	–	–	–	–	–	–
Total funds brought forward		2,661,291	1,257,483	23,014,082	26,932,856	2,613,745	907,966	22,847,056
Total funds carried forward		6,053,314	345,964	22,393,789	28,793,067	2,661,291	1,257,483	23,014,082

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 25 to the financial statements.

As at 31 December 2022

		The group		The charity	
		2022	As restated 2021	2022	As restated 2021
	Note	£	£	£	£
Fixed assets:					
Intangible fixed assets	14	36,350	–	36,350	–
Tangible assets	15	20,055,401	20,496,306	18,887,203	19,216,293
Heritage assets	16	7,593,085	7,592,955	7,593,085	7,592,955
Investments	17	–	–	2	2
		27,684,836	28,089,261	26,516,640	26,809,250
Current assets:					
Stock	19	108,623	91,571	–	–
Debtors	20	381,666	275,907	1,444,665	1,904,293
Short term deposits		532,569	527,318	–	–
Cash at bank and in hand		2,847,857	2,961,854	671,317	76,240
		3,870,715	3,856,650	2,115,982	1,980,533
Liabilities:					
Creditors: amounts falling due within one year	21	(1,300,435)	(1,088,312)	–	–
Net current assets		2,570,280	2,768,338	2,115,982	1,980,533
Total assets less current liabilities		30,255,116	30,857,599	28,632,622	28,789,783
Creditors: amounts falling due after one year	23	(1,462,049)	(3,924,743)	–	(2,115,000)
Net assets	24	28,793,067	26,932,856	28,632,622	26,674,783
Capital funds					
Restricted funds		22,393,789	23,014,082	22,393,789	23,014,082
Income funds					
Restricted funds		345,964	1,257,483	345,964	1,257,483
Unrestricted income funds					
General funds		5,892,871	2,403,220	5,892,869	2,403,218
Non-charitable subsidiary funds		160,443	258,071	–	–
Total unrestricted funds		6,053,314	2,661,291	5,892,869	2,403,218
Total funds	24	28,793,067	26,932,856	28,632,622	26,674,783

Approved by the trustees on 13 July 2023 and signed on their behalf by

Prof Sir M Sweeting
Chairman

National Space Centre

Consolidated statement of cash flows

For the period ended 31 December 2022

	Note	2022 £	£	£	2021 As restated £
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		1,860,211		564,089	
Interest receivable		(33,021)		(1,693)	
Interest payable		40,095		33,880	
Depreciation of tangible fixed assets		949,721		860,408	
Loss on disposal of fixed assets		–		409	
Waiver of loan		(2,115,000)		–	
Items donated		(130)		(75)	
(Increase)/decrease in stocks		(17,052)		4,416	
(Increase)/decrease in debtors		(105,759)		406,632	
Increase in creditors		209,039		77,433	
Net cash provided by operating activities		788,104			1,945,499
Cash flows from investing activities:					
Dividends, interest and rents from investments		33,021		1,693	
Purchase of fixed assets		(508,816)		(919,708)	
Purchase of intangible fixed assets		(36,350)		–	
Net cash used in investing activities		(512,145)			(918,015)
Cash flows from financing activities:					
Interest paid		(40,095)		(33,880)	
Repayment of bank loans		(344,610)		(221,520)	
Net cash used in financing activities		(384,705)			(255,400)
Change in cash and cash equivalents in the year		(108,746)			772,084
Cash and cash equivalents at the beginning of the year		3,489,172			2,717,088
Cash and cash equivalents at the end of the year		3,380,426			3,489,172
Analysis of cash and cash equivalents and of net debt					
	At 27 December 2021 £	Cash flows £	Other non- cash changes £	At 31 December 2022 £	
Cash at bank and in hand	2,961,854	(113,997)	–	2,847,857	
Short term deposits	527,318	5,251	–	532,569	
Total cash and cash equivalents	3,489,172	(108,746)	–	3,380,426	
Loans falling due within one year	(343,742)	(3,084)	–	(346,826)	
Loans falling due after more than one year	(3,924,743)	347,694	2,115,000	(1,462,049)	
Total net debt	(779,313)	235,864	2,115,000	1,571,551	

1 Accounting policies

a) Statutory information

National Space Centre is a charitable company limited by guarantee and is incorporated in England.

The registered office address and principal place of business is National Space Centre, Exploration Drive, Leicester, LE4 5NS.

b) Basis of preparation

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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

National Space Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is also the functional currency of the Charity.

Monetary amounts in these financial statements are rounded to the nearest whole £, except where otherwise indicated.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

c) Basis of consolidation

The group accounts consolidate the financial statements of the Charity and its trading subsidiary undertakings. Intra-group transactions and balances are eliminated on the consolidation.

d) Reduced disclosures

In accordance with FRS 102, the parent Charity has taken advantage of the exemptions from the following disclosure requirements:

- Section 7 'Statement of Cash Flows' – Presentation of a Statement of Cash Flow and related notes and disclosures.
- Section 11 'Basic Financial Instruments' & Section 12 'Other Financial Instrument Issues' – Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income.
- Section 33 'Related Party Disclosures' – Compensation for key management personnel

The financial statements of the parent Charity are included within these consolidated financial statements. A separate Statement of Financial Activities (SOFA), or Income and Expenditure Account for the Charity itself is not presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

e) Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the group and charitable company have adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Management has stress tested their forecasts to 31 December 2024 which indicate that the group and charitable company have sufficient cash to sustain its business for at least 12 months from the date of the trustees signing the financial statements, thus supporting the assertion to prepare the accounts on a going concern basis.

f) Donations and legacies

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

g) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income from government (including CRJS claims) and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

1 Accounting policies (continued)

h) Operating revenue recognition

Income from admission fees is recognised on the date of admission for entry tickets. Income from shop and café sales is recognised at the point of sale. Income from show licence sales for NSC Creative is recognised at the date of installation. Project income for NSC Creative becomes due according to agreed milestones and income is recognised at these dates. Space Academy income, excluding grants, donations and sponsorships, is recognised on the date of delivery.

i) Annual passes

Visitors may convert their admission tickets to annual passes. Income from these visitors is recognised in the period in which it is received.

j) Sponsorship income

Sponsorship income is recognised when invoiced, provided that the group has fulfilled its obligations under the sponsorship agreement. Where obligations are not fulfilled, income is deferred.

k) Gifts in kind

The group benefits from many hours given freely by trustees, patrons and other supporters. In addition, the group has received the benefit of services of secondees from organisations including Leicester City Council and University of Leicester. The Group is extremely grateful for all of these gifts in kind. It is impractical to place a value on the time gifted and accordingly it is not included within the Statement of Financial Activities.

Assets donated to the group are included within the Statement of Financial Activities in the year in which they are donated.

l) 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 activity headings:

- expenditure on raising funds are those incurred in trading activities and raising funds.
- charitable activities include expenditure associated with education for the public benefit, operation of the National Space Centre and include direct costs and support costs relating to these activities.
- support costs have been allocated between charitable activities and cost of raising funds according to resources expended on each area.

m) Fund accounting

Unrestricted funds comprise those funds which the trustees are free to use in accordance with the charitable objects.

Restricted funds are those funds which have been given for particular purposes and projects.

Capital restricted funds are those funds which are retained for the charity's use in furtherance of its charitable purposes. Income restricted funds are those funds which are applied or spent in furtherance of one or more of the charity's charitable purposes.

n) Intangible fixed assets

Intangible assets are recognised as intangible fixed assets if, and only if:

- It is probable that the expected future economic benefits will flow to the entity; and
- the cost or value of the asset can be measured reliably.

Amortisation is provided at rates calculated to write off the cost of the asset evenly over its useful expected life as follows:

- Website 5 years

Amortisation is not charged in the year of purchase

o) Tangible fixed assets and depreciation

Fixed assets are recorded at cost or, in the case where assets have been donated to the group, at valuation at the time of acquisition which is taken to be deemed cost. Depreciation is provided on all capitalised tangible fixed assets excluding freehold land, at rates calculated to write off the cost, less estimated residual value, based on values prevailing at the date of acquisition, of each asset evenly over its expected useful life, as follows:

- | | |
|------------------------------|----------------|
| • Leasehold property | 50 – 150 years |
| • Freehold buildings | 50 years |
| • Exhibition fit out | 5 to 10 years |
| • Plant & equipment | 5 to 10 years |
| • Motor vehicles | 5 years |
| • POD (Challenger) equipment | 5 years |
| • POD (Challenger) buildings | 10 years |
| • Office equipment | 2½ years |

Freehold land is not depreciated.

1 Accounting policies (continued)

o) Tangible fixed assets and depreciation

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be reasonable. Residual value is assessed at each reporting date, after estimated costs of disposal for the asset as if it were at the age and in the condition expected at the end of its useful life.

Fixed assets are capitalised where the value exceeds £1,000.

Depreciation is not charged in the year of purchase

p) Heritage assets

The group possesses a significant international collection of space artefacts, which is displayed in the National Space Centre. These artefacts include:

- spacecraft (e.g. rockets) and their components
- space suits and related items
- satellites (including models)
- extra-terrestrial rock samples
- other space related exhibits

Where such artefacts have been purchased, the purchase and installation costs are capitalised in the balance sheet.

In accordance with FRS 102, the group includes heritage assets at historical cost. Donated assets are included at a fair value which is ascertained using market based evidence.

Where reliable valuations or information relating to their cost is unavailable and cannot be obtained at a cost which is commensurate with the benefits to users of the financial statements, those assets are not recognised on the balance sheet. The majority of the Charity's heritage assets are considered to be held for long term use. On this basis they are not depreciated unless, in the trustees' opinion, they have a finite life. The trustees will review the useful economic life attributable to each heritage asset on a regular basis where they will revise existing valuations and assess for any indicators of impairment.

q) Stocks

Stocks comprise catering supplies and goods for resale and are stated at the lower of cost and estimated selling price less costs to complete and sell.

r) Cash and bank balances

Cash and bank balances includes bank overdrafts and cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

s) Short term deposits

Short term deposits comprise cash held on deposit which has a maturity date of more than 3 months from the date of acquisition.

t) Operating lease rentals

Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the lease term.

u) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date. All exchange differences are taken to the Statement of Financial Activities.

v) Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the period.

w) Financial instruments

The charity only has financial assets and financial 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 which are subsequently measured at amortised cost using the effective interest method.

1 Accounting policies (continued)**x) Financial assets and liabilities**

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

y) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no critical accounting estimates and areas of judgement to note.

2 Income from donations and legacies

All income from donations and legacies was unrestricted in both periods.

3a Income from charitable activities (current year)

	Unrestricted £	Restricted £	Capital restricted funds £	2022 £	2021 £
Admissions	3,255,956	–	–	3,255,956	1,547,604
Gift Aid	420,195	–	–	420,195	247,854
CJRS income & Covid 19 grants	6,000	–	–	6,000	686,036
Space Academy	66,732	–	–	66,732	57,113
Sub-total	3,748,883	–	–	3,748,883	2,538,607
Grants:					
UK Space Agency	–	146,425	–	146,425	40,140
Lloyds Register Foundation	–	195,023	–	195,023	168,061
Wellcome Trust	–	–	–	–	717,631
Leicester & Leicestershire Enterprise Partnership	–	–	–	–	462,195
Kirby Laing Foundation	–	–	–	–	100,000
Garfield Weston Foundation	–	–	–	–	500,000
Cultural Recovery Fund	–	–	–	–	78,000
Severn Trent Community Fund	–	24,986	–	24,986	99,944
Other grants	–	–	–	–	1,312
Sub-total for grants	–	366,434	–	366,434	2,167,283
Total	3,748,883	366,434	–	4,115,317	4,705,890

3b Income from charitable activities (prior year)

	Unrestricted £	Restricted £	Capital restricted funds £	2021 £
Admissions	1,547,604	–	–	1,547,604
Gift Aid	247,854	–	–	247,854
CJRS income & Covid 19 grants	686,036	–	–	686,036
Space Academy	57,113	–	–	57,113
Sub-total	2,538,607	–	–	2,538,607
Grants:				
UK Space Agency	–	40,140	–	40,140
Lloyds Foundation Trust	–	168,061	–	168,061
Wellcome Trust	–	–	717,631	717,631
Leicester & Leicestershire Enterprise Partnership	–	462,195	–	462,195
Kirby Laing Foundation	–	100,000	–	100,000
Garfield Weston Foundation	–	500,000	–	500,000
Cultural Recovery Foundation	–	78,000	–	78,000
Severn Trent Community Fund	–	99,944	–	99,944
Other grants	–	1,312	–	1,312
Sub-total for grants	–	1,449,652	717,631	2,167,283
Total	2,538,607	1,449,652	717,631	4,705,890

4 Income from other trading activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Retail	827,930	–	827,930	407,513	–	407,513
Catering/Corporate	1,621,722	–	1,621,722	704,479	–	704,479
Creative Services	336,839	–	336,839	434,905	–	434,905
Sponsorship/project grant funding:						
Ogden Trust	–	–	–	–	9,625	9,625
Space Academy	87,361	–	87,361	–	–	–
Other	21,780	–	21,780	25,510	2,000	27,510
	2,895,632	–	2,895,632	1,572,407	11,625	1,584,032

5 Analysis of income

	2022 Total £	As restated 2021 Total £
Income is attributed to geographical markets as follows:		
United Kingdom	7,079,031	6,169,284
Europe	68,700	27,012
Rest of World	66,357	93,701
	7,214,088	6,289,997

National Space Centre

Notes to the financial statements

For the period ended 31 December 2022

6a Analysis of expenditure (current year)

	Costs of raising funds							
	Raising donations and other income £	Other trading activities		Charitable activities £	Support costs £	Governance costs £	2022 Total £	2021 Total £
		Retail £	Catering £					
Staff costs (Note 10)	221,992	60,579	537,740	2,398,514	870,095	–	4,088,920	3,051,033
Depreciation	–	–	–	837,906	111,815	–	949,721	860,408
Costs of sales	–	391,139	422,460	127,815	–	–	941,414	649,427
IT and licences	780	–	–	116,062	45,748	–	162,590	184,699
Utilities	–	–	–	312,134	–	–	312,134	168,332
Insurance and rent	–	–	–	–	126,980	–	126,980	117,479
Maintenance	–	–	396	163,809	9,999	–	174,204	113,784
Running and sundry	5,962	1,350	28,909	194,736	17,042	–	247,999	284,424
Marketing	61,790	–	1,603	9,722	–	–	73,115	26,657
Outreach and other projects	–	–	–	–	–	–	–	64,197
Financing	–	–	–	–	97,369	–	97,369	65,855
Cleaning and waste disposal	–	–	5,604	66,800	–	–	72,404	42,008
Audit, legal and consultancy	–	–	–	3,345	19,677	35,136	58,158	28,879
Training and recruitment	–	320	–	16,455	66,349	–	83,124	24,904
Telephone and internet	179	–	154	22,557	–	–	22,890	23,109
Space Academy	–	–	–	10,671	–	–	10,671	8,354
Postage and stationery	–	–	–	3,288	13,326	–	16,614	4,099
Creative services	5,650	–	–	–	–	–	5,650	4,327
Travel	1,483	443	138	22,259	597	–	24,920	3,933
	297,836	453,831	997,004	4,306,073	1,378,997	35,136	7,468,877	5,725,908
Support costs	67,834	103,362	227,072	980,729	(1,378,997)	–	–	–
Governance costs	1,728	2,634	5,786	24,988	–	(35,136)	–	–
Total expenditure 2022	367,398	559,827	1,229,862	5,311,790	–	–	7,468,877	–
Total expenditure 2021	243,849	296,840	699,182	4,486,037	–	–		5,725,908

National Space Centre

Notes to the financial statements

For the period ended 31 December 2022

6b Analysis of expenditure (prior year)

	Costs of raising funds						
	Raising donations and other income £	Other trading activities		Charitable activities £	Support costs £	Governance costs £	2021 Total £
		Retail £	Catering £				
Staff costs (Note 10)	169,129	52,214	344,730	1,764,248	720,712	–	3,051,033
Depreciation	–	–	–	748,589	111,819	–	860,408
Costs of sales	57	182,008	178,020	289,342	–	–	649,427
IT and licences	1,269	258	1,750	120,276	61,146	–	184,699
Utilities	–	–	–	168,332	–	–	168,332
Insurance and rent	–	–	–	3,750	113,729	–	117,479
Maintenance	–	–	470	108,498	4,816	–	113,784
Running and sundry	2,377	3,126	22,505	246,192	10,224	–	284,424
Marketing	17,257	–	8,287	1,113	–	–	26,657
Outreach and other projects	–	–	–	64,197	–	–	64,197
Financing	–	–	–	–	65,855	–	65,855
Cleaning and waste disposal	–	–	3,829	38,179	–	–	42,008
Audit, legal and consultancy	–	–	–	107	5,847	22,925	28,879
Training and recruitment	–	–	–	4,574	20,330	–	24,904
Telephone and internet	471	–	92	22,546	–	–	23,109
Space Academy	–	–	–	8,354	–	–	8,354
Postage and stationery	–	–	–	–	4,099	–	4,099
Creative services	4,327	–	–	–	–	–	4,327
Travel	320	21	28	2,873	691	–	3,933
	195,207	237,627	559,711	3,591,170	1,119,268	22,925	5,725,908
Support costs	47,666	58,025	136,672	876,905	(1,119,268)	–	–
Governance costs	976	1,188	2,799	17,962	–	(22,925)	–
Total expenditure 2021	243,849	296,840	699,182	4,486,037	–	–	5,725,908

7 Exceptional item

During the year Leicester City Council agreed to waive loans owing by the charity amounting to £2,115,000. (See note 23).

8 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2022 £	2021 £
Depreciation	949,721	860,408
Interest payable	40,095	32,187
Operating lease rentals:		
Property	27,000	23,362
Auditor's remuneration (excluding VAT):		
Audit	22,550	20,500
Non-audit services	1,450	1,300
Foreign exchange (gains) or losses	(17,413)	(59)

9 Trustee emoluments and key management personnel

	2022 £	2021 £
Trustees' emoluments	134,537	130,518
Contributions to defined contribution pension scheme	14,284	14,132

Remuneration of trustees is contrary to general charity law. Approval has been obtained from the Charity Commission under section 198 of the Charities Act 2011 since such remuneration is considered to be in the best interests of the charity. Details of the specific individuals is included below.

The Chief Executive of NSSC Operations Limited, C SH Bishop, and the Chairman of NSSC Operations Limited, A M Kapur, who are both trustees of the National Space Centre, were paid £119,537 and £15,000 (2021: £117,368 and £12,750) respectively for qualifying services in those capacities and £14,284 and £nil (2021: £14,132 and £nil) respectively for contributions to a defined contribution pension scheme.

During the period £683 (2021: £389) was paid to 2 trustees (2021: 2) for the reimbursement of travel and subsistence expenses.

The total compensation including national insurance and pension contributions payable to key management personnel of the Group, which includes the above trustee directors was £469,922 (2021: £442,275).

10 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	3,585,031	2,670,823
Redundancy and termination costs	10,497	2,545
Social security costs	307,733	224,758
Employer's contribution to defined contribution pension schemes	185,659	152,907
	4,088,920	3,051,033

The above amounts reflect the remuneration of individuals who have contracts of employment and exclude payments made to individuals contracted on a consultancy basis.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2022 No.	2021 No.
£60,000 – £69,999	2	1
£70,000 – £79,999	1	–
£110,000 – £119,999	1	1

During the period, retirement benefits were accruing to 4 employees whose emoluments amounted to over £60,000 (2020: 1), the contributions in the year amount to £26,370 (2021: £17,792).

11 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 174 (2021: 148).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2022 No.	2021 No.
Administration	48	54
Operations	68	42
	116	96

12 Related party transactions**National Space Centre**

During the period, the following were paid or were payable to:

Association of Science and Discovery Centres £2,872 (2021: £1,468). Charles Bishop is a Director of National Space Centre and a Trustee of Association of Science and Discovery Centres.

University of Leicester £10,720. Professor Emma Yeoman is a Director of National Space Centre (UoL Representative) and is an employee of the university.

Leicester City Council £12,017. Miranda Cannon is a Director of National Space Centre (LCC Representative) and an employee of Leicester City Council.

Leicestershire County Council £1080. Surinder Sharma is a Director of National Space Centre and an Advisor to Leicestershire County Council.

NSSC Operations Limited

During the year £146,425 was received as grant income by Space Academy division of NSSC Operations Limited from UK Space Agency. Professor David Southwood, who served as a trustee of National Space Centre until 8 November 2022, is the Chair of the Steering Board of UK Space Agency. Paul Bate, a trustee of National Space Centre, is Chief Executive and Accounting Officer for UK Space Agency.

During the period, the following were paid or were payable by NSSC Operations Limited to:

Association of Science and Discovery Centres £2,872 (2021: £1,288). Charles Bishop is a Director of NSSC Operations Limited and a Board member of ASDC.

