

MASTERPLAN AND ESTATE COMMITTEE

Title of paper:	Energy Revolution, Science Museum, Gateway 1 report			
Author:	[REDACTED], Project Director			
Date:	20 September 2021			
To the MEC for:	Consultation	Briefing	Report	<u>Decision</u>

1. APPROVAL REQUEST

This proposal has been submitted for approval to the Masterplan & Estate Committee to:

- (a) Request to proceed to RIBA Stage 2 including associated procurements and contracts.
- (b) Request the approval of the project scope, timelines and budget as presented at stage 1.
- (c) Request to approve the [REDACTED] over life budget and allocate [REDACTED] to the project budget.

Date

Approved project budget:

[REDACTED]

2. SUMMARY

Following a successful 10 year run the Science Museum is redeveloping the Atmosphere gallery in the museum's Wellcome Wing. The Atmosphere gallery, seen by more than 5,000,000 visitors to date, was created in 2010 to explain climate science via select objects and highly integrated digital media. The story of climate change has now shifted, as has the digital technology that the gallery was founded upon. A funding opportunity has provided an exciting opportunity to tell the urgent story of the rapidly developing energy transition, the 'Energy Revolution', in a way that engages the Science Museum's Engaged Community Driver audience, and which reflects the Science Museum's sustainability agenda.

The project therefore aims to decant and strip out the old gallery and to then create a suitable base build and exhibition fit out for the Energy Revolution content scheme.

3. PROJECT PURPOSE AND KEY DELIVERABLES

In scope:

- Decant and strip out of the Atmosphere gallery
- Basebuild – new lighting, flooring, balustrades and associated M&E
- Exhibition fit out – interpretation, object display, AV and seating – designed to be efficiently and seamlessly updated through the 10-year lifespan
- Basebuild and exhibition design services

Out of scope:

- Works outside of Wellcome Wing level 2 tray, such as to adjacent operational spaces

4. SUSTAINABILITY OBJECTIVES, PRINCIPLES AND DELIVERABLES

Given the subject matter, this project will be ambitious in minimising its environmental impact. All procurement will include sustainability within its marking criteria to ensure that all consultants and contractors can deliver innovative solutions for this project as well as guidance for future Masterplan projects. A full strategy will be developed during RIBA 2, but some initial considerations include:

- Sustainable sourcing of durable, low-carbon, recyclable materials
- Enabling maintenance and repairs to all aspects to extend their usable life
- Ensuring compliance with environmental legislation and best practice through fabrication and fit out stages including provisions to control and minimise pollution; control and minimise waste and ensure a high level of re-use or recycling of materials
- Where possible, minimising travel for loans, acquisitions and content development

5. RISKS AND CONTROLS

Scope and budget not aligned

Mitigation: Early cost consultation at RIBA 0 working with Phase II programme for efficiencies; monitoring museum-wide ambition closely; early surveys to confirm Estates requirements are costed; allowance at RIBA 2 for a full cost review of the agreed scheme

Positive Impact of project is reduced by negative reactions to sponsor

Mitigation: due diligence on funder undertaken; editorial control maintained; development of project Communications Plan at RIBA 1 to clarify SMG fundraising messaging with ongoing development through project lifecycle; communications training for project team.

This first Masterplan project in the Wellcome Wing identifies building issues that affect budget or programme

Mitigation: early stakeholder engagement with Estates and Exhibitions; early surveys; RIBA 2 design team review of building information with additional necessary surveys commissioned.

6. PROJECT CONSULTATIONS

The following have been consulted with:

Department	Comment
Audience Research	Project team resourcing and existing audience research advice.
Collections	Content scheme agreed with research strategy in place
Commercial	Design considerations as well as impact review of construction stage.
Communications	Draft communications plan in place
Design	Gallery design considerations.
Development	Ongoing alignment with contractual requirements
Digital	Online presence opportunities and AV design considerations
Estate	Estate asset considerations.
Finance	Agreement on financial governance. FBP allocated
Learning	Open for All considerations and learning opportunities.
Procurement	Agreement on procurement plan for consultants

7. PROJECT GOVERNANCE AND APPOINTMENTS

- The project will be governed by MRG and MEC as a Masterplan project with the Board of Trustees providing the authority to spend on the full [REDACTED] scheme.
- The Project Steering Group has been established and includes [REDACTED]
- The Project Director and Lead Curator have been appointed with further appointments to follow.
- The Design Team will be procured following approval of the Gateway 1, using a combination of framework appointments and open tenders. The Lead Designer (incorporating Architecture, Exhibition Design and Graphic Design) will be procured via the two-stage OJEU process.

8. INDICATIVE PROJECT COSTS

	TOTAL	2021/22	2022/23	2023/24	2024/25
Professional fees					
Museum direct costs					
Construction					
Professional fees contingency					
Museum direct costs contingency					
Construction contingency & inflation					
TOTAL					

Note: This includes the already approved seed funding for the feasibility stage

9. PROJECT PROGRAMME

RIBA STAGE	START	END	DURATION
RIBA 0 / 1	April 2021	July 2021	4 months
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RIBA 3	February 2022	April 2022	3 months
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RIBA 7	August 2023	August 2024	12-month defect period

10. FINANCIALS

INCOME				
Fundraising target (Dev)	In proposal (Dev)	Committed (T1)	Actual (T1)	TOTAL
		£0	£0	

EXPENDITURE					
Approved budget	Anticipated final cost	Spend to date and committed	Anticipated spend to next gateway	Anticipated Spend post next gateway	Total amount authorised

Note:

The RIBA Gateway stages, MRG monthly reports and monthly forecast submissions to finance will all be used to provide an early warning of any potential future changes in cost. This, in turn, will assist in determining if any additional governance that might be required.

11. OUTPUTS IN NEXT RIBA STAGE

Museum team

- Recruit the Client Project Manager and develop the project administration
- Continue research, recruit remaining content staff, develop the interpretation strategy and confirm 80% of the object list.

On Site

- Decant Atmosphere in spring 2022
- Undertake surveys

Design

- Complete design brief and procure the design team.
- Commence RIBA 2 Concept Design

SCIENCE MUSEUM GROUP

Meeting: Energy Revolution Steering Group Meeting

Date and Time: 6 July 2021, 16.00 – 17.00, Microsoft Teams

Attendees:

[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED]

Apologies:

[REDACTED]

Agenda

1.	Welcome and apologies	■
2.	Steering Group Terms of Reference	■
3.	Curatorial approach	■
4.	Project scope, programme and budget	■
5.	Gateway 1 recommendation to proceed	■
5.	Next Steps	■
6.	AOB	

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[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED]

Apologies:

[REDACTED]

1.	Welcome and apologies
2.	Steering Group Terms of Reference <ul style="list-style-type: none">➤ [REDACTED] asked that the TOR be amended to acknowledge that Steering Group could only provide resource within the constraints of budgets and departmental capacity [REDACTED completed adaptation]
3.	Curatorial approach <p>[REDACTED] provided a presentation outlining the curatorial approach</p> <ul style="list-style-type: none">• [REDACTED] suggested that the Historic Futures section needs more focus• [REDACTED] mentioned the Science of Co-operation might be relevant / interesting here• All suggested co-curation needs to be managed carefully given the risks and resource implications• [REDACTED] suggested that a plan for updating the gallery be developed as part of the project development
4.	Project scope, programme and budget <p>[REDACTED] provided an outline of the project scope, programme and budget</p> <ul style="list-style-type: none">➤ [REDACTED] asked that the Construction contingency be reviewed as it seemed low [REDACTED amended for it to include 10% contingency & inflation]
5.	Gateway 1 recommendation to proceed <ul style="list-style-type: none">• Steering Group granted the recommendation to proceed

NEXT MEETING: Thursday 2 September, 11.30am

FINANCE COMMITTEE

Title of paper: Budget Authority Request for Energy Revolution Gallery
Author: [REDACTED]
Responsible Executive: [REDACTED]
Date: September 2021

To the Board for: Consultation Briefing Report Decision

The Finance Committee is asked to recommend approval to the SMG Board of Trustees to allocate the budget of [REDACTED] for the Energy Revolution gallery project as outlined here and supported by the attached Gateway 1 report and presentation excerpt.

Summary/key points

Following a successful 10 year run the Science Museum is redeveloping the Atmosphere gallery in the museum's Wellcome Wing. The Atmosphere gallery was created to explain climate science but the story of climate change has now shifted, as has the digital technology that the gallery was founded upon. A funding opportunity has provided an exciting chance to tell the urgent story of the rapidly developing energy transition, the 'Energy Revolution', in a way that reflects the Science Museum's sustainability agenda.

The project therefore aims to decant and strip out the old gallery and to then create a suitable base build and exhibition fit out for the Energy Revolution content scheme.

[REDACTED]

The project and budget has been approved by Masterplan Review Group at the 19 July 2021 meeting.

Next steps

A budget of [REDACTED] is to be allocated to the project.

The project will be presented to Masterplan & Estates Committee in September, and then to the Board of Trustees in October for full budgetary approval.