Redshift Associates Ltd £1,250 (2021: £4,250). Alan Wells is a Director of NSSC Operations Limited and a Director of Redshift Associates Ltd.

University of Leicester £10,720. Professor Sarah Davies is a Director of NSSC Operations Limited and an Executive Board member of the university.

NSSC Operations Limited generated sales income from a range of organisations with which some trustees, directors and/or senior management are connected. These were all conducted in the ordinary course of business on an arm's length basis.

All of the above transactions were conducted at arm's length.

13 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary NSSC Operations Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2022 £	2021 £
UK corporation tax at 19%	–	–

14 Intangible fixed assets

The Group and the Charity	Website costs
	£
Cost	
At the start of the year	–
Additions in year	36,350
	36,350
At the end of the year	36,350
Amortisation	
At the start and end of the year	–
Net book value	
At the end of the year	36,350
Net book value	
At the start of the year	–

15 Tangible fixed assets

The group

	Freehold land & buildings £	Long leasehold land & buildings £	Exhibition fit out £	Plant & equipment £	Motor vehicles £	Challenger building & equipment £	Total £
Cost							
At the start of the year	26,997,499	1,108,000	10,795,823	2,386,775	25,995	724,818	42,038,910
Additions in year	17,173	–	325,062	166,581	–	–	508,816
At the end of the year	27,014,672	1,108,000	11,120,885	2,553,356	25,995	724,818	42,547,726
Depreciation							
At the start of the year	10,165,447	151,542	8,812,987	1,661,815	25,995	724,818	21,542,604
Charge for the year	505,774	25,603	297,940	120,404	–	–	949,721
At the end of the year	10,671,221	177,145	9,110,927	1,782,219	25,995	724,818	22,492,325
Net book value							
At the end of the year	16,343,451	930,855	2,009,958	771,137	–	–	20,055,401
At the start of the year	16,832,052	956,458	1,982,836	724,960	–	–	20,496,306

Land with a value of £680,000 (2021: £680,000) is included within freehold land and buildings and not depreciated.

The charity

	Freehold land & buildings £	Long leasehold land & buildings £	Exhibition fit out £	Plant & equipment £	Motor vehicles £	Challenger building & equipment £	Total £
Cost							
At the start of the year	26,086,681	1,108,000	10,173,799	1,908,508	25,995	724,818	40,027,801
Additions in year	17,173	–	325,062	166,581	–	–	508,816
Disposals in year	–	–	–	–	–	–	–
At the end of the year	26,103,854	1,108,000	10,498,861	2,075,089	25,995	724,818	40,536,617
Depreciation							
At the start of the year	10,101,639	151,541	8,435,315	1,372,200	25,995	724,818	20,811,508
Charge for the year	505,774	7,387	229,317	95,428	–	–	837,906
Eliminated on disposal	–	–	–	–	–	–	–
At the end of the year	10,607,413	158,928	8,664,632	1,467,628	25,995	724,818	21,649,414
Net book value							
At the end of the year	15,496,441	949,072	1,834,229	607,461	–	–	18,887,203
At the start of the year	15,985,042	956,459	1,738,484	536,308	–	–	19,216,293

Land with a value of £680,000 (2021: £680,000) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

16 Heritage assets

Group and	Artefacts	As restated	As restated	As restated	As restated
	2022	2021	2020	2019	2018
Cost or valuation	£	£	£	£	£
At the start of the year					
– as previously reported	5,349,607	5,349,607	5,349,607	5,349,607	5,349,607
Prior period adjustment (see note 29)	2,243,348	2,243,273	2,243,173	2,223,108	2,175,148
Donations in year	130	75	100	4,565	6,095
Acquisitions	–	–	–	15,500	41,865
At the end of the year	7,593,085	7,592,955	7,592,880	7,592,780	7,572,715
The balance at the end of the year comprises:					
Items included at cost	241,447	241,317	241,217	221,152	173,192
Items included at fair value	7,351,638	7,351,638	7,351,663	7,371,628	7,399,523
Total	7,593,085	7,592,955	7,592,880	7,592,780	7,572,715

Various donated items, including flight suits, models, food and clothes, were valued by Art Dula, an American aerospace lawyer with expertise in acquiring and selling historical space items, in August 2000. The valuations are on a fair market value / replacement value on those parts of the collection where it is felt such a valuation can be reasonably made. The Trustees consider there to be no material impairment on the present market values / replacement values compared to those stated.

The National Space Centre maintains a register for its collections of heritage assets which records the nature, provenance and current location of each asset. The National Space Centre uses artefacts to help interpret storylines in the exhibition. The curatorial work collects, conserves, records and makes publicly available material telling the story of British and World Space exploration in the past, present and future.

This purpose will be achieved through:

- a) acquisitions, organisation and preservation of objects, manuscripts, pamphlets, photographs.
- b) informing, inspiring and entertaining its users through the provision and promotion of interpretative displays and related services.
- c) undertaking, enabling and publishing research relevant to the subject area of the National Space Centre.

These are items of scientific importance which are held for the furtherance of the National Space Centre's objects and are considered to be heritage assets.

Assets are only disposed of where, in the opinion of the Trustees, an item does not contribute to the interest and diversity of the National Space Centre's collection or, in exceptional circumstances, where the disposal will provide the National Space Centre with funding that, in the opinion of the Trustees, is considered essential to the National Space Centre's being able to fulfil its charitable objects in the future.

Approximately £2,186,000 (2021: £2,015,000) of loaned items are also held. In many cases these items have been obtained on permanent or long term loans from museums and similar institutions and the group may not sell or otherwise dispose of these items without the prior consent of the donor. The value of these items is not included on the balance sheet.

Preservation and management

Expenditure which in the Trustees' view is required to preserve or clearly prevent further deterioration of individual collection items is recognised in the Statement of Financial Activities when it is occurred. The Charity has an on-going programme of conservation.

Heritage assets are insured in total for £10,000,000 including loan items.

The environmental conditions in which the assets are held are continually monitored by a building management system and a network of dataloggers. Relative humidity, temperature and light exposure are measured and remedial action taken if necessary. Heritage assets are also inspected regularly and any maintenance required is carried out promptly. Specialist care and advice is sought as needed from a variety of experts including the National Science Museum. The collection is held at the National Space Centre, on display for the public to view. The collection is protected by a security team. Some of the articles are available for handling by the public, most being in display cases or behind barriers.

17 Subsidiary undertaking

The Charity has two wholly owned subsidiaries which are incorporated in Great Britain. NSSC Operations Limited operates the National Space Centre, whilst NSSC Property Limited did not trade during the period. A summary of the trading results of NSSC Operations Limited is shown below. Audited accounts of NSSC Operations Limited will be filed with the Registrar of Companies.

Company	Country of incorporation	Holding	Investment	Company Number	Nature of business
NSSC Operations Limited	England and Wales	Ordinary shares	100%	04141856	Operation of National Space Centre
NSSC Property Limited	England and Wales	Ordinary shares	100%	03486099	Dormant

The registered office address of these companies is Exploration Drive, Leicester, LE4 5NS.

NSSC Operations Limited is used for the operation of the National Space Centre. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the parent charity.

The trustees C H Bishop & A M Kapur are also directors of NSSC Operations Limited. C H Bishop is the sole director of NSSC Property Limited.

A summary of the results of NSSC Operations Limited is shown below:

	2022 £	2021 £
Turnover	4,408,020	2,133,309
Operating expenditure	(6,554,140)	(4,693,316)
Management charge due from parent undertaking	1,375,163	1,248,240
Other operating income	1,158,620	1,713,007
Operating profit	387,663	401,240
Interest receivable and similar income	31,679	1,693
Interest payable	(76,828)	(33,880)
Profit on ordinary activities before taxation	342,514	369,053
Taxation on profit on ordinary activities	-	-
Profit for the financial year	342,514	369,053
Retained earnings		
Total retained earnings brought forward	258,071	311,430
Profit for the financial year	342,514	369,053
Distribution under Gift Aid to parent charity	(440,142)	(422,412)
Total	160,443	258,071
The aggregate of the assets, liabilities and reserves was:		
Assets	4,342,097	5,014,177
Liabilities	(4,181,653)	(4,756,105)
Reserves	160,444	258,072

Amounts owed from the parent undertaking is shown in note 20.

18 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2022 £	2021 £
Gross income	4,613,446	3,798,848
Result for the year	<u>1,957,839</u>	<u>617,372</u>

19 Stock

	The group 2022 £	2021 £	The charity 2022 £	2021 £
Catering	108,623	91,571	-	-
	<u>108,623</u>	<u>91,571</u>	<u>-</u>	<u>-</u>

20 Debtors

	The group 2022 £	2021 £	The charity 2022 £	2021 £
Trade debtors	227,002	139,307	-	-
Other debtors	30,008	55,434	25,490	46,245
Amounts owed by subsidiary undertakings	-	-	1,419,175	1,858,048
Prepayments	124,656	81,166	-	-
	<u>381,666</u>	<u>275,907</u>	<u>1,444,665</u>	<u>1,904,293</u>

21 Creditors: amounts falling due within one year

	The group 2022 £	2021 £	The charity 2022 £	2021 £
Bank loans	346,826	343,742	-	-
Trade creditors	276,236	351,384	-	-
Taxation and social security	244,802	67,263	-	-
Accruals	138,690	71,058	-	-
Deferred income (note 22)	293,881	254,865	-	-
	<u>1,300,435</u>	<u>1,088,312</u>	<u>-</u>	<u>-</u>

22 Deferred income

Deferred income comprises grant and sponsorship income, corporate events, NSC Creative and online sales.

	The group 2022 £	2021 £	The charity 2022 £	2021 £
Balance at the beginning of the year	254,865	298,740	-	-
Amount released to income in the year	(248,789)	(298,740)	-	-
Amount deferred in the year	287,805	254,865	-	-
	<u>293,881</u>	<u>254,865</u>	<u>-</u>	<u>-</u>

For the period ended 31 December 2022**23 Creditors: amounts falling due after one year**

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Bank loans	1,462,049	1,809,743	–	–
Loan note	–	2,000,000	–	2,000,000
Other loan	–	115,000	–	115,000
	1,462,049	3,924,743	–	2,115,000

The amount of bank loans repayable by instalments falling due after more than five years is £678,806 (2021: £710,089).

The loan note was repayable to Leicester City Council. On 22 November 2022, Leicester City Council entered into a deed of waiver with the company in regard to this note.

The other loan was repayable to Leicester City Council. On 22 November 2022, Leicester City Council entered into a deed of waiver with the company in regard to this note.

Bank loans consist of four bank loans. One has a term of twenty years, one has a term of ten years, one has a term of seven years and the last one, a CBILS loan, has a five year term. All loans are repayable in monthly instalments. Interest on the first loan is charged at Base Rate plus 2.43%. Interest on the other two loans is charged at Base Rate plus 2.5% and interest on the CBILS loan is charged at Base Rate plus 2.75%.

The bank loans are secured over the assets of the National Space Centre and NSSC Operations Limited with a charge over the premises at Exploration Drive, Leicester.

24a Analysis of group net assets between funds (current year)

	General unrestricted £	Income restricted funds £	Capital restricted funds £	Total funds £
Intangible fixed assets	36,350	–	–	36,350
Tangible fixed assets	5,197,384	–	14,858,017	20,055,401
Heritage assets	57,313	–	7,535,772	7,593,085
Net current assets	2,224,316	345,964	–	2,570,280
Long term liabilities	(1,462,049)	–	–	(1,462,049)
Net assets at 31 December 2022	6,053,314	345,964	22,393,789	28,793,067

24b Analysis of group net assets between funds (prior year) – As restated

	General unrestricted £	Income restricted funds £	Capital restricted funds £	Total funds £
Tangible fixed assets	5,017,996	–	15,478,310	20,496,306
Heritage assets	57,183	–	7,535,772	7,592,955
Net current assets	1,510,855	1,257,483	–	2,768,338
Long term liabilities	(3,924,743)	–	–	(3,924,743)
Net assets at 26 December 2021	2,661,291	1,257,483	23,014,082	26,932,856

25a Movements in funds (current year)

	As restated				
	At 26 December 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2022 £
Restricted funds – revenue:					
National Space Academy Stage 1	115,286	146,425	(245,834)	–	15,877
Extended Reality for New Audiences	151,730	–	(157,339)	5,609	–
Garfield Weston Foundation	400,000	–	(247,406)	–	152,594
National Space Academy Stage 2	–	195,023	(17,530)	–	177,493
Project Marble	590,467	24,986	(355,000)	(260,453)	–
Total restricted funds – revenue	1,257,483	366,434	(1,023,109)	(254,844)	345,964
Capital	23,014,082	–	(620,293)	–	22,393,789
Total restricted funds – capital	23,014,082	–	(620,293)	–	22,393,789
Unrestricted funds:					
General funds	2,403,220	4,393,437	(1,158,630)	254,844	5,892,871
Total unrestricted funds	2,403,220	4,393,437	(1,158,630)	254,844	5,892,871
Non-charitable subsidiary funds	258,071	4,575,210	(4,672,838)	–	160,443
Total funds	26,932,856	9,335,081	(7,474,870)	–	28,793,067

The transfer to unrestricted funds comprises expenditure on fixed assets of £270,973 to fulfill the Project Marble programme and an overspend of £16,129 on the Inspiring Science Fund and Project Marble programmes.

The narrative to explain the purpose of each fund is given at the foot of the note below.

25b Movements in funds (prior year) – As restated

	At 27 December 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 26 December 2021 £
Restricted funds – revenue:					
Education Awards Scheme	9,218	–	(9,218)	–	–
National Space Academy	–	217,826	(102,540)	–	115,286
Extended Reality for New Audiences	212,615	3,312	(64,197)	–	151,730
Garfield Weston Foundation	–	500,000	(100,000)	–	400,000
Cultural Recovery Fund	–	78,000	(78,000)	–	–
Project Marble	686,133	662,139	(757,805)	–	590,467
Total restricted funds – revenue	907,966	1,461,277	(1,111,760)	–	1,257,483
Restricted funds – capital					
Capital restricted fund	22,847,056	717,631	(550,605)	–	23,014,082
Total restricted funds – capital	22,847,056	717,631	(550,605)	–	23,014,082
General funds	2,302,315	1,618,595	(1,517,690)	–	2,403,220
Total unrestricted funds	2,302,315	1,618,595	(1,517,690)	–	2,403,220
Non-charitable subsidiary funds	311,430	2,492,494	(2,545,853)	–	258,071
Total funds	26,368,767	6,289,997	(5,725,908)	–	26,932,856

25c Movement of funds**Purposes of funds****Purposes of restricted funds – revenue**

The National Space Academy has the dual goals of engaging young people with the sciences and maths using the inspirational context of space and facilitating pathways into space sector careers by working with industry, academia, and secondary, further and higher education. The Academy works in the following areas towards these goals:

- Curriculum linked masterclasses for secondary (high school) and college students
- Regional, national and international teacher training
- The full-time two-year Space Engineering course for pre-university students
- Careers conferences for secondary school and college students each year focused on career progression routes into the UK space and wider science and engineering sectors, and support for external careers events and programmes
- Commercial and contract work creating educational resources or delivering training for space and STEM organisations
- The Academy is part funded by the National Space Centre and the UK Space Agency with additional support from The Ogden Trust, Lloyds Register Foundation, PPG and others

Extended Reality for New Audiences, funded by a £1.9m Inspiring Science Fund award and with further support from the LLEP Local Growth Fund, Fidelity UK Foundation, Garfield Weston Foundation and 1851 Royal Commission, has combined significant capital development with the engagement of young people in disadvantaged Leicester communities in STEM subjects and the co-creation of gallery content. The core output is the TetraStar Spaceport facility which delivers simulated space missions to family and school audiences. In parallel, a new 'XR Lab' houses student groups including those on an Immersive Design & Development BTEC course which is run in partnership with Leicester College.

Project Marble is a capital programme with five constituent deliverables. *Home Planet* is a new exhibition gallery dedicated to the health of The Planet and the use of satellite applications to monitor and help offset human impact. *We Are Guardians* is a planetarium show about climate change for presentation on site and to generate license sales to planetarium operators worldwide. Three new school workshop spaces, a Changing Places facility for disabled guests and a new audio system complete the programme. A transfer of £270,973 was made from restricted income funds to unrestricted funds during the year to reflect expenditure on fixed assets to fulfill the requirements of the programme.

Garfield Weston Foundation invited bids from past grant recipients for unrestricted funds to cover costs during and after closure. The National Space Centre bid for, and received, £500,000 in support of its education and community engagement activities.

The (Heritage Fund) Culture Recovery Fund award of £78,000 was made to cover the cost of re-opening the business after 14 months when it was mostly closed. The costs that were covered were associated with the upkeep and safe display of The Charity's heritage assets and the recruitment of people into essential positions made redundant during closure. Funding was applied to existing staff salaries to cover roles whilst recruitment was underway.

Purposes of restricted funds – capital

Capital funds are restricted grants from the Millennium Commission and East Midlands Development Agency (EMDA) for the design and build of the National Space Centre.

The Millennium Commission and Leicestershire Economic Partnership provided funding for the Human Space Flight Gallery and John Eggleston Suite. The Millennium Commission and the Wellcome Trust provided funding for the Astronaut planetarium show and the refurbishment of the planetarium. EMDA and Science and Technology Facilities Council (STFC) provided funding for the Space Now gallery.

26 Operating lease commitments payable as a lessee

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property 2022 £	2021 £
Less than one year	27,000	27,000
One to five years	108,000	108,000
Over five years	101,250	128,250
	236,250	263,250

27 Capital commitments

	2022 £	2021 £
Contracted for, but not provided in the financial statements	301,000	89,686

28 Legal

The National Space Centre is incorporated under the Companies Act 2006 as a company limited by guarantee having no share capital. The liability of members to contribute towards the debts of the Charity in the event of a deficit on winding up is limited to £10 each.

29 Prior period adjustment

	Unrestricted	Restricted – revenue and capital	Non charitable subsidiary funds	Total
Reserves position (current year)		at 26 December 2021		
	£	£	£	£
Funds previously reported	2,403,145	22,028,292	258,071	24,689,508
Adjustments on restatement				
Change of accounting policy re heritage assets (see note below)	75	2,243,273	–	2,243,348
Funds restated	2,403,220	24,271,565	258,071	26,932,856
	Unrestricted	Restricted – revenue and capital	Non charitable subsidiary funds	Total
Reserves position (prior year)		at 27 December 2020		
		£	£	£
Funds previously reported	2,302,315	21,511,749	311,430	24,125,494
Adjustments on restatement	–	2,243,273	–	2,243,273
Change of accounting policy with respect to heritage assets (see note below)				
Funds restated	2,302,315	23,755,022	311,430	26,368,767
	Unrestricted	Revenue restricted	Capital restricted	Total
Impact on income and expenditure		For year ended 26 December 2021		
	£	£	£	£
Net income as previously reported	47,471	349,517	167,026	564,014
Adjustments on restatement				
Change of accounting policy with respect to heritage assets (see note below)	75	–	–	75
Net income as restated	47,546	349,517	167,026	564,089

Details of adjustment

Change of accounting policy with respect to heritage assets

The group previously adopted a policy of valuing heritage assets at either valuation – where information regarding their value was readily available; or cost – where assets were not valued but information regarding their cost price was readily available. During the year, the group carried out a full review of all heritage assets and decided to adopt a policy of recognising heritage assets in the balance sheet at historical cost or, in the case of donated items, at a fair value, since this was deemed to best reflect their value to the group. This represents a change of accounting policy and, accordingly, a prior period adjustment has been recognised in the capital funds brought forward.

Accounts

Company number: 03485236

Charity number: 1078832

National Space Centre

Report and financial statements

For the period ended 26 December 2021

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For the period ended 26 December 2021

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National Space Centre

Reference and administrative information

For the period ended 26 December 2021

Company number 03485236
Country of incorporation United Kingdom

Charity number 1078832
Country of registration England & Wales

**Registered office
and operational address** National Space Centre
Exploration Drive
Leicester
LE4 5NS

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Prof Sir M Sweeting	Chair of Trustees
N P Siesage	
Prof D J Southwood	
Prof S M Sharma	
A M Kapur	Chair of NSSC Operations Limited
C SH Bishop	Chief Executive of NSSC Operations Limited
G Moss	
Prof E Yeoman	
K Thomas	
J Fry	
J Wheeler	
V Hancock	
WA Haley	
G Turnock	
P Coates	
M Cannon	
P S Bate	(appointed 2 November 2021)

Company Secretary J Barnacle

Bankers Yorkshire Bank
29 Horsefair Street
LEICESTER
LE1 5BL

National Space Centre

Reference and administrative information

For the period ended 26 December 2021

Solicitors

Nelsons
Provincial House
37 New Walk
LEICESTER
LE1 6TU

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108-114 Golden Lane
LONDON
EC1Y 0TL

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report and the strategic report and the financial statements for the period ended 26 December 2021.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors report as required under company law and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Purpose, Aims and Charitable Activities of Public Benefit

Vision – Space for Everyone

Mission – To get people excited about space and help develop the next generation of scientists and engineers

Aims

- To run a sustainable charity with the very best ethics, values, reputation and standards of behaviour
- To deliver a high-quality experience to 300,000 visitors per annum of whom 80,000 are students aged 8–13 in formal school groups
- To deliver curriculum-focussed STEM workshops to 40,000 students aged 8–13
- To deliver intensive programmes to 10,000 GCSE and A level (and equivalent) students and 1,000 teachers
- To deliver full time post-16 courses in Space Engineering and Immersive Development & Design for 30 students per annum

Charitable Activities of Public Benefit

The Trustees consider that they have complied with their duties under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit in deciding which activities the charity should undertake.

The National Space Centre aims to advance the education of space and planetary science, astronomy and technology and their significance to life on Earth. Since its inception in 2001, it has attracted around 4.5m visitors, including 1.2m school children, to its attraction site in Leicester.

The Charity, through its subsidiary NSSC Operations Limited, runs three business units; all of which help it achieve its aims and objectives.

- (a) The National Space Centre visitor attraction gets people excited about space and is highly educational and informative. It promotes the work of the Discovery and Creative teams to showcase, education and develop visitors' awareness and appreciation of space, the technologies and opportunities for people to get involved.
- (b) NSC Discovery delivers education (both formal and informal) and space communications programmes across the UK and overseas. NSC Discovery runs the National Space Academy, the purpose of which is to boost student and teacher attainment in STEM subjects and enhance the size and quality of the UK science & engineering skills pool.

National Space Academy programmes are aimed at secondary, FE and higher education students and teachers and are delivered by a team of 6 full time employees based at the National Space Centre and a network of 35 seconded teachers, research scientists and industrial engineers across the UK. Delivery is locally, regionally nationally and internationally.

The NSC Education and Space Communications teams focus on informal and primary education as well as public understanding of space science. Delivery is at the National Space Centre, in local schools and in community partnership events and there is a total of 18 full-time and 5 part-time and University members of both these teams.

- (c) The NSC Creative team deliver a range of products and services covering licenced planetarium shows at a national and international level and developing bespoke immersive content to attract further visitor volumes for both in house and client exhibition requirements. There are 13 members in the team, who work across the following 5 key areas:
- Developing new intellectual property (IP) with return via licensing and direct to consumer sales. This is most successfully demonstrated with the creation of space themed planetarium shows that since 2002 have been licensed to 1000+ venues across 70+ countries. There are new IP opportunities being explored in the emerging VR (Virtual Reality) and AR (Augmented Reality) markets.
 - Work for hire client commissions of immersive content. Chosen based on commercial return and benefits to R&D.
 - In-house exhibition and community engagement content for the continued development of the National Space Centre experience on and off-site.
 - Sales and integration of dome hardware solutions to UK clients.
 - A new addition for 2021 is the formation of a new Immersive Academy with plans to deliver a post-16 qualification in Immersive Design and Development via a partnership with Leicester College in 2022. This will broaden the academic pathways offered by the charity to include the creative and software development industries. It is also tied into a virtuous cycle of feeding the community engagement activities with fresh immersive content, made by the community for the community.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

Structure, Governance and Management

Nature of governing document

National Space Centre became a registered charity in England and Wales (charity number 1078832) on 10 January 2000. It is a charitable company with no issued share capital being limited by guarantee. Its governing instrument is its Articles of Association dated 18th December 1997. There are 3 members, – Leicester City Council, University of Leicester and East Midlands Chamber of Commerce. Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up.

The charity's object as stated in the Articles of Association is:

The advancement of education for the public benefit, in particular but not exclusively, in relation to space & planetary science, astronomy and technology and their significance to life on Earth.

National Space Centre Group Structure

Parent

- National Space Centre

This is the registered charity and company limited by guarantee.

Subsidiaries

- NSSC Operations Limited

This company was established to deliver the objectives of the charity including running the visitor attraction, educational and community outreach programmes and developing creative content in furtherance of raising awareness of space science.

- NSSC Property Limited (Dormant)

This company was established to raise finance for the construction of the National Space Centre. It has remained dormant since 2001 when the Centre construction was completed, and operational management was handed over to NSSC Operations Limited.

Board of Trustees

The National Space Centre is led by a diverse and experienced Board of Trustees who are also directors of the charitable company for the purposes of the Companies Act. The total number of trustees as at 26th December 2021 was 17.

The Board of Trustees has delegated the charity groups' operational activities to the Board and in particular, its executive directors, of its operating subsidiary, NSSC Operations Limited, to support the delivery of the charity groups' objectives and aims.

Recruitment and appointment of Trustees

The trustees are appointed by the members of the company. They can either be nominated representatives of the members of the company or can be co-opted in recognition of their special expertise being valuable to the work of the Board.

The Memorandum and Articles of Association provide that one third of the trustees retire by rotation at each annual general meeting and may offer themselves for re-appointment. The following are nominating members and, as such, have the right to a number of nominations, such nominations to be of their choice are appointed to act as trustee:

- Leicester City Council
- University of Leicester
- East Midlands Chamber of Commerce

Each nominating member has the right to replace from time to time its nominated trustees. In addition, the Board may appoint and remove additional trustees.

Qualifying indemnity provision is in place for the benefit of all trustees of the charity.

Induction and Training

As part of its strategic planning activities, the Charity's needs are identified and where there are gaps against current trustee skills, then the Charity will seek to make an appointment using its existing trustee network or through an interview and selection process. The Charity continues to consider putting in place succession arrangements for the ongoing development of the Board.

All new Board members are inducted by the Chairman, who is assisted by other trustees and the executive directors of the subsidiary company to ensure that each trustee understands their role on the Board and their responsibilities as Board members.

Governance and Decision-Making Arrangements

The Board of Trustees have overall responsibility for the following:

- the formulation and implementation of strategy
- overseeing the implementation of the strategy through annual operating plans and budgets • monitoring progress
- accepting ultimate responsibility for the sound professional, legal and financial management of the charity.

Matters not reserved for decision by the Board of Trustees are delegated to NSSC Operations Limited, its subsidiary company, to manage. The company board is composed of trustees, non executive directors and operational executive team. It is led by Mike Kapur, Chairman and 5 Non Executive Directors including a Trustee representative, who make up the NSSC Operations Ltd Board. They are supported by the executive team of Mr C St H Bishop, Chief Executive, Mrs A McNamee*, Finance Director and Prof A Ojha, NSC Discovery Director.

*Mr Bipon Bhakri was appointed as Finance Director on 28th March 2022. Angela McNamee retired on 14th April 2022.

The charity's governance is kept under review by a number of committees, to ensure that the Board of Trustees, its Operating Vehicle (NSSC Operations Limited) and governance structures and procedures are fit for purpose as the charity and the environment evolves. The Board will review the Charity Governance Code and will consider the impact and timing of full compliance during the year.

The remit of the committees includes:

1. Finance Committee: overseeing, monitoring and keeping under review the financial position of the charity and its subsidiaries to ensure long and short-term viability, having regard to the Charity's overall strategy and risk tolerance parameters.
2. Audit Committee: ensuring the integrity, balance and transparency of published financial information and related and supporting narrative information. Ensuring effective internal control and risk management systems and that the organisation is operating within approved policies and the law. Review of insurance requirements and adequacy. It also approves the appointment of auditors.
3. Capital Projects Committee: overseeing the approach to generating sufficient and sustainable income and the delivery plans to meet its needs today, and in the future. The committee will meet to consider capital projects over a value of £25,000 or otherwise in need of expert opinion. Projects will be analysed through the various stages of adoption, procurement, contract award and delivery to ensure that all appropriate controls are in place.

4. National Space Academy Steering Group: consider programme strategy and opportunities relating to the Education and Academy activities. Group comprises of relevant stakeholder groups.
5. Remuneration Committee: ensuring that the remuneration of members of the Executive Team and other employees are responsibly managed and are consistent with the achievement of the charity's strategic objectives and in accordance with National Space Centre Ethos and Values.

Pay Policy

The Remuneration Committee meets at least once a year. Members of the committee are the Chair of NSSC Operations Ltd, two further NSSC Operations Ltd non-executive Directors and a Trustee from the Parent Charity. The Committee's main responsibilities are to consider pay policy for all staff including the Executive Directors and to agree the basis for any annual increases in pay.

The aim of our pay policy, which applies to all employees, is to offer remuneration that is fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims. The key management personnel of the charity comprise the trustees and all of the Directors of NSSC Operations Ltd.

In setting remuneration for all staff, including senior staff, a number of criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors.

Related Parties and cooperation with other organisations

Remuneration of trustees is contrary to general charity law. Approval has been obtained from the Charity Commission under Section 198 of the Charities Act 2011, since such remuneration is considered to be in the best interests of the charity. Both the Chief Executive and the Chair of NSSC Operations Limited, who are also trustees of the charity were remunerated for their services provided to the charity's subsidiary company, NSSC Operations Limited. Any remuneration paid or expenses reclaimed from the charity are set out in note 8 to the accounts.

As stated previously, NSSC Operations Limited carries out the day-to-day activities of the charity. It will remit any accumulated profit it generates to the charity by way of gift aid. A summary of the trading results is shown in note 15 of the accounts.

The charity's other wholly owned subsidiary NSSC Property Limited remained dormant throughout the year.

In order to best deliver its objectives, the charity is committed to working in partnership with a range of organisations from the public, private and charity sectors, in particular, the University of Leicester has assisted the charity in fulfilling its objectives.

As a recognised partner and contributor in the field of space and science education and awareness, the charity is a proud member of UK Association for Science & Discovery Centres.

The Charity has several related party relationships, which are discussed in note 11.

Strategic report

Achievements and performance

National Space Centre Visitor Attraction

The Centre had 128,222 visitors in 2021, compared to 110,202 in 2020, an increase of 16%. This performance was driven by higher family volumes of nearly 23,000 compared to 2020, and on 7 months opening, with the centre being reopened from May 2021, as Covid-19 restrictions were lifted. The 2021 and 2020 visitor volumes are still considerably lower than 2019, which was the last full year of pre pandemic operation. In 2019, the centre received over 326,000 school and family visitors.

The visitor volume cap that was introduced in 2021, has been well-received in that it offers a consistent quality of experience: The net promoter score (a core key performance indicator) has risen to a high of 77 against a target of 70. Tickets are sold on-line in advance which reduces the impact of the weather.

School volumes were lower by 18% on 2020 volumes, driven by enforced cancellation arising from the impact of the pandemic on available schoolteacher resources to enable visits to occur.

National Space Centre Discovery

In 2021, despite the loss of the majority of the year due to lockdowns and also restrictions placed by schools on external visits even when both Centre and schools were open, we have seen a very healthy initial recovery with 202 workshops, 200 other activities and a number of new initiatives introduced for schools' visitors. Over 9,000 students participated in activities and the team is confident of a recovery to levels exceeding 2019 levels by the end of 2022.

To contextualise 2021 performance, then in 2019, (which is the last full year pre pandemic for which comparative figures are meaningful) the NSC Discovery Education team ran more than 550 workshops and 250+ other activities for students visiting the Centre, with a total of 28,858 students participating, equal to 33% of total schools' visitors that year (88 000).

Community engagement programmes were suspended throughout the pandemic and are therefore not included in the 2021 analysis. There are no meaningful pre-pandemic figures as the Community Engagement programme was scheduled to begin delivery in March 2020. Initial

estimates as of the time of writing (April 2022) are that the appetite and interest for the team's programmes is high for the remainder of 2022.

The National Space Academy team had one of its busiest years ever in the 2018–19 academic year – the last academic year for which comparative figures are meaningful. Please note that due to the tight focus of Academy programmes with the UK school academic curriculum and calendar, metrics for Academy programmes focus on the academic rather than calendar year.

In 2020–21, all in-person Academy delivery ceased due to the pandemic, with the exception of the Space Engineering Course which had 35 students during that timeframe. Initial indications as of the time of writing are that Academy delivery should be back to the 2018–19 levels of delivery by December 2022. (2018/19 is the meaningful comparative year, which saw over 8,000 UK secondary school pupils participate in over 500 masterclasses, 550 students attended careers events held at the National Space Centre and 771 UK teachers attended Space Academy training programmes, 445 international students engaged on Academy programmes)

National Space Centre Creative

The impact of the pandemic continued to affect NSC Creative operations, with 30% reduction in show licensing revenue in 2021 due to planetarium operators closing their sites in response to legal requirements around COVID19. Uncertainty around the future impact of the pandemic has also resulted in some film contract renewals being deferred by customers.

NSC Creative led the creation of the new Tetrastar Spaceport experience as part of the Extended Reality for New Audiences project. The build aspect of it was completed in November 2021 with initial user testing providing a "world class" net promoter score of 84.

The VR experience Vestige originally created in 2018 was selected for UKRI's best of British immersive showcase in 2021. It was the first national collection of 12 of the best examples of virtual reality (VR) and 360 experiences created in the UK between 2000 and 2020.

New Developments

2022 sees the launch of (1) the TetraStar Spaceport, which will run simulated space missions for family and school audiences, (2) the Home Planet gallery, which will present the health of planet Earth and the use of satellite applications and (3) the We Are Guardians planetarium show that will cover the specifics of climate change. Also new are the Changing Places facility for disabled visitors, a centre-wide audio-visual system and three new workshop spaces for school groups in the re-purposed POD (Place Of Discovery).

These projects have been affected by pandemic-related disruption and all open later than planned but will achieve their original ambition. Project management performance has been reviewed to consider what lessons might be learned for future developments.

Education & Community Engagement Impact

The POD will help grow the proportion of school groups receiving a formal workshop as part of their visit from 33% to 50%: a core charitable output given the proven impact on confidence and academic performance.

NSC Discovery's Community Engagement work re-started in the second half of 2021 as a core output of the Extended Reality for New Audiences project supported by the Inspiring Science Fund. The pilot project has been extended to December 2022 whilst further long term funds are sought. The ambition is to extend programme delivery from five target disadvantaged communities to ten of which two could be rural, engaging a target of 3,600 young people and their families each year. A number of target audience members have helped with the co-creation of TetraStar Spaceport or otherwise visited site as a reward for completing project work.

In parallel, recruitment is underway for the post-16 Immersive Design & Development course that will be run in partnership with Leicester College from September 2022.

It is hoped that it has the success of the post-16 Space Engineering course run in partnership with Loughborough College that has now put 77 students into university and 12 onto apprenticeship programmes out of the 99 who have completed it. Of these students, the majority are from Widening Participation backgrounds – with no family history of progression into Higher Education. The Space Engineering course is co-led with Loughborough College by the in-house National Space Academy team which uses space as a teaching context and has previously taught approximately 10,000 GCSE, A level and BTEC students and 1,000 teachers per year via its UK network of 35 teachers and engineers. Most National Space Academy programmes, with the exception of the Space Engineering course and some virtual events, could not be delivered during closure: renewed efforts in 2022 will return the National Space Academy to its former volumes with a return to pre-pandemic levels of delivery anticipated by the end of the year.

Beneficiaries of our services

The most visible manifestation of the education charitable impact of the Centre's work is through the work of NSC Discovery. Through its suite of informal, formal and community education programmes – which are aimed at students, teachers and family communities, the work of NSC Discovery has been shown to:

- Boost student attainment – especially in students from less educationally privileged background – in examination subjects which have a high educational currency value when considered as a measure for future workforce selection and career opportunities.
- Enhance teacher effectiveness through teacher training programmes – allowing teachers to add new effective educational activities and methodologies to their “educational toolkits

- Give students greater awareness of how to find and navigate to career opportunities in the science and engineering sectors
- Give students more confidence and boost their interest in science through the informal education programmes run by the Centre
- Allow parents and communities to have a greater understanding of the opportunities for science as career routes aspirationally and operationally through the Centre's Community Engagement programmes.

Delivery against Objectives

There has been considerable progress by the team in delivering against its objectives. This has included 7,610 secondary school students attending careers focussed conferences.

Over 6,500 UK teachers have been trained on space science related material as part of their educational toolkits.

99 students have completed the two-year Space Engineering course with the majority (55%) coming from Widening Participation backgrounds with no family history of progression into Higher Education. More than 75% of students have then gone on to university courses.

Financial review

Charity Group Performance

The Group's net assets at 26 December 2021 were £24,689,508 compared to £24,125,494 at the start of the year. This positive net movement was achieved, despite the continuing financial impact of the pandemic on the charity. The close monitoring of costs, complemented by the success of several applications for funding helped reverse the prior negative movement.

Our total income at £6,290k was more than last year (£5,415k) even though the charity was impacted by the Covid pandemic. £686k was received from furlough and other Covid grants. While several income sources were down on the prior year, grant funding was secured which ensured a respectable financial outcome together with £52k income received in return for use of our overflow car parking area. Grants funded two major projects, with significant input from internal resources & totalled £2,204k (2020 £1,670k).

Details are listed in notes 3 & 4 of the accounts and include Lloyds Register Foundation £168,061, UK Space Agency £40,140, Wellcome Trust £717,631, Leicester & Leicestershire Enterprise Partnership £462,195, Kirby Laing Foundation £100,000, Garfield Weston Foundation £500,000, Cultural Recovery Fund £78,000, Severn Trent Community Fund £99,944.

Total expenditure at £5,726k showed a decrease on last year (£5,979k) as the impact of the 2020 redundancies and the closure of the Visitor Centre for 20 weeks had a significant impact on payroll and electricity costs. The charity also saw a reduction in travel and office costs as a result of the pandemic regulations.

In 2021, the Group expended £920k on fixed assets, mainly on Mission Space in the exhibition.

Operating Subsidiary Financial Performance

NSSC Operations Ltd made a profit of £369k (2020 deficit £130k). The Visitor Attraction opened post pandemic on 22 May 2021 and had the most August visitors in its history. Spend per head was at record levels, thanks partly to the reduction in VAT on admissions and catering. Initial opening was for weekends only until the summer holidays when opening reverted to 7 days a week. Capacity was capped at 1,200 per day. This improved the visitor experience and feedback was very positive as a result. Schools demand was subdued to start with and remains capped at 500 students per day.

Payroll was subsidised by a number of projects funded under the Project Marble umbrella which were managed and executed inhouse. Mission Space project funding also covered payroll for NSC Creative's management of a new interactive gallery and the creation of the NSC Creative Academy.

Principal risks and uncertainties

Trustees review the major risks faced by the charity as part of their annual cycle of business.

Systems of internal financial control have been put in place, which are designed to safeguard the charity's assets, ensure that proper accounting records are maintained and provide reliable and timely financial information.

Trustees are satisfied with these arrangements and a detailed risk register has been established, covering the key areas of:

- Premises
- Financial control
- Operating environment
- Operational risks
- Strategy and management
- Personnel
- New project development
- Funding

This risk register is updated by the Chief Executive and the management team and reviewed by the audit committee on a regular basis. The likelihood of risks occurring is evaluated along with an assessment of any impacts arising. Safeguards are identified and a plan of action is implemented in respect of all manageable risks where the likelihood of occurrence and the financial or operational impact are assessed as high.

A Strategic Issues Register is updated monthly to guide the operating company in its most pressing decision-making areas and keep Trustees informed of its actions.

The major risks recognised by The Charity relate to the funding of, and likely return from, capital and programmatic developments. There are growth aspirations in both cases, including the intention to address capacity issues on-site through the introduction of new gallery space and a building extension for live presentations, workshops, temporary exhibitions and corporate events.

The objective is to deliver a better visitor experience and new surpluses. The National Space Academy and NSC Creative are also the focus of attention in this regard as the Charity seeks to spread its risk across a broader range of funders and income-generating opportunities. The arrival of the University of Leicester's Space Park on adjacent land also offers opportunities for joint programme development.

Reserves and the position at the end of the year

It is the intention of the Trustees that surplus funds, will be retained to further the objects of the Charity as an inclusive, science educational resource, for the renewal of the exhibits and to maintain the visitor attraction site to a safe, efficient standard.

Total funds at year end were £24.7m (2020: £24.1m) which includes £1.3m restricted funds and £20.8m restricted funds and £1.2m unrestricted funds relating to fixed assets which could only be realised by disposing of the tangible fixed assets, which are the basis on which we operate.

The Trustees recognise the updated guidance on Charity Reserves issued by the Charity Commission in January 2016, which describes the required disclosure of the needs of the Charity to build resilience in reserves, the level of reserves needed by the Charity, the steps taken to establish reserves and the arrangements for reviewing the policy.

The Trustees intention is to have reserves appropriate to the level of activity and financial risks of the Charity. In light of the new post Covid financial risks, reserves will need to be sufficient to cover unexpected revenue shortfalls, significant increases in costs and the impact across the emerging 3 year business planning period.

The Trustees will look to use reserves to keep responding to evolving community needs, invest in refreshing our exhibitions and our building in line with our capital plan. Over the next 3 years, the Charity has budgeted £2.1m of estates and digital capital expenditure outside of the annual operational budget. The Trustees have therefore established a target whereby the unrestricted funds not invested in tangible fixed assets (the free reserves) should be £1.1m. Free reserves are currently £0.7m. The Charity Group will continue to develop its income wherever possible while keeping its costs under control to achieve its targeted free reserves level. As 2022 will be the first full recovery year after re-opening, this policy and the target amount of free reserves will be reviewed as part of the annual business planning activity in Quarter 4, 2022.

Going Concern

Given the impact of COVID19 on our finances in 2020 and 2021, along with uncertainties relating to the post-pandemic global economic outlook and cost-of-living increases, our assessment of the Group as a going concern has been arrived at following a thorough review of the business environment and our financial resilience.

We have prepared detailed financial projections to forecast the Group's financial performance and cash flow position under a variety of possible scenarios, all of which indicate that we should have adequate cash balances to be able to continue to trade as a going concern for at least 12 months following the date of this report.

We will continue to closely monitor the impact of government decision making on our operations and the economic recovery on our operations and activities. Whilst uncertainty exists, the Trustees believe that this does not pose a material uncertainty that would cast doubt on the charity's ability to continue as a going concern.

The last 18 months has been as good a test of our resilience as we have faced in recent history and the way we have responded as an organisation, gives a great deal of confidence in this assertion. The trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis

Financial Instruments

The Charity does not currently invest charity funds in stocks or shares and Trustees review this policy on an annual basis. It is exposed to the usual credit risk and cash flow risk associated with selling on credit and manages this through credit control procedures. The trustees do not consider any other risks attaching to the use of financial instruments to be material to an assessment of its financial position or performance.

Fundraising Strategy

The National Space Centre continues to pursue strategies to sustain and enhance existing funding streams, so that it can get people excited about space. The charity approach is to look to bid for grant support from a range of bodies, including government agencies, foundation and community trusts. These funds ensure we are able to deliver a high quality visitor attraction and also support our educational and outreach programmes to engage and inspire young people to learn more about Space.

In terms of fundraising success, it's been an excellent year with the following significant funding commitments secured:

- £462,195 from the Leicester & Leicestershire Enterprise Partnership to help complete two projects: Extended Reality for New Audiences and Project Marble

- £500,000 from Garfield Weston Foundation to support the return to operations after lockdown and help rebuild the education and space communications teams
- £100,000 from Kirby Laing Foundation to help complete Project Marble
- £99,944 from the Severn Trent Community Fund to help complete Project Marble (specifically the Home Planet gallery)
- £717,631 from the Wellcome Trust to help complete the Extended Reality for New Audiences project

All fundraising is undertaken by internal staff, with no professional fundraisers or commercial participators. National Space Centre has observed the Fundraising Regulator's Code and uses the Code's principles to guide ethical considerations in relation to fundraising. As usual, there have been no complaints regarding fundraising activity this year.

Policy for employment of disabled persons

Staff Communication meetings are held on a quarterly basis for presentations and discussion of key areas including business updates and projects. These have been increased during lockdown (from March 2020 onward) via Live online briefings and Question & Answer sessions.

The National Space Centre have a number of policies and procedures in relation to all personnel matters including:

- Equal Opportunities; and
- Health & Safety

In 2021 it has introduced Equality, Diversity & Inclusion training for all employees. The recruitment and training of staff is undertaken in accordance with the charity's equal opportunities policy and in line with the Equality Act 2010.

Plans for the future

National Space Centre is a forward looking organisation that is focused on sustainability. Its strategy, Vision 2030, was completed in 2021 and sets the long term ambition. It incorporates a reflection on how the National Space Centre should behave as a place to work, to visit, as a provider of trusted information and with whom to do business. Its Space for Everyone philosophy is being freshly articulated and its adherence to low carbon and employee wellbeing programmes is embedded in its business plan. It focuses on the quality and growth of activities on site but also the ability of the organisation to live up to its national brand positioning through an expansion of its education network; possibly with newly established regional offices if sufficient stakeholder support can be secured.

The National Space Centre is unique as a science centre in providing pathways for young people that include formal in-house courses. The intention is to ensure that young people from disadvantaged communities have the same opportunity as everybody else to follow these pathways into further and higher education and into the world of work.

The launch of the University of Leicester's Space Park Leicester in close proximity sheds a light on the wider development of the site and the partnerships' contribution as a UK centre of excellence for space skills development via pathway programmes. Several negotiations to deliver programmes on behalf of Government and industry are in train. The Lloyds Register Foundation supports the National Space Academy's aspirations in China, the UAE, South Africa and Brazil but attempts to travel have been aborted and a patient approach is being taken.

On-site capital developments will include the redevelopment of the Into Space (2024) and Gas Giants (2026) galleries which are both dated. The former must accommodate how the likely humankind return to the Moon in circa 2025 is portrayed.

Pick Everard has been employed to research prospects for replacement of the Rocket Tower protective covering in circa 2030. Annual inspections suggest that recent repairs are holding well, but replacement at some point is inevitable and it is ten years since an estimated cost of £2.0m was presented to help inform the creation of a sinking fund. A new cost estimate will re-establish this need.

Statement of responsibilities of the trustees

The trustees (who are also directors of National Space Centre for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these 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 and statements of recommended practice 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 operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 5 July 2022 and signed on their behalf by

Prof Sir M Sweeting
Chairman

Opinion

We have audited the financial statements of National Space Centre (the 'parent charitable company') and its subsidiaries (the 'group') for the period ended 26 December 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the 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 FRS 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 and of the parent charitable company's affairs as at 26 December 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the period then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent charitable company 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 National Space Centre'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 other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements, or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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.

Opinions 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, including the strategic report, for the financial period for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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 statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company 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 and the parent charitable company'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 the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

National Space Centre

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

22 July 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

National Space Centre

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the period ended 26 December 2021

	Note	Unrestricted £	Restricted £	Capital restricted funds £	Period ended 26 December 2021 £	Unrestricted £	Restricted £	Capital restricted funds £	Period ended 27 December 2020 £
Income from:									
Donations	2	–	–	–	–	–	6,020	–	6,020
Charitable activities:	3								
Admissions		1,547,604	–	–	1,547,604	1,127,098	–	–	1,127,098
Gift Aid		247,854	–	–	247,854	156,839	5	–	156,844
Grants		686,036	1,449,652	717,631	2,853,319	1,201,568	819,787	784,848	2,806,203
Space Academy		57,113	–	–	57,113	54,095	–	–	54,095
Other trading activities:	4								
Retail		407,513	–	–	407,513	247,427	–	–	247,427
Catering/corporate		704,479	–	–	704,479	362,365	–	–	362,365
Creative services		434,905	–	–	434,905	589,522	–	–	589,522
Sponsorship		25,510	11,625	–	37,135	–	65,435	–	65,435
Total income		4,111,014	1,461,277	717,631	6,289,922	3,738,914	891,247	784,848	5,415,009
Expenditure on:									
Raising funds		(1,239,871)	–	–	(1,239,871)	(900,019)	–	–	(900,019)
Charitable activities		(2,823,672)	(1,111,760)	(550,605)	(4,486,037)	(3,880,483)	(540,994)	(657,370)	(5,078,847)
Total expenditure	6	(4,063,543)	(1,111,760)	(550,605)	(5,725,908)	(4,780,502)	(540,994)	(657,370)	(5,978,866)
Net movement in funds		47,471	349,517	167,026	564,014	(1,041,588)	350,253	127,478	(563,857)
Reconciliation of funds:									
Total funds brought forward		2,613,745	907,966	20,603,783	24,125,494	3,655,333	557,713	20,476,305	24,689,351
Total funds carried forward		2,661,216	1,257,483	20,770,809	24,689,508	2,613,745	907,966	20,603,783	24,125,494

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 23 to the financial statements.

As at 26 December 2021

	Note	The group 2021 £	2020 £	The charity 2021 £	2020 £
Fixed assets:					
Tangible assets	13	20,496,306	20,437,415	19,216,293	19,047,233
Heritage assets	14	5,349,607	5,349,607	5,349,607	5,349,607
Investments	15	–	–	2	2
		25,845,913	25,787,022	24,565,902	24,396,842
Current assets:					
Stock	17	91,571	95,987	–	–
Debtors	18	275,907	682,539	1,904,293	1,450,269
Investments		527,318	525,628	–	–
Cash at bank and in hand		2,961,854	2,191,460	76,240	85,446
		3,856,650	3,495,614	1,980,533	1,535,715
Liabilities:					
Creditors: amounts falling due within one year	19	(1,088,312)	(890,764)	–	(3,495)
Net current assets		2,768,338	2,604,850	1,980,533	1,532,220
Total assets less current liabilities		28,614,251	28,391,872	26,546,435	25,929,062
Creditors: amounts falling due after one year	21	(3,924,743)	(4,266,378)	(2,115,000)	(2,115,000)
Net assets	22	24,689,508	24,125,494	24,431,435	23,814,062
Capital funds					
Restricted funds		20,770,809	20,603,783	20,770,809	20,603,783
Income funds					
Restricted funds		1,257,483	907,966	1,257,483	907,966
Unrestricted income funds					
General funds		2,403,145	2,302,315	2,403,143	2,302,313
Non-charitable subsidiary funds		258,071	311,430	–	–
Total unrestricted funds		2,661,216	2,613,745	2,403,143	2,302,313
Total funds	23	24,689,508	24,125,494	24,431,435	23,814,062

Approved by the trustees on 5 July 2022 and signed on their behalf by

Prof Sir M Sweeting
Chairman

Consolidated statement of cash flows

For the period ended 26 December 2021

	Note	2021 £	£	2020 £	£
Cash flows from operating activities					
Net income/(expenditure) for the reporting period (as per the statement of financial activities)		564,014		(563,857)	
Interest receivable		(1,693)		(4,276)	
Interest payable		33,880		35,577	
Depreciation of tangible fixed assets		860,408		977,926	
Loss on disposal of fixed assets		409		–	
Decrease in stocks		4,416		24,762	
Decrease in debtors		406,632		316,269	
Increase/(decrease) in creditors		77,433		(257,918)	
Net cash provided by operating activities		1,945,499		528,483	
Cash flows from investing activities:					
Dividends, interest and rents from investments		1,693		4,276	
Purchase of fixed assets		(919,708)		(736,912)	
Net cash used in investing activities		(918,015)		(732,636)	
Cash flows from financing activities:					
Interest paid		(33,880)		(35,577)	
New loans		–		1,100,000	
Repayment of bank loans		(221,520)		(74,317)	
Net cash (used in)/provided by financing activities		(255,400)		990,106	
Change in cash and cash equivalents in the year		772,084		785,953	
Cash and cash equivalents at the beginning of the year		2,717,088		1,931,135	
Cash and cash equivalents at the end of the year		3,489,172		2,717,088	
Analysis of cash and cash equivalents and of net debt					
	At 27 December 2020 £	Cash flows £	Other non- cash changes £	At 26 December 2021 £	
Cash at bank and in hand	2,191,460	770,394	–	2,961,854	
Short term deposits	525,628	1,690	–	527,318	
Total cash and cash equivalents	2,717,088	772,084		3,489,172	
Loans falling due within one year	(223,627)	(120,115)	–	(343,742)	
Loans falling due after more than one year	(4,266,378)	341,635	–	(3,924,743)	
Total net debt	(1,772,917)	993,604	–	(779,313)	

1 Accounting policies

a) Statutory information

National Space Centre is a charitable company limited by guarantee and is incorporated in England.

The registered office address and principal place of business is National Space Centre, Exploration Drive, Leicester, LE4 5NS.

b) Basis of preparation

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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

National Space Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is also the functional currency of the Charity.

Monetary amounts in these financial statements are rounded to the nearest whole £, except where otherwise indicated.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

c) Basis of consolidation

The group accounts consolidate the financial statements of the Charity and its trading subsidiary undertakings. Intra-group transactions and balances are eliminated on the consolidation.

d) Reduced disclosures

In accordance with FRS 102, the parent Charity has taken advantage of the exemptions from the following disclosure requirements:

- Section 7 'Statement of Cash Flows' – Presentation of a Statement of Cash Flow and related notes and disclosures.
- Section 11 'Basic Financial Instruments' & Section 12 'Other Financial Instrument Issues' – Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income.
- Section 33 'Related Party Disclosures' – Compensation for key management personnel

The financial statements of the parent Charity are included within these consolidated financial statements. A separate Statement of Financial Activities (SOFA), or Income and Expenditure Account for the Charity itself is not presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

1 Accounting policies (continued)

e) Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the group and charitable company have adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Following the uncertainty presented by COVID-19, management has reassessed the going concern assumption and confirms that it remains appropriate based on the strong cash and net asset position which enables it to sustain its business and meet its liabilities as they fall due despite the COVID-19 situation.

Management has stress tested their forecasts to 31 December 2024 which indicate that even if trading were to continue at its current levels, the group and charitable company have sufficient cash to sustain its business for at least 12 months from the date of the trustees signing the financial statements thus supporting the assertion to prepare the accounts on a going concern basis, despite uncertainty surrounding how the COVID-19 situation will impact the business over that period. The group will continue to monitor the situation closely and adapt to changing ways of doing business over the coming months.

f) Income

Income is recognised when the Group has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Where income is received in advance of performance, its recognition is deferred and included in creditors until the contract is performed.

g) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income from government (including CRJS claims) and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

h) Operating revenue recognition

Income from admission fees is recognised on the date of admission for entry tickets. Income from shop and café sales is recognised at the point of sale. Income from show licence sales for NSC Creative is recognised at the date of installation. Project income for NSC Creative becomes due according to agreed milestones and income is recognised at these dates. Space Academy income, excluding grants, donations and sponsorships, is recognised on the date of delivery.

i) Annual passes

Visitors may convert their admission tickets to annual passes. Income from these visitors is recognised in the period in which it is received.

j) Sponsorship income

Sponsorship income is recognised when invoiced, provided that the group has fulfilled its obligations under the sponsorship agreement. Where obligations are not fulfilled, income is deferred.

1 Accounting policies (continued)

k) Gifts in kind

The group benefits from many hours given freely by trustees, patrons and other supporters. In addition, the group has received the benefit of services of secondees from organisations including Leicester City Council and University of Leicester. The Group is extremely grateful for all of these gifts in kind. It is impractical to place a value on the time gifted and accordingly it is not included within the Statement of Financial Activities.

Assets donated to the group are included within the Statement of Financial Activities in the year in which they are donated.

l) 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 activity headings:

- expenditure on raising funds are those incurred in trading activities and raising funds.
- charitable activities include expenditure associated with education for the public benefit, operation of the National Space Centre and include direct costs and support costs relating to these activities.
- support costs have been allocated between charitable activities and cost of raising funds according to resources expended on each area.

m) Fund accounting

Unrestricted funds comprise those funds which the trustees are free to use in accordance with the charitable objects.

Restricted funds are those funds which have been given for particular purposes and projects.

n) Tangible fixed assets and depreciation

Fixed assets are recorded at cost or, in the case where assets have been donated to the group, at valuation at the time of acquisition which is taken to be deemed cost. Depreciation is provided on all capitalised tangible fixed assets excluding freehold land, at rates calculated to write off the cost, less estimated residual value, based on values prevailing at the date of acquisition, of each asset evenly over its expected useful life, as follows:

▪ Leasehold property	50 – 150 years
▪ Freehold buildings	50 years
▪ Exhibition fit out	5 to 10 years
▪ Plant & equipment	5 to 10 years
▪ Motor vehicles	5 years
▪ POD (Challenger) equipment	5 years
▪ POD (Challenger) buildings	10 years
▪ Office equipment	2½ years

Freehold land is not depreciated.

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be reasonable. Residual value is assessed at each reporting date, after estimated costs of disposal for the asset as if it were at the age and in the condition expected at the end of its useful life.

Fixed assets are capitalised where the value exceeds £1,000.

1 Accounting policies (continued)

o) Heritage assets

The group possesses a significant international collection of space artefacts, which is displayed in the National Space Centre. These artefacts include:

- spacecraft (e.g. rockets) and their components
- space suits and related items
- satellites (including models)
- extra-terrestrial rock samples
- other space related exhibits

Where such artefacts have been purchased, the purchase and installation costs are capitalised in the balance sheet.

In accordance with FRS 102, the group includes heritage assets at either;

- Valuation – where information regarding their value is readily available
- Cost – where assets are not valued but information regarding their cost price is readily available

Where reliable valuations or information relating to their cost is unavailable and cannot be obtained at a cost which is commensurate with the benefits to users of the financial statements, those assets are not recognised on the balance sheet. The majority of the Charity's heritage assets are considered to be held for long term use. On this basis they are not depreciated unless, in the trustees' opinion, they have a finite life. The trustees will review the useful economic life attributable to each heritage asset on a regular basis where they will revise existing valuations and assess for any indicators of impairment.

A number of heritage assets were valued at £4,390,000 in 2000 and are included in the balance sheet at that value. Other donated heritage assets have not been recognised as they are considered having no material impact on the total valuation and the trustees consider that in the absence of reliable cost information, the expense of determining a reliable value for these artefacts is onerous compared with the additional benefit derived by users of the accounts.

p) Stocks

Stocks comprise catering supplies and goods for resale and are stated at the lower of cost and estimated selling price less costs to complete and sell.

q) Cash and bank balances

Cash and bank balances includes bank overdrafts and cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

r) Current investments

Current investments comprise of cash held on deposit which has a maturity date of more than 3 months from the date of acquisition.

s) Operating lease rentals

Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the lease term.

1 Accounting policies (continued)

t) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date. All exchange differences are taken to the Statement of Financial Activities.

u) Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the period.

v) Financial instruments

The charity only has financial assets and financial 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 which are subsequently measured at amortised cost using the effective interest method.

w) Financial assets and liabilities

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

x) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no critical accounting estimates and areas of judgement to note.

2 Income from donations

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Education awards scheme	–	–	–	–	20	20
Ignite	–	–	–	–	6,000	6,000
	–	–	–	–	6,020	6,020

3a Income from charitable activities (current year)

	Unrestricted £	Restricted £	Capital restricted funds £	2021 £	2020 £
Admissions	1,547,604	–	–	1,547,604	1,127,098
Gift Aid	247,854	–	–	247,854	156,844
CJRS income & Covid 19 grants	686,036	–	–	686,036	1,201,568
Space Academy	57,113	–	–	57,113	54,095
Sub-total	2,538,607	–	–	2,538,607	2,539,605
Grants:					
UK Space Agency	–	40,140	–	40,140	95,290
Lloyds Register Foundation	–	168,061	–	168,061	31,264
Association of Science and Discovery Centres	–	–	–	–	2,000
Wellcome Trust	–	–	717,631	717,631	482,534
Leicester & Leicestershire Enterprise Partnership	–	462,195	–	462,195	474,227
Kirby Laing Foundation	–	100,000	–	100,000	–
Garfield Weston Foundation	–	500,000	–	500,000	–
Cultural Recovery Fund	–	78,000	–	78,000	–
The Wolfson Foundation	–	–	–	–	235,000
Foyle Foundation	–	–	–	–	150,000
Severn Trent Community Fund	–	99,944	–	99,944	124,930
Other grants	–	1,312	–	1,312	9,390
Sub-total for grants	–	1,449,652	717,631	2,167,283	1,604,635
Total	2,538,607	1,449,652	717,631	4,705,890	4,144,240

National Space Centre

Notes to the financial statements

For the period ended 26 December 2021

3b Income from charitable activities (prior year)

	Unrestricted £	Restricted £	Capital restricted funds £	2020 £
Admissions	1,127,098	–	–	1,127,098
Gift Aid	156,839	5	–	156,844
CJRS income & Covid 19 grants	1,201,568	–	–	1,201,568
Space Academy	54,095	–	–	54,095
Sub-total	2,539,600	5	–	2,539,605
Grants:				
UK Space Agency	–	95,290	–	95,290
Lloyds Foundation Trust	–	31,264	–	31,264
Association of Science and Discovery Centres	–	2,000	–	2,000
Wellcome Trust	–	–	482,534	482,534
Leicester & Leicestershire Enterprise Partnership	–	176,203	298,024	474,227
The Wolfson Foundation	–	235,000	–	235,000
Foyle Foundation	–	150,000	–	150,000
Severn Trent Community Fund	–	124,930	–	124,930
Other grants	–	5,100	4,290	9,390
Sub-total for grants	–	819,787	784,848	1,604,635
Total	2,539,600	819,792	784,848	4,144,240

4 Income from other trading activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Retail	407,513	–	407,513	247,427	–	247,427
Catering/Corporate	704,479	–	704,479	362,365	–	362,365
Creative Services	434,905	–	434,905	589,522	–	589,522
Sponsorship/project grant funding:						
PPG Architectural Coatings	–	–	–	–	42,560	42,560
Ogden Trust	–	9,625	9,625	–	20,875	20,875
Other	25,510	2,000	27,510	–	2,000	2,000
	1,572,407	11,625	1,584,032	1,199,314	65,435	1,264,749

5 Analysis of income

	2021 Total £	2020 Total £
Income is attributed to geographical markets as follows:		
United Kingdom	6,169,209	5,286,979
Europe	27,012	23,977
Rest of World	93,701	104,053
	6,289,922	5,415,009

National Space Centre

Notes to the financial statements

For the period ended 26 December 2021

6a Analysis of expenditure (current year)

	Costs of raising funds							
	Raising donations and other income £	Other trading activities		Charitable activities £	Support £	Governance £	2021 Total £	2020 £
		Retail £	Catering £					
Staff costs (Note 9)	169,129	52,214	344,730	1,764,248	720,712	–	3,051,033	3,552,831
Depreciation	–	–	–	748,589	111,819	–	860,408	977,926
Costs of sales	57	182,008	178,020	289,342	–	–	649,427	389,712
IT and licences	1,269	258	1,750	120,276	61,146	–	184,699	150,143
Utilities	–	–	–	168,332	–	–	168,332	168,702
Insurance and rent	–	–	–	3,750	113,729	–	117,479	107,181
Maintenance	–	–	470	108,498	4,816	–	113,784	136,814
Running and sundry	2,377	3,126	22,505	246,192	10,224	–	284,424	132,931
Marketing	17,257	–	8,287	1,113	–	–	26,657	55,908
Outreach and other projects	–	–	–	64,197	–	–	64,197	40,521
Financing	–	–	–	–	65,855	–	65,855	63,341
Cleaning and waste disposal	–	–	3,829	38,179	–	–	42,008	34,508
Audit, legal and consultancy	–	–	–	107	5,847	22,925	28,879	62,820
Training and recruitment	–	–	–	4,574	20,330	–	24,904	34,778
Telephone and internet	471	–	92	22,546	–	–	23,109	20,870
Space Academy	–	–	–	8,354	–	–	8,354	2,824
Postage and stationery	–	–	–	–	4,099	–	4,099	13,368
Creative services	4,327	–	–	–	–	–	4,327	30,055
Travel	320	21	28	2,873	691	–	3,933	3,633
	195,207	237,627	559,711	3,591,170	1,119,268	22,925	5,725,908	5,978,866
Support costs	47,666	58,025	136,672	876,905	(1,119,268)	–	–	–
Governance costs	976	1,188	2,799	17,962	–	(22,925)	–	–
Total expenditure 2021	243,849	296,840	699,182	4,486,037	–	–	5,725,908	
Total expenditure 2020	171,941	181,914	546,164	5,078,847	–	–		5,978,866

National Space Centre

Notes to the financial statements

For the period ended 26 December 2021

6b Analysis of expenditure (prior year)

	Costs of raising funds					
	Raising donations and other income £	Other trading activities		Charitable £	Governance £	2020 Total £
		Retail £	Catering £			
Staff costs (Note 9)	106,511	50,496	423,716	2,972,108	–	3,552,831
Depreciation	–	–	–	977,926	–	977,926
Costs of sales	–	123,859	100,900	164,953	–	389,712
Utilities	–	–	–	168,702	–	168,702
Marketing	30,950	–	6,171	18,787	–	55,908
Space Academy	–	–	–	2,824	–	2,824
Outreach and other projects	–	–	–	40,521	–	40,521
Maintenance	–	–	79	136,735	–	136,814
Running and sundry	3,191	6,412	10,378	112,950	–	132,931
Insurance and rent	–	–	–	107,181	–	107,181
IT and licences	–	–	–	150,143	–	150,143
Financing	–	–	–	63,341	–	63,341
Cleaning and waste disposal	–	–	2,117	32,391	–	34,508
Audit, legal and consultancy	–	–	–	35,016	27,804	62,820
Travel	67	81	263	3,222	–	3,633
Creative services	30,055	–	–	–	–	30,055
Training and recruitment	74	220	–	34,484	–	34,778
Telephone and internet	293	–	–	20,577	–	20,870
Postage and stationery	–	–	–	13,368	–	13,368
	171,141	181,068	543,624	5,055,229	27,804	5,978,866
Governance costs	800	846	2,540	23,618	(27,804)	–
Total expenditure 2020	171,941	181,914	546,164	5,078,847	–	5,978,866

Support costs were previously allocated directly to activities so these are not separately identified above.

Notes to the financial statements

For the period ended 26 December 2021

7 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2021 £	2020 £
Depreciation	860,408	977,926
Interest payable	32,187	35,577
Operating lease rentals:		
Property	23,362	21,000
Auditor's remuneration (excluding VAT):		
Audit	20,500	23,879
Non-audit services	1,300	3,925
Foreign exchange (gains) or losses	(59)	(461)

8 Trustee emoluments and key management personnel

	2021 £	2020 £
Trustees' emoluments	130,518	112,853
Contributions to defined contribution pension scheme	14,132	11,967

Remuneration of trustees is contrary to general charity law. Approval has been obtained from the Charity Commission under section 198 of the Charities Act 2011 since such remuneration is considered to be in the best interests of the charity. Details of the specific individuals is included below.

The Chief Executive, C SH Bishop, and the Chairman of NSSC Operations Limited, A M Kapur, who are both trustees, were paid £117,368 and £12,750 (27 December 2020 – £99,728 and £13,125) respectively for qualifying services in those capacities and £14,132 and £nil (27 December 2020 – £11,967 and £nil) respectively for contributions to a defined contribution pension scheme.

During the period £389 (27 December 2020 – £876) was paid to 2 trustees (2020: 3) for the reimbursement of travel and subsistence expenses.

The total compensation including national insurance and pension contributions payable to key management personnel of the Group, which includes the above trustee directors was £442,275 (2020: £415,942).

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	2,670,823	3,109,700
Redundancy and termination costs	2,545	22,607
Social security costs	224,758	245,240
Employer's contribution to defined contribution pension schemes	152,907	175,284
	3,051,033	3,552,831

The above amounts reflect the remuneration of individuals who have contracts of employment and exclude payments made to individuals contracted on a consultancy basis.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2021 No.	2020 No.
£60,000 – £69,999	1	–
£90,000 – £99,999	–	1
£110,000 – £119,999	1	–

During the period, retirement benefits were accruing to 2 employees whose emoluments amounted to over £60,000 (2020: 1), the contributions in the year amount to £17,792 (2020: £11,967).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 148 (2020: 189).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2021 No.	2020 No.
Administration	54	53
Operations	42	69
	96	122

11 Related party transactions**National Space Centre**

During the year £462,195 was received as grant income (restricted) from Leicester & Leicestershire Enterprise Partnership (LLEP). Charles Bishop and Verity Hancock, Directors of National Space Centre, are Board members of LLEP.

During the period, the following were paid or were payable to:

Association of Science and Discovery Centres £1,468. Charles Bishop is a Director of National Space Centre and a Trustee of Association of Science and Discovery Centres.

Leicester City Council £7,080. Miranda Cannon is a Director of National Space Centre (LCC Representative) and an employee of LCC.

Birmingham City Council £784. Penny Coates is a Director of National Space Centre and an Advisor to BCC.

East Midlands Chamber of Commerce £1074. James Fry is a Director of National Space Centre (EM Chamber Representative) and a Board member of EM Chamber of Commerce.

Leicestershire County Council £366. Surinder Sharma is a Director of National Space Centre and an Advisor to LCC.

Leicester College £124. Verity Hancock is a Director of National Space Centre and an Employee (CEO) of Leicester College.

NSSC Operations Ltd

During the period, the following were paid or were payable by NSSC Operations Ltd to:

Association of Science and Discovery Centres £1,288. Charles Bishop is a Director of NSSC Operations Ltd and a Board member of ASDC.

Redshift Ltd £4,250. Alan Wells is a Director of NSSC Operations Ltd and a Director of Redshift Ltd.

NSSC Operations generated sales income from a range of organisations with which some trustees, directors and/or senior management are connected. These were all conducted in the ordinary course of business on an arm's length basis.

All of the above transactions were conducted at arm's length.

12 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary NSSC Operations Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2021 £	2020 £
UK corporation tax at 19%	-	-

13 Tangible fixed assets

The group

	Freehold land & buildings £	Long leasehold land & buildings £	Exhibition fit out £	Plant & equipment £	Motor vehicles £	Challenger building & equipment £	Total £
Cost							
At the start of the year	26,991,459	1,108,000	10,017,297	2,274,211	25,995	724,818	41,141,780
Additions in year	6,040	–	778,526	135,142	–	–	919,708
Disposals in year	–	–	–	(22,578)	–	–	(22,578)
At the end of the year	26,997,499	1,108,000	10,795,823	2,386,775	25,995	724,818	42,038,910
Depreciation							
At the start of the year	9,641,539	144,155	8,608,119	1,559,739	25,995	724,818	20,704,365
Charge for the year	523,908	7,387	204,868	124,245	–	–	860,408
Eliminated on disposal	–	–	–	(22,169)	–	–	(22,169)
At the end of the year	10,165,447	151,542	8,812,987	1,661,815	25,995	724,818	21,542,604
Net book value							
At the end of the year	16,832,052	956,458	1,982,836	724,960	–	–	20,496,306
At the start of the year	17,349,920	963,845	1,409,178	714,472	–	–	20,437,415

Land with a value of £680,000 (2020: £680,000) is included within freehold land and buildings and not depreciated.

All of the above assets are used for charitable purposes.

The charity

	Freehold land & buildings £	Long leasehold land & buildings £	Exhibition fit out £	Plant & equipment £	Motor vehicles £	Challenger building & equipment £	Total £
Cost							
At the start of the year	26,080,641	1,108,000	9,395,274	1,797,593	25,995	724,818	39,132,321
Additions in year	6,040	–	778,525	133,493	–	–	918,058
Disposals in year	–	–	–	(22,578)	–	–	(22,578)
At the end of the year	26,086,681	1,108,000	10,173,799	1,908,508	25,995	724,818	40,027,801
Depreciation							
At the start of the year	9,595,947	144,154	8,299,070	1,295,104	25,995	724,818	20,085,088
Charge for the year	505,692	7,387	136,245	99,265	–	–	748,589
Eliminated on disposal	–	–	–	(22,169)	–	–	(22,169)
At the end of the year	10,101,639	151,541	8,435,315	1,372,200	25,995	724,818	20,811,508
Net book value							
At the end of the year	15,985,042	956,459	1,738,484	536,308	–	–	19,216,293
At the start of the year	16,484,694	963,846	1,096,204	502,489	–	–	19,047,233

Land with a value of £680,000 (2020: £680,000) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

14 Heritage assets

Group and charitable company	Artefacts 2021 £	2020 £
Cost or valuation		
Items included at cost at 27 December 2020 and 26 December 2021	959,607	959,607
Items included at valuation at 27 December 2020 and 26 December 2021	4,390,000	4,390,000
Cost or valuation at 27 December 2020 and 26 December 2021	5,349,607	5,349,607

Various donated items, including flight suits, models, food and clothes, were valued by Art Dula, an American aerospace lawyer with expertise in acquiring and selling historical space items, in August 2000. The valuations are on a fair market value / replacement value on those parts of the collection where it is felt such a valuation can be reasonably made. The Trustees consider there to be no material impairment on the present market values / replacement values compares to those stated.

There were no material additions or disposals to the heritage assets held by the Charity in 2021 or the previous four years.

The National Space Centre maintains a register for its collections of heritage assets which records the nature, provenance and current location of each asset. The National Space Centre uses artefacts to help interpret storylines in the exhibition. The curatorial work collects, conserves, records and makes publicly available material telling the story of British and World Space exploration in the past, present and future.

This purpose will be achieved through:

- a) acquisitions, organisation and preservation of objects, manuscripts, pamphlets, photographs.
- b) informing, inspiring and entertaining its users through the provision and promotion of interpretative displays and related services.
- c) undertaking, enabling and publishing research relevant to the subject area of the National Space Centre.

These are items of scientific importance which are held for the furtherance of the National Space Centre's objects and are considered to be heritage assets.

Assets are only disposed of where, in the opinion of the Trustees, an item does not contribute to the interest and diversity of the National Space Centre's collection or, in exceptional circumstances, where the disposal will provide the National Space Centre with funding that, in the opinion of the Trustees, is considered essential to the National Space Centre's being able to fulfil its charitable objects in the future.

Approximately £2,015,000 (2020: £2,015,000) of loaned items are also held. In many cases these items have been obtained on permanent or long term loans from museums and similar institutions and the group may not sell or otherwise dispose of these items without the prior consent of the donor. The value of these items is not included on the balance sheet.

Preservation and management

Expenditure which in the Trustees' view is required to preserve or clearly prevent further deterioration of individual collection items is recognised in the Statement of Financial Activities when it is occurred. The Charity has an on-going programme of conservation.

Heritage assets are insured in total for £12,000,000 including loan items.

The environmental conditions in which the assets are held are continually monitored by a building management system and a network of dataloggers. Relative humidity, temperature and light exposure are measured and remedial action taken if necessary. Heritage assets are also inspected regularly and any maintenance required is carried out promptly. Specialist care and advice is sought as needed from a variety of experts including the National Science Museum. The collection is held at the National Space Centre, on display for the public to view. The collection is protected by a security team. Some of the articles are available for handling by the public, most being in display cases or behind barriers.

Notes to the financial statements

For the period ended 26 December 2021

15 Subsidiary undertaking

The Charity has two wholly owned subsidiaries which are incorporated in Great Britain. NSSC Operations Limited operates the National Space Centre, whilst NSSC Property Limited did not trade during the period. A summary of the trading results of NSSC Operations Limited is shown below. Audited accounts of NSSC Operations Limited will be filed with the Registrar of Companies.

Company	Country of incorporation	Holding	Investment	Company Number	Nature of business
NSSC Operations Limited	England and Wales	Ordinary shares	100%	04141856	Operation of National Space Centre
NSSC Property Limited	England and Wales	Ordinary shares	100%	03486099	Dormant

The registered office address of these companies is Exploration Drive, Leicester, LE4 5NS.

NSSC Operations is used for the operation of the National Space Centre. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the parent charity.

The trustees C H Bishop & A M Kapur are also directors of NSSC Operations Limited. C H Bishop is the sole director of NSSC Property Limited.

A summary of the results of NSSC Operations Limited is shown below:

	2021 £	2020 £
Turnover	2,133,309	1,421,034
Operating expenditure	(4,693,316)	(4,766,847)
Management charge due from parent undertaking	2,359,355	1,788,856
Other operating income	601,892	1,458,469
Operating profit/(loss)	401,240	(98,488)
Interest receivable and similar income	1,693	4,275
Interest payable	(33,880)	(35,577)
Profit / (loss) on ordinary activities before taxation	369,053	(129,790)
Taxation on profit on ordinary activities	–	–
Profit / (loss) for the financial year	369,053	(129,790)
Retained earnings		
Total retained earnings brought forward	311,430	441,220
Profit / (loss) for the financial year	369,053	(129,790)
Distribution under Gift Aid to parent charity	(422,412)	–
Total retained earnings carried forward	258,071	311,430
The aggregate of the assets, liabilities and reserves was:		
Assets	5,014,177	4,472,109
Liabilities	(4,756,105)	(4,160,678)
Reserves	258,072	311,431

Amounts owed from the parent undertaking is shown in note 18.

Notes to the financial statements

For the period ended 26 December 2021

16 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2021 £	2020 £
Gross income	3,798,848	2,531,231
Result for the year	617,372	(434,067)

17 Stock

	The group 2021 £	2020 £	The company 2021 £	2020 £
Catering supplies and goods for resale	91,571	95,987	-	-
	91,571	95,987	-	-

18 Debtors

	The group 2021 £	2020 £	The company 2021 £	2020 £
Trade debtors	139,307	163,653	-	-
Other debtors	55,434	442,039	46,245	328,239
Amounts owed by subsidiary undertakings	-	-	1,858,048	1,122,030
Prepayments	81,166	76,847	-	-
	275,907	682,539	1,904,293	1,450,269

19 Creditors: amounts falling due within one year

	The group 2021 £	2020 £	The company 2021 £	2020 £
Bank loans	343,742	223,627	-	-
Trade creditors	351,384	215,888	-	-
Taxation and social security	67,263	76,126	-	-
Accruals	71,058	76,383	-	-
Deferred income (note 20)	254,865	298,740	-	-
	1,088,312	890,764	-	-

20 Deferred income

Deferred income comprises grant and sponsorship income, corporate events, NSC Creative and online sales.

	The group 2021 £	2020 £	The charity 2021 £	2020 £
Balance at the beginning of the year	298,740	242,172	-	-
Amount released to income in the year	(298,740)	1,308,400	-	-
Amount deferred in the year	254,865	(1,251,832)	-	-
Balance at the end of the year	254,865	298,740	-	-

21 Creditors: amounts falling due after one year

	The group 2021 £	2020 £	The company 2021 £	2020 £
Bank loans	1,809,743	2,151,378	–	–
Loan note	2,000,000	2,000,000	2,000,000	2,000,000
Other loan	115,000	115,000	115,000	115,000
	3,924,743	4,266,378	2,115,000	2,115,000

The amount of bank loans repayable by instalments falling due after more than five years is £710,089 (2020: £793,643).

The loan note is repayable to Leicester City Council at the discretion of the National Space Centre. Interest accrues on the loan should group annual net profits exceed £100,000 in a financial year. In such circumstances, interest accrues at 6% of net income, pro-rated on the basis of the value of loan notes in issue.

The other loan is repayable to Leicester City Council immediately if the annual net profits of the National Space Centre exceed £500,000. As a registered charity, there is no profit generated, but instead funds to be utilised in future periods. As such, whilst the movement in funds may increase by more than £500,000, the trustees are satisfied that this has not triggered this clause.

Bank loans consist of three bank loans. One has a term of seven years, one has a term of ten years and the last one, a CBILS loan, has a five year term. The first two loans are repayable in monthly instalments and both have interest charged at Base Rate plus 2.5%. CBILS is interest free for 12 months from January 2021 with monthly capital repayments commencing in July 2021. The interest rate on CBILS is charged at Base Rate plus 2.75%.

The bank loans are secured over the assets of the National Space Centre and NSSC Operations Limited with a charge over the premises at Exploration Drive, Leicester.

22a Analysis of group net assets between funds (current year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	5,017,996	15,478,310	20,496,306
Heritage assets	57,108	5,292,499	5,349,607
Net current assets	1,510,855	1,257,483	2,768,338
Long term liabilities	(3,924,743)	–	(3,924,743)
Net assets at 26 December 2021	2,661,216	22,028,292	24,689,508

22b Analysis of group net assets between funds (prior year)

	General unrestricted £	Restricted funds £	Total funds £
Tangible fixed assets	5,126,131	15,311,284	20,437,415
Heritage assets	57,108	5,292,499	5,349,607
Net current assets	1,696,884	907,966	2,604,850
Long term liabilities	(4,266,378)	–	(4,266,378)
Net assets at 27 December 2020	2,613,745	21,511,749	24,125,494

Notes to the financial statements

For the period ended 26 December 2021

23a Movements in funds (current year)

	At 27 December 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 26 December 2021 £
Restricted funds – revenue:					
Education Awards Scheme	9,218	–	(9,218)	–	–
National Space Academy	–	217,826	(102,540)	–	115,286
Extended Reality for New Audiences	212,615	3,312	(64,197)	–	151,730
Garfield Weston Foundation	–	500,000	(100,000)	–	400,000
Cultural Recovery Fund	–	78,000	(78,000)	–	–
Project Marble	686,133	662,139	(757,805)	–	590,467
Total restricted funds – revenue	907,966	1,461,277	(1,111,760)	–	1,257,483
Restricted funds – capital					
Capital restricted fund	20,603,783	717,631	(550,605)	–	20,770,809
Total restricted funds – capital	20,603,783	717,631	(550,605)	–	20,770,809
Unrestricted funds:					
General funds	2,302,315	1,618,520	(1,517,690)	–	2,403,145
Total unrestricted funds	2,302,315	1,618,520	(1,517,690)	–	2,403,145
Non-charitable subsidiary funds	311,430	2,492,494	(2,545,853)	–	258,071
Total funds	24,125,494	6,289,922	(5,725,908)	–	24,689,508

The narrative to explain the purpose of each fund is given at the foot of the note below.

23b Movements in funds (prior year)

	At 29 December 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 27 December 2020 £
Restricted funds – revenue:					
Education Awards Scheme	9,198	24	(4)	–	9,218
National Space Academy	27,075	199,090	(226,165)	–	–
Extended Reality for New Audiences	521,440	6,000	(314,825)	–	212,615
Project Marble	–	686,133	–	–	686,133
Total restricted funds – revenue	557,713	891,247	(540,994)	–	907,966
Restricted funds – capital					
Capital restricted fund	20,476,305	784,848	(657,370)	–	20,603,783
Total restricted funds – capital	20,476,305	784,848	(657,370)	–	20,603,783
Unrestricted funds:					
General funds	3,214,113	855,135	(1,766,933)	–	2,302,315
Total unrestricted funds	3,214,113	855,135	(1,766,933)	–	2,302,315
Non-charitable subsidiary funds	441,220	2,883,779	(3,013,569)	–	311,430
Total funds	24,689,351	5,415,009	(5,978,866)	–	24,125,494

23 Purposes of funds**Purposes of restricted funds – revenue**

The National Space Academy has the dual goals of engaging young people with the sciences and maths using the inspirational context of space and facilitating pathways into space sector careers by working with industry, academia, and secondary, further and higher education. The Academy works in the following areas towards these goals:

- Curriculum linked masterclasses for secondary (high school) and college students
- Regional, national and international teacher training
- The full-time two-year Space Engineering course for pre-university students
- Careers conferences for secondary school and college students each year focused on career progression routes into the UK space and wider science and engineering sectors, and support for external careers events and programmes
- Commercial and contract work creating educational resources or delivering training for space and STEM organisations
- The Academy is part funded by the National Space Centre and the UK Space Agency with additional support from The Ogden Trust, Lloyds Register Foundation, PPG and others

Extended Reality for New Audiences, funded by a £1.9m Inspiring Science Fund award and with further support from the LLEP Local Growth Fund, Fidelity UK Foundation, Garfield Weston Foundation and 1851 Royal Commission, has combined significant capital development with the engagement of young people in disadvantaged Leicester communities in STEM subjects and the co-creation of gallery content. The core output is the TetraStar Spaceport facility which delivers simulated space missions to family and school audiences. In parallel, a new 'XR Lab' houses student groups including those on an Immersive Design & Development BTEC course which will be run in partnership with Leicester College and starts in September 2022.

Project Marble is a capital programme with five constituent deliverables. *Home Planet* is a new exhibition gallery dedicated to the health of The Planet and the use of satellite applications to monitor and help offset human impact. *We Are Guardians* is a planetarium show about climate change for presentation on site and to generate license sales to planetarium operators worldwide. Three new school workshop spaces, a Changing Places facility for disabled guests and a new audio system complete the programme

Garfield Weston Foundation invited bids from past grant recipients for unrestricted funds to cover costs during and after closure. The National Space Centre bid for, and received, £500,000 in support of its education and community engagement activities.

The (Heritage Fund) Culture Recovery Fund award of £78,000 was made to cover the cost of re-opening the business after 14 months when it was mostly closed. The costs that were covered were associated with the upkeep and safe display of The Charity's heritage assets and the recruitment of people into essential positions made redundant during closure. Funding was applied to existing staff salaries to cover roles whilst recruitment was underway.

Purposes of restricted funds – capital

Capital funds are restricted grants from the Millennium Commission and East Midlands Development Agency (EMDA) for the design and build of the National Space Centre.

The Millennium Commission and Leicestershire Economic Partnership provided funding for the Human Space Flight Gallery and John Eggleston Suite. The Millennium Commission and the Wellcome Trust provided funding for the Astronaut planetarium show and the refurbishment of the planetarium. EMDA and Science and Technology Facilities Council (STFC) provided funding for the Space Now gallery.

24 Operating lease commitments payable as a lessee

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property 2021 £	2020 £
Less than one year	27,000	21,000
One to five years	108,000	84,000
Over five years	128,250	120,750
	263,250	225,750

25 Capital commitments

	2021 £	2020 £
Contracted for, but not provided in the financial statements	89,686	413,676
	89,686	413,676

26 Legal status of the charity

The National Space Centre is incorporated under the Companies Act 2006 as a company limited by guarantee having no share capital. The liability of members to contribute towards the debts of the Charity in the event of a deficit on winding up is limited to £10 each.

Accounts

NATIONAL SPACE CENTRE

Consolidated Trustees' Report and Financial Statements

Period ended 27 December 2020

Charity registration no. 1078832
Company registration no. 03485236

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REPORT OF THE TRUSTEES

For the period ended 27 December 2020

LEGAL AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS

CHARITY REGISTRATION NUMBER

1078832

COMPANY REGISTRATION NUMBER

03485236

DIRECTORS AND TRUSTEES

Prof Sir M Sweeting (Chairman)
E Cassidy (resigned 3 November 2020)
N P Siesage
Prof D J Southwood
Prof S M Sharma
C H Bishop
A M Kapur
G Moss
Prof E Yeoman
K Thomas
J Fry
J Wheeler
V Hancock
WA Haley
G Turnock (appointed 14 January 2020)
P Coates (appointed 21 January 2020)
M Cannon (appointed 3 November 2020)

SECRETARY

J Barnacle

AUDITOR

RSM UK Audit LLP
Chartered Accountants
Rivermead House,
7 Lewis Court
Grove Park
Leicester
LE19 1SD

BANKERS

Yorkshire Bank
29 Horsefair Street
Leicester
LE1 5BL

REPORT OF THE TRUSTEES

For the period ended 27 December 2020

PRINCIPAL & REGISTERED OFFICE

National Space Centre
Exploration Drive
Leicester
LE4 5NS

CHIEF EXECUTIVE OFFICER

C H Bishop

FINANCE DIRECTOR

A McNamee

NSC DISCOVERY DIRECTOR

Prof A Ojha OBE

REPORT OF THE TRUSTEES

For the period ended 27 December 2020

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, submit their annual report including the directors' report and the strategic report and the financial statements for the period ended 27 December 2020.

OBJECTIVES, AIMS AND PUBLIC BENEFIT STATEMENT

National Space Centre, a registered charity and a company limited by guarantee, and its subsidiaries were established to raise finance for the construction of the National Space Centre in Leicester, manage the project and operate the completed Centre.

The Charity's object, as set out in its Memorandum and Articles of Association dated 18 December 1997, is the advancement of education for the public benefit, in particular but not exclusively, in relation to space & planetary science, astronomy and technology and their significance to life on Earth.

It runs three business units; all of which help it achieve its object. The National Space Centre visitor attraction gets people excited about space and is highly educational and informative. NSC Discovery delivers education and space communications programmes across the UK and overseas. NSC Creative provides film content for planetarium operators worldwide.

NSC Discovery runs the National Space Academy, the purpose of which is to boost student and teacher attainment in STEM subjects and enhance the size and quality of the UK science & engineering skills pool. Programmes are delivered by a team of six full time employees and a network of 35 seconded teachers, research scientists and industrial engineers across the UK.

The National Space Centre has had a specific focus on the engagement of disadvantaged young people in Leicester from 2019 onward with grant funding in place for an initial two years.

The Trustees consider that they have complied with their duties under section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charities Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The trustees have adopted the provisions of the Charities Statement of Recommended Practice (FRS102) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The trustees are appointed by the members of the company. They can either be members of the company or can be co-opted in recognition of their special expertise being valuable to the work of the Board.

The Memorandum and Articles of Association provide that one third of the trustees retire by rotation at each annual general meeting and may offer themselves for re-appointment. The following are nominating members and, as such, have the right to a number of nominations, such nominations to be of their choice are appointed to act as trustee:

Leicester City Council

University of Leicester

East Midlands Chamber of Commerce

Each nominating member has the right to replace from time to time its nominated trustees. In addition, the Board may appoint and remove additional trustees.

Qualifying indemnity provision is in place for the benefit of all trustees of the charity.

REPORT OF THE TRUSTEES

For the period ended 27 December 2020

The Charity seeks to ensure that its trustees have the appropriate mix of skills to properly guide the work of the charity and continues to consider putting in place succession arrangements for the ongoing development of the Board. New Board members are inducted by the chairman assisted by other trustees and the executive directors of the subsidiary company who ensure that each trustee understands his/her role on the Board and their responsibilities as Board members.

Day to day management of the group's activities is delegated to the Board of the subsidiary company, NSSC Operations Limited, and in particular its executive directors, Mr C St H Bishop, Chief Executive, Mrs A McNamee, Finance Director and Prof A Ojha, NSC Discovery Director, who are supported by an experienced senior management team.

The remuneration of the Key Management Personnel is set each year by the Remuneration Committee.

The Charity is assisted by the University of Leicester in fulfilling its charitable objectives.

The Charity has several related party relationships, which are discussed in note 29.

FINANCIAL INSTRUMENTS

The Charity does not actively use financial instruments as part of its financial risk management. It is exposed to the usual credit risk and cash flow risk associated with selling on credit and manages this through credit control procedures. The trustees do not consider any other risks attaching to the use of financial instruments to be material to an assessment of its financial position or performance.

HERITAGE ASSETS

The charity holds an extensive collection of heritage assets which are shown separately on the balance sheet. Additions to the collection are made by purchase, loan or donation. Items on loan are not included on the balance sheet. Trustees are committed to preserving and safeguarding heritage assets in the collection, recognising the heritage significance of these assets and their custodial responsibilities for both owned assets and those on loan.

RESERVES

The policy of the Trustees is to hold adequate reserves to place the National Space Centre in a firm financial position, to enable renewal and further investment in the Centre. Free reserves are defined as total reserves less capital funds, restricted and designated funds. Free reserves represent the funds of the charity which are not designated for particular purposes.

In accordance with Charity Commission Guidelines, the Trustees have examined the requirement to maintain free reserves. At 27 December 2020, free reserves held were (£517,038) (29 December 2019: £385,526). The Trustees had previously concluded that, in order to meet the objectives set out in its Ten Year Vision and to deliver Vision 2016 to 2025 in particular, additional funding in excess of £2 million will be required over the next 5 years; a large part of that funding will need to be generated by retained surpluses and, therefore, they expected free reserves to continue to build in future years. However, the Coronavirus pandemic in 2020 has led to a prolonged closure of the Space Centre and a consequent loss of income; in turn, this is expected to result in the Space Centre incurring a loss and cash outflow in 2021, before returning to profits and cash inflows from 2022 onwards. This unforeseen situation has necessarily required the Trustees to re-examine their reserves policy.

In the short term, while the Coronavirus pandemic continues to have an adverse impact on net income and cash flow, the Trustees have agreed to maintain free cash reserves (being cash in hand plus any undrawn loan facilities) sufficient to cope with forecast cash flow requirements, including likely month-to-month and in-month fluctuations.

In the longer term, the Trustees propose to return to the policy of generating sufficient additional income such that the free funds cover operational requirements and provide a surplus which can be designated for the development, refurbishment and expansion of the National Space Centre, whilst recognising the need to finance the repayment of bank loans and interest on local authority loans.

REPORT OF THE TRUSTEES

For the period ended 27 December 2020

SUBSIDIARIES

• NSSC OPERATIONS LIMITED

The charity's wholly owned trading subsidiary carries out the day to day activities of the charity. NSSC Operations Limited will remit any accumulated profit it generates to the charity by way of gift aid. A summary of the trading results is shown in note 2 of the accounts.

• NSSC PROPERTY LIMITED

This is a dormant company.

EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF THE DISABLED

Staff Communication meetings are held on a quarterly basis for presentations and discussion of key areas including business updates and projects. These have been increased during lockdown (from March 2020 onward) via Live online briefings and Question & Answer sessions.

The National Space Centre has a number of policies and procedures in relation to all personnel matters including:

- Equal Opportunities; and
- Health & Safety

In 2021 it has introduced Equality, Diversity & Inclusion training for all employees. The recruitment and training of staff is undertaken in accordance with the charity's equal opportunities policy and in line with the Disability Discrimination Act (1995).

STRATEGIC REPORT

PERFORMANCE, IMPACT OF PANDEMIC AND RESPONSE

The Charity fulfils its services via three business units: the National Space Centre Visitor Attraction, NSC Discovery and NSC Creative.

It delivered record outputs on many fronts in 2019 and continued the trend until March 2020 when the Visitor Attraction was obliged to close and all related business activities came to an abrupt halt. The immediate response was to create and deliver online content in support of home education, for which audiences grew as the year progressed. A level physics teaching for the post-16 Space Engineering course (in partnership with Loughborough College) also moved online, but otherwise continued to the end of the 2019-20 academic year (July) and re-started for 2020-21 (September). The latter saw a record 30 students enrol in two teaching cohorts. The planned post-16 Immersive Design & Development course (in partnership with Leicester College) could not be launched at the same time and will now start in September 2021.

The Visitor Attraction reopened in August and ran a reduced schedule, with a volume cap representing 25% of the building capacity, until obligatory closure once more at the end of October. During that period it was able to offer a high quality experience whilst adhering strictly to social distancing and hygiene measures. It was able to learn about the audience reaction to 'advanced ticket sales only' and 'no cash sales' that are likely to be a permanent feature when trading resumes.

Throughout the duration of the pandemic, costs have been reduced to a bare minimum and this included a restructuring programme which unfortunately resulted in 25 compulsory redundancies and has reduced the employee establishment from 220 to 150 at the year end. In addition, available Government schemes, including CJRS, have been used to best effect. These measures have helped to minimise the erosion of unrestricted cash reserves and kept The Charity cash-positive. In

REPORT OF THE TRUSTEES

For the period ended 27 December 2020

December, a £1.1m Coronavirus Business Interruption Loan Scheme (CBILS) loan was secured to ensure that this remains the case throughout 2021 and beyond.

Two major capital projects were able to progress:

1. Funds for *Extended Reality for New Audiences*, principally from the Government/Wellcome Trust's Inspiring Science Fund but also the LLEP's Local Growth Fund, Garfield Weston Foundation, Fidelity UK Foundation and Royal Commission 1851, were already secure and some of its capital and programmatic deliverables (including significant creative studio and office space) were completed in 2019. The major remaining components are the space mission simulation facility (*Mission Space*) and the community engagement pilot programme, both of which will be completed in 2021.
2. Funds for *Project Marble*, from the LLEP's Local Growth Fund, Severn Trent Water Community Fund, Foyle Foundation, Kirby Laing Foundation and Wolfson Foundation, were secured towards the end of the year and will help deliver six work packages. Three (an exhibition gallery, planetarium show and education programme) relate to *Earth from Space* and the use of satellite technology in our everyday lives including how it is applied to monitor, and help sustain, the health of The Planet. The other three will deliver a new audio-visual system, a Changing Places facility for disabled visitors and a Schools' Learning Centre with three new workshop spaces.

FUTURE PLANS

2021 starts in lockdown but trading resumed on 22 May 2021. Online education and special interest activity continued during lockdown.

The two capital projects merit media activity to celebrate a visitor experience that will be significantly enhanced. *Mission Space* will provide simulated space missions for both family and student audiences. *Project Marble* will provide a focus on the health of The Planet to coincide with (a) the launch of the adjacent *Space Park Leicester's* Earth Observation Centre in Summer 2021 and (b) the UN 26th Climate Change Conference of The Parties (COP-26) in November 2021.

A commitment in principle has been made to extending the *Extended Reality for New Audiences* community engagement programme beyond the end of its pilot programme in September 2021 to make it a permanent, and growing, feature of The Charity's programmatic output. Fundraising work will continue throughout the year.

In the same vein, the Lloyd's Register Foundation has agreed to allow a delay in new overseas education programme delivery in China, the UAE, South Africa and Brazil until circumstances allow. Growth in these and other overseas markets delivers a significant overseas science and teaching network, brings students to the UK and enhances The Charity's reputation as an international centre of excellence for science and engineering skills development. The same resource, led by Prof Anu Ojha OBE in partnership with Trustee Joanne Wheeler, will continue to deliver a high quality executive information service for UK and overseas organisations.

NSC Creative has some small commissions to fulfil but will focus on in-house work in 2021 in the expectation that markets for its services improve in 2022.

The Charity articulates its plans via a rolling three year business plan which, in turn, is informed by a ten year vision. The *Vision 2021-30* work was suspended in 2020 but will resume in early 2021 to canvas internal and external stakeholder opinion as to where The Charity's ambitions lie.

REPORT OF THE TRUSTEES

For the period ended 27 December 2020

FINANCIAL REVIEW

During the period, The Charity continued to seek further sponsorship and grant support to fund development of the National Space Centre and to establish reserves to meet the costs of refreshing the exhibition.

Grants and sponsorships received in the year totalled £1,670,070. The list of funders is provided in notes 4 and 5 (29 December 2019 - £1,705,061).

In 2020, the Group expended £736,913 on fixed assets.

The Group's net assets at 27 December 2020 were £24,125,494 compared to £24,689,351 at the start of the year.

RISKS AND UNCERTAINTIES

The Trustees have established systems and procedures in order to identify, assess and manage major risks to which The Charity is exposed. A detailed risk register has been established, covering the key areas of:

- Premises
- Financial control
- Operating environment
- Operational risks
- Strategy and management
- Personnel
- New project development
- Funding

This risk register is updated by the Chief Executive and the management team and reviewed by the audit committee on a regular basis. The likelihood of risks occurring is evaluated along with an assessment of any impacts arising. Safeguards are identified and a plan of action is implemented in respect of all manageable risks where the likelihood of occurrence and the financial or operational impact are assessed as high.

A Strategic Issues Register is updated monthly to guide the operating company in its most pressing decision-making areas and keep Trustees informed of its actions.

The major risks recognised by The Charity relate to the funding of, and likely return from, capital and programmatic developments. There are growth aspirations in both cases, including the intention to address capacity issues on-site through the introduction of new gallery space and a building extension for live presentations, workshops, temporary exhibitions and corporate events. The objective is to deliver a better visitor experience and new surpluses. The National Space Academy and NSC Creative are also the focus of attention in this regard as The Charity seeks to spread its risk across a broader range of funders and income-generating opportunities. The pending arrival of the University of Leicester's Space Park development on adjacent land also offers opportunities for joint programme development.

GOING CONCERN

On 11 March 2020, the outbreak of the coronavirus, COVID-19, was declared by the World Health Organisation to be a pandemic. This outbreak has had an impact on the financial position of the charitable group. The group has experienced an impact on the visitor attraction and corporate entertaining income as a result of current restrictions. In the light of the ongoing impact of COVID-19 pandemic, the Trustees and management have re-assessed and updated the cash flow forecasts to 31 December 2024 as noted in the accounting policies on page 18 and are confident that the charitable group has adequate resources to deal with the outbreak as it unfolds.

REPORT OF THE TRUSTEES

For the period ended 27 December 2020

PROVISION OF INFORMATION TO AUDITOR

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

- there is no relevant audit information of which the charitable company's auditor is unaware, and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information,

The Trustees' Report and the Strategic Report were approved by the Board and signed on its behalf by:

Prof Sir M Sweeting

Chairman

Date



23/9/21

STATEMENT OF TRUSTEES' RESPONSIBILITIES

For the period ended 27 December 2020

The trustees (who are also the directors of the National Space Centre for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including its income and expenditure, of the group for that period. In preparing those 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 judgments and accounting 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company 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 group and charitable company and enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the group and charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL SPACE CENTRE

Opinion

We have audited the financial statements of National Space Centre (the 'parent charitable company') and its subsidiaries (the 'group') for the period ended 27 December 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 27 December 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the period 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 group and parent charitable company 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 or parent charitable company'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 other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions 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 Report of the Trustees, which includes the Directors' Report and the Strategic 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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL SPACE CENTRE (CONTINUED)

- the Directors' Report and the Strategic Report included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Report of the Trustees.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 Statement of Trustees' Responsibilities set out on page 9, the trustees (who are also the directors of the charitable company 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, trustees are responsible for assessing the group's and parent charitable company'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 parent charitable company 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL SPACE CENTRE (CONTINUED)

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operates in and how the group and parent charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Report of the Trustees, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Health and Safety at Work Act 1974. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and reviewed minutes of Trustees' meetings.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <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 charitable company'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 charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

Gareth Jones (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
Rivermead House
7 Lewis Court
Grove Park
Leicester
LE19 1SD

Date 27/09/2021

National Space Centre

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating an Income and Expenditure Account)

For the period ended 27 December 2020

					<i>Period ended 27 December 2020</i>	<i>Period ended 29 December 2019</i>
		<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Capital restricted funds</i>		
<i>INCOME FROM:</i>	<i>Notes</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Donations & legacies:	3					
- Donations		-	6,020	-	6,020	15,078
Charitable activities:	4					
- Admissions		1,127,098	-	-	1,127,098	3,057,563
- Gift aid		156,839	5	-	156,844	386,028
- Grants		1,201,568	819,787	784,848	2,806,203	1,636,351
- Space Academy		54,095	-	-	54,095	158,704
Other trading activities:	5					
- Retail		247,427	-	-	247,427	719,181
- Catering / Corporate		362,365	-	-	362,365	1,465,737
- Creative Services		589,522	-	-	589,522	1,034,802
- Sponsorship		-	65,435	-	65,435	68,710
TOTAL	6	3,738,914	891,247	784,848	5,415,009	8,542,154
EXPENDITURE ON:						
Raising funds	7	(895,832)	-	-	(895,832)	(1,659,062)
Charitable activities	8	(3,884,670)	(540,994)	(657,370)	(5,083,034)	(5,689,959)
TOTAL		(4,780,502)	(540,994)	(657,370)	(5,978,866)	(7,349,021)
NET INCOME/ (EXPENDITURE)	9	(1,041,588)	350,253	127,478	(563,857)	1,193,133
OTHER RECOGNISED GAINS/(LOSSES):						
Deferred tax movements		-	-	-	-	(50,000)
NET MOVEMENT IN FUNDS		(1,041,588)	350,253	127,478	(563,857)	1,143,133
RECONCILIATION OF FUNDS:						
Total funds brought forward		3,655,333	557,713	20,476,305	24,689,351	23,546,218
TOTAL FUNDS CARRIED FORWARD		2,613,745	907,966	20,603,783	24,125,494	24,689,351

National Space Centre

CONSOLIDATED BALANCE SHEET

REGISTERED NUMBER: 03485236

At 27 December 2020

	Notes	Period ended 27 December 2020 £	Period ended 29 December 2019 £
FIXED ASSETS			
Tangible assets	12	20,437,415	20,678,429
Heritage assets	13	5,349,607	5,349,607
		25,787,022	26,028,036
CURRENT ASSETS			
Stocks	15	95,987	120,749
Debtors	16	682,539	998,808
Investments	18	525,628	526,191
Cash at bank and in hand		2,191,460	1,404,944
		3,495,614	3,050,692
CREDITORS: amounts falling due within one year	19	(890,764)	(1,020,273)
NET CURRENT ASSETS		2,604,850	2,030,419
TOTAL ASSETS LESS CURRENT LIABILITIES		28,391,872	28,058,455
CREDITORS: amounts falling due after more than one year	20	(4,266,378)	(3,369,104)
TOTAL ASSETS LESS LIABILITIES		24,125,494	24,689,351
CAPITAL FUNDS			
Restricted funds	22	20,603,783	20,476,305
		20,603,783	20,476,305
INCOME FUNDS			
Unrestricted funds		2,613,745	3,655,333
Restricted funds	23	907,966	557,713
		3,521,711	4,213,046
TOTAL CHARITY FUNDS		24,125,494	24,689,351

The financial statements were approved and authorised for issue by the Board of trustees and were signed on its behalf on

Prof Sir M Sweeting
Chairman



23/9/21

National Space Centre

CHARITABLE COMPANY BALANCE SHEET

REGISTERED NUMBER: 03485236

At 27 December 2020

	<i>Notes</i>	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
FIXED ASSETS			
Tangible assets	12	19,047,233	19,176,429
Heritage assets	13	5,349,607	5,349,607
Investments	14	2	2
		<u>24,396,842</u>	<u>24,526,038</u>
CURRENT ASSETS			
Debtors	16	1,450,269	1,755,362
Cash at bank and in hand		85,447	85,227
		<u>1,535,716</u>	<u>1,840,589</u>
CREDITORS: amounts falling due within one year	19	(3,495)	(3,495)
NET CURRENT ASSETS		<u>1,532,221</u>	<u>1,837,094</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>25,929,063</u>	<u>26,363,132</u>
CREDITORS: amounts falling due after more than one year	20	(2,115,000)	(2,115,000)
TOTAL ASSETS LESS LIABILITIES		<u>23,814,063</u>	<u>24,248,132</u>
CAPITAL FUNDS			
Restricted funds	22	20,603,783	20,476,305
INCOME FUNDS			
Unrestricted funds	22	3,210,280	3,771,827
TOTAL CHARITY FUNDS		<u>23,814,063</u>	<u>24,248,132</u>

The Charitable Company's Net Income and Net Movement in Funds for the period were a deficit of £434,069 (2019: Deficit of £749,092).

The financial statements were approved and authorised for issue by the Board of trustees and were signed on its behalf on

Prof Sir M Sweeting
Chairman



23/9/21

National Space Centre

CONSOLIDATED STATEMENT OF CASH FLOWS

For the period ended 27 December 2020

	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
Cash flows from operating activities:		
Net cash provided by operating activities	528,483	1,889,059
Cash flows from investing activities:		
Interest received	4,276	12,301
Purchase of tangible fixed assets	(736,912)	(1,247,640)
Net cash used in investing activities	(732,636)	(1,235,339)
Cash flows from financing activities:		
Interest paid	(35,577)	(47,748)
New loans	1,100,000	1,000,000
Repayment of bank loans	(74,317)	(87,601)
Net cash generated by financing activities	990,106	864,651
Change in cash and cash equivalents in the reporting period	785,953	1,518,371
Cash and cash equivalents at the beginning of the reporting period	1,931,135	412,764
Cash and cash equivalents at the end of the reporting period	2,717,088	1,931,135
Reconciliation of net (expenditure)/income to net cash flow from operating activities:		
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(563,857)	1,193,133
Interest receivable	(4,276)	(12,301)
Interest payable	35,577	47,748
Depreciation of tangible fixed assets	977,926	862,407
Decrease in stocks	24,762	13,371
Decrease/(increase) in debtors	316,269	(530,640)
(Decrease)/increase in creditors	(257,918)	315,341
Net cash provided by operating activities	528,483	1,889,059
Analysis of cash and cash equivalents:		
Cash at bank and in hand	2,191,460	1,404,944
Short term deposits	525,628	526,191
	2,717,088	1,931,135

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

1. ACCOUNTING POLICIES

General information

National Space Centre (“the Charity”) is a charitable company incorporated in England. The Charity is governed by its Memorandum and Articles of Association.

The address of the Charity’s principal place of business is given on page 2. The nature of the Charity’s operations is set out in the Report of the Trustees. The group consists of the National Space Centre and its two subsidiaries as set out on page 5.

Basis of preparation

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

National Space Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is also the functional currency of the Charity.

Monetary amounts in these financial statements are rounded to the nearest whole £, except where otherwise indicated.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are set out below:

Reduced disclosures

In accordance with FRS 102, the parent Charity has taken advantage of the exemptions from the following disclosure requirements;

- Section 7 ‘Statement of Cash Flows’ – Presentation of a Statement of Cash Flow and related notes and disclosures.
- Section 11 ‘Basic Financial Instruments’ & Section 12 ‘Other Financial Instrument Issues’ – Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income.
- Section 33 ‘Related Party Disclosures’ – Compensation for key management personnel

The financial statements of the parent Charity are included within these consolidated financial statements.

Basis of consolidation

The group accounts consolidate the financial statements of the Charity and its trading subsidiary undertakings. Intra-group transactions and balances are eliminated on the consolidation. Surpluses and deficits of organisations entering or leaving the group are included from the date of acquisition or up to the date of disposal. A separate Statement of Financial Activities (SOFA), or Income and Expenditure Account for the Charity itself is not presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

1. ACCOUNTING POLICIES (continued)

Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the group and charitable company have adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Following the uncertainty presented by COVID-19, management has reassessed the going concern assumption and confirms that it remains appropriate based on the strong cash and net asset position which enables it to sustain its business and meet its liabilities as they fall due despite the COVID-19 situation.

Management has stress tested their forecasts to 31 December 2024 which indicate that even if trading were to continue at its current levels, the group and charitable company have sufficient cash to sustain its business for at least 12 months from the date of the trustees signing the financial statements thus supporting the assertion to prepare the accounts on a going concern basis, despite uncertainty surrounding how the COVID-19 situation will impact the business over that period. The group will continue to monitor the situation closely and adapt to changing ways of doing business over the coming months.

Income

Income is recognised when the Group has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Where income is received in advance of performance, its recognition is deferred and included in creditors until the contract is performed.

Grant income

Grants receivable in respect of capital expenditure are credited to the Statement of Financial Activities on a receivable basis.

Grants income is recognised in the period in which the charitable group is entitled to receipt, receipt is probable and the amount can be recognised with reasonable certainty.

Government grants (including CJRS claims) are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

Operating revenue recognition

Income from admission fees is recognised on the date of admission for entry tickets. Income from shop and café sales is recognised at the point of sale. Income from show licence sales for NSC Creative is recognised at the date of installation. Project income for NSC Creative becomes due according to agreed milestones and income is recognised at these dates. Space Academy income, excluding grants, donations and sponsorships, is recognised on the date of delivery.

Annual passes

Visitors may convert their admission tickets to annual passes. Income from these visitors is recognised in the period in which it is received.

Sponsorship income

Sponsorship income is recognised when invoiced, provided that the group has fulfilled its obligations under the sponsorship agreement.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

1. ACCOUNTING POLICIES (CONTINUED)

Gifts in kind

The group benefits from many hours given freely by trustees, patrons and other supporters. In addition, the group has received the benefit of services of secondees from organisations including Leicester City Council and University of Leicester. The Group is extremely grateful for all of these gifts in kind. It is impractical to place a value on the time gifted and accordingly it is not included within the Statement of Financial Activities.

Assets donated to the group are included within the Statement of Financial Activities in the year in which they are donated.

Expenditure

Expenditure is recognised where a liability is incurred.

- expenditure on raising funds are those incurred in trading activities and raising funds.
- charitable activities include expenditure associated with education for the public benefit, operation of the National Space Centre and include direct costs and support costs relating to these activities.
- support costs have been allocated between charitable activities and cost of raising funds according to resources expended on each area.

Fund accounting

Unrestricted funds comprise those funds which the trustees are free to use in accordance with the charitable objects.

Restricted funds are those funds which have been given for particular purposes and projects.

Certain contributions by way of grants, donations and sponsorship, have specified purposes to which such funds should be allocated. Such funds are treated as restricted funds.

Tangible fixed assets and depreciation

Fixed assets are recorded at cost or, in the case where assets have been donated to the group, at valuation at the time of acquisition. Depreciation is provided on all capitalised tangible fixed assets excluding freehold land, at rates calculated to write off the cost, less estimated residual value, based on values prevailing at the date of acquisition, of each asset evenly over its expected useful life, as follows:

Leasehold property	150 years
Freehold buildings	50 years
Exhibition fit out	5 to 10 years
Plant & equipment	5 to 10 years
Motor vehicles	5 years
Challenger equipment	5 years
Challenger buildings	10 years
Office equipment	2½ years

Freehold land is not depreciated.

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be reasonable.

Fixed assets are capitalised where the value exceeds £1,000.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

1. ACCOUNTING POLICIES (continued)

In accordance with FRS 102, the group includes heritage assets at either;

- Valuation – where information regarding their value is readily available
- Cost – where assets are not valued but information regarding their cost price is readily available

Where reliable valuations or information relating to their cost is unavailable and cannot be obtained at a cost which is commensurate with the benefits to users of the financial statements, those assets are not recognised on the balance sheet. The majority of the Charity's heritage assets are considered to be held for long term use. On this basis they are not depreciated unless, in the trustees' opinion, they have a finite life. The trustees will review the useful economic life attributable to each heritage asset on a regular basis where they will revise existing valuations and assess for any indicators of impairment.

A number of heritage assets were valued at £4,390,000 in 2000 and are included in the balance sheet at that value. Other donated heritage assets have not been recognised, as the trustees consider that in the absence of reliable cost information, the expense of determining a reliable value for these artefacts is onerous compared with the additional benefit derived by users of the accounts.

Stocks

Stocks comprise catering supplies and goods for resale and are stated at the lower of cost and estimated selling price less costs to complete and sell.

Cash and bank balances

Cash and bank balances includes bank overdrafts and cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition.

Current investments

Current investments comprise of cash held on deposit which has a maturity date of more than 3 months from the date of acquisition.

Operating lease rentals

Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the lease term.

Deferred taxation

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date, where transactions or events that result in an obligation to pay more or a right to pay less tax in the future have occurred by the balance sheet date with certain limited exceptions.

Deferred tax is calculated on an undiscounted basis at the tax rates that are expected to apply in the periods in which the timing differences are expected to reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

1. ACCOUNTING POLICIES (continued)

Heritage assets

The group possesses a significant international collection of space artefacts, which is displayed in the National Space Centre. These artefacts include:

- spacecraft (e.g. rockets) and their components
- space suits and related items
- satellites (including models)
- extra-terrestrial rock samples
- other space related exhibits

Where such artefacts have been purchased, the purchase and installation costs are capitalised in the balance sheet.

Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date. All exchange differences are taken to the Statement of Financial Activities.

Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the group to the fund in respect of the period.

Financial instruments

The Charity has chosen to adopt Sections 11 and 12 of FRS 102 in full in respect of financial instruments.

Financial assets and liabilities

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no critical accounting estimates and areas of judgement to note.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

2. NET INCOME FROM TRADING ACTIVITY OF SUBSIDIARY

The Charity has two wholly owned subsidiaries which are incorporated in Great Britain. NSSC Operations Limited operates the National Space Centre, whilst NSSC Property Limited did not trade during the period. A summary of the trading results of NSSC Operations Limited is shown below. Audited accounts of NSSC Operations Limited will be filed with the Registrar of Companies.

	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
Profit and loss account		
Income	4,668,359	7,038,178
Expenditure	(4,766,848)	(6,558,691)
Operating (loss)/profit	(98,489)	479,487
Interest receivable	4,276	12,301
Interest payable	(35,577)	(47,748)
Loss/(profit) before taxation	(129,790)	444,040
Taxation	-	(50,000)
Net (loss)/profit for the period	(129,790)	394,040
Balance sheet		
Fixed assets	1,390,182	1,501,999
Current assets	3,081,927	2,545,233
Creditors: amounts falling due within one year	(2,009,300)	(2,351,909)
Net current assets	1,072,627	193,324
Long term liabilities	(2,151,378)	(1,254,102)
Net assets	311,431	441,221
Aggregate share capital and reserves	311,431	441,221

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

3. DONATIONS & LEGACIES

	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
Donations:				
Education Awards Scheme	-	20	20	78
Ignite	-	6,000	6,000	15,000
	-	6,020	6,020	15,078

4. CHARITABLE ACTIVITIES

	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>Capital restricted funds £</i>	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
Admissions	1,127,098	-	-	1,127,098	3,057,563
Gift aid	156,839	5	-	156,844	386,028
CJRS income & Covid 19 grants	1,201,568	-	-	1,201,568	-
Space Academy	54,095	-	-	54,095	158,704
	2,539,600	5	-	2,539,605	3,602,295
Grants:					
UK Space Agency	-	95,290	-	95,290	100,000
Lloyds Foundation Trust	-	31,264	-	31,264	-
ASDC	-	2,000	-	2,000	16,450
Wellcome Trust	-	-	482,534	482,534	734,812
Leicester & Leicestershire Enterprise Partnership	-	176,203	298,024	474,227	145,949
Fidelity UK Foundation	-	-	-	-	236,328
Garfield Weston Foundation	-	-	-	-	300,000
Royal Commissioners	-	-	-	-	31,500
The Wolfson Foundation	-	235,000	-	235,000	63,827
Foyle Foundation	-	150,000	-	150,000	-
Severn Trent Community Fund	-	124,930	-	124,930	-
Other grants	-	5,100	4,290	9,390	7,485
Total grants	-	819,787	784,848	1,604,635	1,636,351
Total	2,539,600	819,792	784,848	4,144,240	5,238,646

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

5. OTHER TRADING ACTIVITIES

	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
Retail	247,427	-	247,427	719,181
Catering / Corporate	362,365	-	362,365	1,465,737
Creative Services	589,522	-	589,522	1,034,802
Sponsorships:				
PPG Architectural Coatings	-	42,560	42,560	40,000
Ogden Trust	-	20,875	20,875	19,063
Other sponsorship	-	2,000	2,000	9,647
	1,199,314	65,435	1,264,749	3,288,430

6. ANALYSIS OF INCOME

Income is attributable to geographical markets as follows:

	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
Turnover:		
United Kingdom	5,286,979	7,704,833
Europe	23,977	230,520
Rest of World	104,053	606,801
Total	5,415,009	8,542,154

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the period ended 27 December 2020

7. EXPENDITURE – RAISING FUNDS

	<i>Costs of raising donations & other income</i> £	<i>Retail</i> £	<i>Catering</i> £	<i>Period ended 27 December 2020</i> £	<i>Period ended 29 December 2019</i> £
Staff costs	106,511	50,495	423,716	580,722	660,883
Costs of sales	-	123,859	100,900	224,759	751,617
Marketing	30,950	-	6,171	37,121	109,557
Maintenance	-	-	79	79	1,816
Running and sundry	3,191	6,412	10,378	19,981	88,193
IT and licences	-	-	-	-	2,296
Cleaning	-	-	2,117	2,117	6,985
Travel	67	81	263	411	4,373
Creative services	30,055	-	-	30,055	32,910
Training and recruitment	74	220	-	294	432
Telephone & internet	293	-	-	293	-
	171,141	181,067	543,624	895,832	1,659,062

For the period ended 29 December 2019, the expenditure breakdown for raising funds was as follows:-

	£
Cost of generating donations and other income	289,491
Retail	381,795
Catering	987,776
	1,659,062

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the period ended 27 December 2020

8. EXPENDITURE – CHARITABLE ACTIVITIES

	<i>Charitable activities £</i>	<i>Governance £</i>	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
Staff costs	2,972,109	-	2,972,109	3,369,397
Depreciation	977,926	-	977,926	862,407
Cost of sales	164,953	-	164,953	55,780
Utilities	168,702	-	168,702	231,661
Marketing	18,787	-	18,787	23,250
Space Academy	2,824	-	2,824	24,626
Outreach & other project costs	40,521	-	40,521	28,791
Maintenance	136,735	-	136,735	186,210
Running & sundry	112,950	-	112,950	178,200
Insurance & rent	107,181	-	107,181	112,755
IT & licences	150,143	-	150,143	240,371
Financing	63,341	-	63,341	78,466
Cleaning	32,391	-	32,391	54,937
Audit, legal & consultancy	35,016	27,804	62,820	84,371
Travel	3,222	-	3,222	50,194
Training & recruitment	34,484	-	34,484	65,352
Telephone & internet	20,577	-	20,577	19,620
Postage & stationery	13,368	-	13,368	23,571
	5,055,230	27,804	5,083,034	5,689,959

Governance costs for the period ended 29 December 2019 amounted to £23,741.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the period ended 27 December 2020

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging:

	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
Auditor's remuneration - audit services	23,879	20,191
- non-audit services	3,925	3,550
Depreciation of tangible fixed assets	977,926	862,407
Operating lease rentals - land and buildings	21,000	21,000
Interest payable	35,577	47,748

10. TRUSTEES' EMOLUMENTS AND KEY MANAGEMENT PERSONNEL

	<i>Period ended 27 December 2020 £</i>	<i>Period ended 29 December 2019 £</i>
Trustees' emoluments	112,853	135,011
Company pension contributions to money purchase pension scheme	11,967	13,801

Remuneration of trustees is contrary to general charity law. Approval has been obtained from the Charity Commission under section 198 of the Charities Act 2011 since such remuneration is considered to be in the best interests of the charity.

The Chief Executive and the Chairman of NSSC Operations Limited were paid £99,728 and £13,125 (29 December 2019 - £120,011 and £15,000) respectively for qualifying services in those capacities and £11,967 and £- (29 December 2019 - £13,801 and £-) respectively for company pension contributions to a money purchase pension scheme.

During the period £876 (29 December 2019 - £2,815) was paid to 3 trustees (2019: 5) for the reimbursement of travel and subsistence expenses.

The total compensation including national insurance and pension contributions payable to key management personnel of the Group was £415,942 (2019: £464,880).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

11. STAFF COSTS

	<i>Period ended 27 December 2020</i>	<i>Period ended 29 December 2019</i>
	£	£
Staff costs were as follows:-		
Wages and salaries	3,132,307	3,569,160
Social security costs	245,240	275,072
Other pension costs	175,284	186,048
	3,552,831	4,030,280

The above amounts reflect the remuneration of individuals who have contracts of employment and exclude payments made to individuals contracted on a consultancy basis.

The number of employees whose emoluments amounted to over £60,000 in the period was as follows:-

	<i>Period ended 27 December 2020</i>	<i>Period ended 29 December 2019</i>
	No	No
Between £70,001 - £80,000	-	1
Between £90,001 - £100,000	1	-
Between £120,001 - £130,000	-	1

During the period, retirement benefits were accruing to 1 employee whose emoluments amounted to over £60,000 (29 December 2019 – 2), the contributions in the year amount to £11,967 (29 December 2019: £18,088).

The average number of employees (expressed as full time equivalents) during the period was as follows:

	<i>Period ended 27 December 2020</i>	<i>Period ended 29 December 2019</i>
	No	No
Administration	53	58
Operations	69	68
	122	126

The average number of employees based on headcount is 189 (2019: 196).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

12. TANGIBLE FIXED ASSETS

Group

	<i>Land & buildings</i>	<i>Exhibition fit out</i>	<i>Plant & equipment</i>	<i>Motor vehicles</i>	<i>Challenger building & equipment</i>	<i>Total</i>
	£	£	£	£	£	£
Cost or valuation						
At 29 December 19	27,981,371	10,669,812	2,079,036	25,995	1,197,606	41,953,820
Additions	118,088	418,950	199,874	-	-	736,912
Transfers	-	4,699	(4,699)	-	-	-
Disposals	-	(1,076,164)	-	-	(472,788)	(1,548,952)
At 27 December 20	28,099,459	10,017,297	2,274,211	25,995	724,818	41,141,780
Depreciation						
At 29 December 19	9,136,259	9,486,261	1,431,870	23,395	1,197,606	21,275,391
Disposals	-	(1,076,164)	-	-	(472,788)	(1,548,952)
Charge for the period	649,435	198,022	127,869	2,600	-	977,926
At 27 December 20	9,785,694	8,608,119	1,559,739	25,995	724,818	20,704,365
Net book value						
At 27 December 20	18,313,765	1,409,178	714,472	-	-	20,437,415
At 29 December 19	18,845,112	1,183,551	647,166	2,600	-	20,678,429

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

12. TANGIBLE FIXED ASSETS (continued)

Charitable Company

	<i>Land & buildings</i>	<i>Exhibition fit out</i>	<i>Plant & equipment</i>	<i>Motor vehicles</i>	<i>Challenger building & equipment</i>	<i>Total</i>
	£	£	£	£	£	£
Cost or valuation						
At 29 December 19	27,070,553	10,047,789	1,602,418	25,995	1,197,606	39,944,361
Additions	118,088	418,950	199,874	-	-	736,912
Transfers	-	4,699	(4,699)	-	-	-
Disposals	-	(1,076,164)	-	-	(472,788)	(1,548,952)
At 27 December 20	27,188,641	9,395,274	1,797,593	25,995	724,818	39,132,321
Depreciation						
At 29 December 19	9,108,935	9,245,848	1,192,148	23,395	1,197,606	20,767,932
Disposals	-	(1,076,164)	-	-	(472,788)	(1,548,952)
Charge for the period	631,166	129,386	102,956	2,600	-	866,108
At 27 December 20	9,740,101	8,299,070	1,295,104	25,955	724,818	20,085,088
Net book value						
At 27 December 20	17,448,540	1,096,204	502,489	-	-	19,047,233
At 29 December 19	17,961,618	801,941	410,270	2,600	-	19,176,429

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the period ended 27 December 2020

12. TANGIBLE FIXED ASSETS (continued)

Group

Land and buildings are analysed as follows:

	<i>Freehold</i>	<i>Long leasehold</i>	<i>Total</i>
	<i>£</i>	<i>£</i>	<i>£</i>
Cost			
At 29 December 19	26,873,371	1,108,000	27,981,371
Additions	118,088	-	118,088
At 27 December 20	26,991,459	1,108,000	28,099,459
Depreciation			
At 29 December 19	8,999,491	136,768	9,136,259
Charge for the period	642,048	7,387	649,435
At 27 December 20	9,641,539	144,155	9,785,694
Net book value			
At 27 December 20	17,349,920	963,845	18,313,765
At 29 December 19	17,873,880	971,232	18,845,112

Freehold land and buildings include freehold land of £680,000 (2019: £680,000) that is not depreciated.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the period ended 27 December 2020

12. TANGIBLE FIXED ASSETS (continued)

CHARITABLE COMPANY

Land and buildings are analysed as follows:

	<i>Freehold</i>	<i>Long leasehold</i>	<i>Total</i>
	<i>£</i>	<i>£</i>	<i>£</i>
Cost			
At 29 December 19	25,962,553	1,108,000	27,070,553
Additions	118,088	-	118,088
At 27 December 20	26,080,641	1,108,000	27,188,641
Depreciation			
At 29 December 19	8,972,168	136,767	9,108,935
Charge for the period	623,779	7,387	631,166
At 27 December 20	9,595,947	144,154	9,740,101
Net book value			
At 27 December 20	16,484,694	963,846	17,448,540
At 29 December 19	16,990,385	971,233	17,961,618

Freehold land and buildings include freehold land of £680,000 (2019: £680,000) that is not depreciated.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

13. HERITAGE ASSETS

Group and Charitable Company

	Artefacts £
Cost or valuation	
Items included at cost at 29 December 2019 and 27 December 2020	959,607
Items included at valuation at 29 December 2019 and 27 December 2020	4,390,000
Cost or valuation at 29 December 2019 and 27 December 2020	5,349,607

Various donated items, including flight suits, models, food and clothes, were valued by Art Dula, an American aerospace lawyer with expertise in acquiring and selling historical space items, in August 2000. The valuations are on a fair market value / replacement value on those parts of the collection where it is felt such a valuation can be reasonably made. The Trustees consider there to be no material impairment on the present market values / replacement values compares to those stated.

There were no material additions or disposals to the heritage assets held by the Charity in 2020 or the previous four years.

The National Space Centre maintains a register for its collections of heritage assets which records the nature, provenance and currencation of each asset. The National Space Centre uses artefacts to help interpret storylines in the exhibition. The curatorial work collects, conserves, records and makes publicly available material telling the story of British and World Space exploration in the past, present and future.

This purpose will be achieved through:

- a) acquisitions, organisation and preservation of objects, manuscripts, pamphlets, photographs.
- b) informing, inspiring and entertaining its users through the provision and promotion of interpretative displays and related services.
- c) undertaking, enabling and publishing research relevant to the subject area of the National Space Centre.

These are items of scientific importance which are held for the furtherance of the National Space Centre's objects and are considered to be heritage assets.

Assets are only disposed of where, in the opinion of the Trustees, an item does not contribute to the interest and diversity of the National Space Centre's collection or, in exceptional circumstances, where the disposal will provide the National Space Centre with funding that, in the opinion of the Trustees, is considered essential to the National Space Centre's being able to fulfil its charitable objects in the future.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

13. HERITAGE ASSETS (continued)

Approximately £2,015,000 (2019: £2,015,000) of loaned items are also held. In many cases these items have been obtained on permanent or long term loans from museums and similar institutions and the group may not sell or otherwise dispose of these items without the prior consent of the donor. The value of these items is not included on the balance sheet.

Preservation and Management

Expenditure which in the Trustees' view is required to preserve or clearly prevent further deterioration of individual collection items is recognised in the Statement of Financial Activities when it is occurred. The Charity has an on-going programme of conservation.

Heritage assets are insured in total for £12,000,000 including loan items.

The environmental conditions in which the assets are held are continually monitored by a building management system and a network of dataloggers. Relative humidity, temperature and light exposure are measured and remedial action taken if necessary. Heritage assets are also inspected regularly and any maintenance required is carried out promptly. Specialist care and advice is sought as needed from a variety of experts including the National Science Museum. The collection is held at the National Space Centre, on display for the public to view. The collection is protected by a security team. Some of the articles are available for handling by the public, most being in display cases or behind barriers.

14. INVESTMENTS

Charitable Company

	<i>Subsidiary undertakings</i>
	<i>£</i>
Cost at 29 December 2019 and 27 December 2020	2

Name of Company	Company no.	Holding	Proportion of investment	Nature of business
NSSC Operations Limited	04141856	Ordinary shares	100%	Operation of National Space Centre
NSSC Property Limited	03486099	Ordinary shares	100%	Dormant

The registered office of these companies is Exploration Drive, Leicester, LE4 5NS.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

15. STOCKS

	<i>At 27 December 2020</i>		<i>At 29 December 2019</i>	
	<i>Group</i>	<i>Company</i>	<i>Group</i>	<i>Company</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Goods for resale	95,987	-	120,749	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

16. DEBTORS

	<i>At 27 December 2020</i>		<i>At 29 December 2019</i>	
	<i>Group</i>	<i>Company</i>	<i>Group</i>	<i>Company</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Trade debtors	163,653	-	340,909	-
Other debtors	442,039	328,239	465,166	423,724
Amounts owed by subsidiary undertakings	-	1,122,030	-	1,331,638
Prepayments	76,847	-	192,733	-
Deferred taxation (note 17)	-	-	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	682,539	1,450,269	998,808	1,755,362
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

17. DEFERRED TAXATION

	<i>At 27 December 2020</i>		<i>At 29 December 2019</i>	
	<i>Group</i>	<i>Company</i>	<i>Group</i>	<i>Company</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
The deferred taxation included in the Balance Sheet is as follows:				
Included in debtors (note 16)	-	-	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	£	£	£	£
Brought forward	-	-	(50,000)	-
Profit and loss account movement arising during the period	-	-	50,000	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Carried forward	-	-	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

The deferred tax asset related to taxable losses carried forward.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

18. CURRENT INVESTMENTS

	<i>At 27 December 2020</i>		<i>At 29 December 2019</i>	
	<i>Group</i>	<i>Company</i>	<i>Group</i>	<i>Company</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Cash equivalents on deposit	525,628	-	526,191	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

19. CREDITORS: amounts falling due within one year

	<i>At 27 December 2020</i>		<i>At 29 December 2019</i>	
	<i>Group</i>	<i>Company</i>	<i>Group</i>	<i>Company</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Bank loans	223,627	-	95,218	-
Trade creditors	215,888	-	412,766	-
Other taxes and social security costs	76,126	-	78,605	-
Other creditors	-	2	-	2
Deferred income (note 25)	298,740	-	242,172	-
Accruals	76,383	3,493	191,512	3,493
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	890,764	3,495	1,020,273	3,495
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

20. CREDITORS: amounts falling due after more than one year

	<i>At 27 December 2020</i>		<i>At 29 December 2019</i>	
	<i>Group</i>	<i>Company</i>	<i>Group</i>	<i>Company</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Bank loans	2,151,378	-	1,254,104	-
Loan note	2,000,000	2,000,000	2,000,000	2,000,000
Other loan	115,000	115,000	115,000	115,000
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	4,266,378	2,115,000	3,369,104	2,115,000
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

The amount of bank loans repayable by instalments falling due after more than five years is £793,643. (2019: £848,428).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

20. CREDITORS: amounts falling due after more than one year (continued)

The loan note is repayable to Leicester City Council at the discretion of the National Space Centre. Interest accrues on the loan should group annual net profits exceed £100,000 in a financial year. In such circumstances, interest accrues at 6% of net income, pro-rated on the basis of the value of loan notes in issue.

The other loan is repayable to Leicester City Council immediately if the annual net profits of the National Space Centre exceed £500,000.

Bank loans consist of three bank loans. One has a term of seven years, one has a term of ten years and the last one, a CBILS loan, has a five year term. The first two loans are repayable in monthly instalments and both have interest charged at Base Rate plus 2.5%. CBILS is interest free for 12 months from January 2021 with monthly capital repayments commencing in July 2021. The interest rate on CBILS is charged at Base Rate plus 2.75%.

The bank loans are secured over the assets of the National Space Centre and NSSC Operations Limited with a charge over the premises at Exploration Drive, Leicester.

21. MEMBERSHIP

The National Space Centre is incorporated under the Companies Act 2006 as a company limited by guarantee having no share capital. The liability of members to contribute towards the debts of the Charity in the event of a deficit on winding up is limited to £10 each.

22. RECONCILIATION OF FUNDS

The results of the parent charity are as follows:

	<i>Restricted capital funds £</i>	<i>Unrestricted revenue funds £</i>	<i>Total £</i>
Charitable Company			
At 29 December 2019	20,476,305	3,771,827	24,248,132
Net income for the financial period	127,478	(561,547)	(434,069)
At 27 December 2020	20,603,783	3,210,280	23,814,063

Capital funds are restricted grants from the Millennium Commission and East Midlands Development Agency (EMDA) for the design and build of the National Space Centre.

The Millennium Commission and Leicestershire Economic Partnership provided funding for the Human Space Flight Gallery and John Eggleston Suite. The Millennium Commission and the Wellcome Trust provided funding for the Astronaut planetarium show and the refurbishment of the planetarium. EMDA and Science and Technology Facilities Council (STFC) provided funding for the Space Now gallery.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

23. RESTRICTED REVENUE FUNDS

GROUP	<i>At 29 December 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>At 27 December 2020 £</i>
Education Awards Scheme	9,198	24	(4)	9,218
National Space Academy	27,075	199,090	(226,165)	-
Extended Reality for New Audiences	521,440	6,000	(314,825)	212,615
Project Marble	-	686,133	-	686,133
	<u>557,713</u>	<u>891,247</u>	<u>(540,994)</u>	<u>907,966</u>
Prior year	<i>At 30 December 2018 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>At 29 December 2019 £</i>
Education Awards Scheme	15,242	117	(6,161)	9,198
National Space Academy	-	182,998	(155,923)	27,075
Extended Reality for New Audiences	-	551,328	(29,888)	521,440
	<u>15,242</u>	<u>734,443</u>	<u>(191,972)</u>	<u>557,713</u>

The National Space Academy has the dual goals of engaging young people with the sciences and maths using the inspirational context of space and facilitating pathways into space sector careers by working with industry, academia, and secondary, further and higher education. The Academy works in the following areas towards these goals:

- Curriculum linked masterclasses for secondary (high school) and college students
- Regional, national and international teacher training
- The full-time two-year Space Engineering course for pre-university students
- Careers conferences for secondary school and college students each year focused on career progression routes into the UK space and wider science and engineering sectors, and support for external careers events and programmes
- Commercial and contract work creating educational resources or delivering training for space and STEM organisations
- The Academy is part funded by the National Space Centre and the UK Space Agency with additional support from The Ogden Trust and Lloyds Foundation. The Academy has also had funding support from PPG Industries in recent years (2016-2021).

Extended Reality for New Audiences, funded in part by a £1.9m Inspiring Science Fund award, is on track for completion in summer 2021. The completion of the Reality Lab at the end of 2019 allowed NSC Creative to design and deliver Mission Space comprising a 4D theatre for a simulated launch experience, and a themed space station for family and school workshops.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

Project Marble will deliver work packages relating to *Earth from Space* and the use of satellite technology in our everyday lives. Other work packages will deliver a new audio-visual system, a Changing Places facility for disabled visitors and a Schools' Learning Centre with three new workshop spaces

24. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	<i>Restricted funds</i>	<i>Unrestricted funds</i>	<i>At 27 December 2020</i>	<i>At 29 December 2019</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Fund balances at are represented by:				
Tangible fixed assets	17,363,740	3,073,675	20,437,415	20,678,429
Heritage assets	5,292,499	57,108	5,349,607	5,349,607
Current assets	1,138,571	2,357,043	3,495,614	3,050,692
Current liabilities	(168,061)	(722,703)	(890,764)	(1,020,273)
Long term liabilities	(2,115,000)	(2,151,378)	(4,266,378)	(3,369,104)
	21,511,749	2,613,745	24,125,494	24,689,351
Prior year	<i>Restricted funds</i>	<i>Unrestricted funds</i>	<i>At 29 December 2019</i>	<i>At 31 December 2018</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
Fund balances at are represented by:				
Tangible fixed assets	17,465,730	3,212,699	20,678,429	20,293,196
Heritage assets	5,292,499	57,108	5,349,607	5,349,607
Current assets	433,349	2,617,343	3,050,692	2,030,812
Current liabilities	(42,560)	(977,713)	(1,020,273)	(1,631,910)
Long term liabilities	(2,115,000)	(1,254,104)	(3,369,104)	(2,495,487)
	21,034,018	3,655,333	24,689,351	23,546,218

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

24. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

Company	<i>Restricted funds</i> £	<i>Unrestricted funds</i> £	<i>At 27 December 2020</i> £	<i>At 29 December 2019</i> £
Fund balances at are represented by:				
Tangible fixed assets	16,455,774	2,591,459	19,047,233	19,176,429
Heritage assets	5,292,499	57,108	5,349,607	5,349,607
Investments	-	2	2	2
Current assets	970,510	565,206	1,535,716	1,840,589
Current liabilities	-	(3,495)	(3,495)	(3,495)
Long term liabilities	(2,115,000)	-	(2,115,000)	(2,115,000)
	<u>20,603,783</u>	<u>3,210,280</u>	<u>23,814,063</u>	<u>24,248,132</u>

Prior year	<i>Restricted funds</i> £	<i>Unrestricted funds</i> £	<i>At 29 December 2019</i> £	<i>At 30 December 2018</i> £
Fund balances at are represented by:				
Tangible fixed assets	16,865,457	2,310,972	19,176,429	18,801,135
Heritage assets	5,292,499	57,108	5,349,607	5,349,607
Investments	-	2	2	2
Current assets	433,349	1,407,240	1,840,589	1,469,439
Current liabilities	-	(3,495)	(3,495)	(6,143)
Long term liabilities	(2,115,000)	-	(2,115,000)	(2,115,000)
	<u>20,476,305</u>	<u>3,771,827</u>	<u>24,248,132</u>	<u>23,499,040</u>

ANALYSIS OF FREE RESERVES

Group	<i>At 27 December 2020</i> £	<i>At 29 December 2019</i> £
Total unrestricted reserves	2,613,745	3,655,333
Less unrestricted fixed assets	(3,073,675)	(3,212,699)
Less unrestricted heritage assets	(57,108)	(57,108)
Total free reserves	<u>(517,038)</u>	<u>385,526</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

25. DEFERRED INCOME

	<i>At 29 December 2019 £</i>	<i>Income received/ invoiced in year £</i>	<i>Amount released to income £</i>	<i>At 27 December 2020 £</i>
Grant and sponsorship income	42,560	378,685	(253,184)	168,061
Corporate events	141,317	125,817	(142,001)	125,133
NSC Creative	37,094	826,157	(857,176)	6,075
Online sales	21,201	(22,259)	529	(529)
	<u>242,172</u>	<u>1,308,400</u>	<u>(1,251,832)</u>	<u>298,740</u>

26. CAPITAL COMMITMENTS

	<i>At 27 December 2020 £</i>	<i>At 29 December 2019 £</i>
Contracted for, but not provided in the financial statements	<u>413,676</u>	<u>-</u>

27. OTHER FINANCIAL COMMITMENTS**Operating leases**

The group had total commitments under non-cancellable operating leases in respect of land and buildings as follows:

	<i>At 27 December 2020 £</i>	<i>At 29 December 2019 £</i>
Amounts due:		
Less than one year	21,000	21,000
Between two and five years	84,000	84,000
After more than five years	120,750	141,750
	<u>225,750</u>	<u>246,750</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

28. RELATED PARTY TRANSACTIONS

Some trustees have been invited to join the Board as representatives of partner organisations. There have been no financial transactions between the charity and the partner organisations during the year.

During the year, the charity's subsidiary, NSSC Operations Limited, charged the charity £1,514,552 (2019: £1,950,000) in respect of a management charge. At the year end, the charity was owed £1,122,030 (2019: £1,331,638) by NSSC Operations Limited.

29. PENSION COMMITMENTS

The group makes monthly contributions to individuals' personal pension schemes. The pension cost charge represents contributions payable by the group and amounted to £175,284 (period ended 29 December 2019 - £186,048). Contributions totalling £25,221 (period ended 29 December 2019 - £30,859) were payable to the funds at the balance sheet date and are included in creditors.

30. CONTROLLING PARTIES

In the opinion of the trustees, given the structure of the Charity, there is no ultimate controlling party.

31. ANALYSIS OF CHANGES IN NET FUNDS

	<i>At 29 December 2019 £</i>	<i>Cash flow £</i>	<i>Other non- cash changes £</i>	<i>At 27 December 2020 £</i>
Cash in hand and at bank	1,404,944	786,516	-	2,191,460
Short term deposits	526,191	(563)	-	525,628
	<u>1,931,135</u>	<u>785,953</u>	<u>-</u>	<u>2,717,088</u>
Bank loans < one year	(95,218)	74,317	(202,726)	(223,627)
Bank loans > one year	(1,254,104)	(1,100,000)	202,726	(2,151,378)
Net funds	<u>581,813</u>	<u>(239,730)</u>	<u>-</u>	<u>342,083</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the period ended 27 December 2020

32. STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE PERIOD ENDED 29 DECEMBER 2019

				<i>Capital restricted funds</i>	<i>Period ended 29 December 2019</i>
<i>INCOME FROM:</i>	<i>Notes</i>	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>£</i>	<i>£</i>
Donations & legacies:	3				
- Donations		-	15,078	-	15,078
Charitable activities:	4				
- Admissions		3,057,563	-	-	3,057,563
- Gift aid		385,989	39	-	386,028
- Grants		-	660,263	976,088	1,636,351
- Space Academy		158,704	-	-	158,704
Other trading activities:	5				
- Retail		719,181	-	-	719,181
- Catering / Corporate		1,465,737	-	-	1,465,737
- Creative Services		1,034,802	-	-	1,034,802
- Sponsorship		9,647	59,063	-	68,710
TOTAL	6	6,831,623	734,443	976,088	8,542,154
EXPENDITURE ON:					
Raising funds	7	(1,659,062)	-	-	(1,659,062)
Charitable activities	8	(4,974,282)	(191,972)	(523,705)	(5,689,959)
TOTAL		(6,633,344)	(191,972)	(523,705)	(7,349,021)
NET INCOME/ (EXPENDITURE)	9	198,279	542,471	452,383	1,193,133
OTHER RECOGNISED GAINS/(LOSSES):					
Deferred tax movements		(50,000)	-	-	(50,000)
NET MOVEMENT IN FUNDS		148,279	542,471	452,383	1,143,133
RECONCILIATION OF FUNDS:					
Total funds brought forward		3,507,054	15,242	20,023,922	23,546,218
TOTAL FUNDS CARRIED FORWARD		3,655,333	557,713	20,476,305	24,689,351