MASTERPLAN AND ESTATE

PROJECT GATEWAY REPORT

Project location	Wellcome Wing Level 2, Science Museum, London
Project title	Energy Revolution
Project Director	
Project code	800960
Date of report	July 2021
Request	This is a Gateway 1 report (end of RIBA Stage 1) requesting approval of scope and budget and approval to proceed to RIBA Stage 2 (Design procurement) with an anticipated spend of

1. PROJECT SCOPE

Following a successful 10 year run the Science Museum is redeveloping the Atmosphere gallery in the museum's Wellcome Wing. The Atmosphere gallery, seen by more than 5,000,000 visitors to date, was created in 2010 to explain climate science via select objects and highly integrated digital media. The story of climate change has now shifted, as has the digital technology that the gallery was founded upon. A funding opportunity has provided an exciting chance to tell the urgent story of the rapidly developing energy transition, the 'Energy Revolution', in a way that engages the Science Museum's Engaged Community Driver audience, and which reflects the Science Museum's sustainability agenda.

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7. INDICATIVE PROJECT COSTS

	TOTAL	2021/22	2022/23	2023/24	2024/25
Professional fees	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Museum direct costs	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Construction	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Professional fees contingency	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Museum direct costs contingency	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Construction contingency & inflation	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
TOTAL	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Note: This includes the already approved [REDACTED] seed funding for the feasibility stage

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Design

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11. ATTACHMENTS

Presentation to be provided.

12. APPROVAL REQUEST

This proposal has been submitted for approval to Masterplan Review Group on 19 July 2021 to:


- Request to proceed to RIBA Stage 2 including associated procurements and contracts.
- Request the approval of the project scope, timelines and budget as presented at stage 1.
- Request to approve the over life budget and allocate to the project budget.

Date

Approved project budget:

Minutes of SMG Board of Trustees Meeting
Held at The Royal Society, London
Tuesday 12 October 2021

<p><u>Present:</u></p> <p>SMG Trustees</p> <p>[REDACTED]</p>	<p><u>In attendance:</u></p> <p>SMG Executive Ian Blatchford, Director & Chief Executive</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
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1.	Apologies for absence No apologies were recorded.
2.	Declarations of interest No new declarations of interest were made.
3.	Minutes of SMG Board meeting on 30 June 2021 & matters arising The minutes were approved as an accurate record of the meeting and signed by the Chair.
4.	SMG Chair's Report The paper circulated previously was noted. It was also noted that <u>the Board had approved</u> the recommendations of the Remuneration Committee in its closed session with the SMG Director.
5.	Director's Report 

	[REDACTED]
6.	[REDACTED] [REDACTED]
7.	Masterplan and Estate Committee Recommendations The paper circulated previously was noted. In addition, and in the context of feedback also received from the SMG Finance Committee: <ul style="list-style-type: none"> - <u>The Board approved</u> the project budget for the Energy Revolution Gallery; - [REDACTED] [REDACTED] [REDACTED] [REDACTED]
8.	SMG Finance Committee 8.1 SMG Finance Committee: Finance Report The paper circulated previously was noted.
	8.2 Science Fiction: Project Approval [REDACTED]
9.	Audit & Risk Committee [REDACTED] [REDACTED]
10.	Collections and Research Committee [REDACTED] [REDACTED]
11.	Railway Heritage Designation Advisory Board Recommendations [REDACTED]
12.	Any other business [REDACTED]

Date of Next Meeting: SMG Board Meeting, 2 December 2021, Science Museum

**SCIENCE
MUSEUM
GROUP**

FINANCE COMMITTEE

Minutes of the Meeting on 27 September 2021

Present:

Response	Percentage
Yes	45%
No	55%

In attendance:

Response	Percentage
Yes, the U.S. should take action to address climate change	95%
No, the U.S. should not take action to address climate change	5%

1. INTRODUCTION & MATTERS ARISING

1.1. Apologies for absence

1.1.1. There were no apologies for absence.

1.2. Declarations of Interest

1.2.1. There were no new declarations of interest.

1.3. Draft minutes of the last meeting and Action Tracker

1.3.1. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

1.4. Matters arising

1.4.1. None.

2. REPORT FROM DIRECTOR OF CORPORATE SERVICES

2.1. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Judith McNicol and Ciara Wells joined the meeting.

3. PROGRAMMES & STRATEGY

[illegible]

[REDACTED]

[REDACTED] [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] joined the meeting.

3.4. Budget Authority Request for Energy Revolution Gallery

- 3.4.1. It was explained that project would redevelop the Atmosphere gallery in the Science Museum Wellcome Wing. The project scope and key deliverables were outlined.
- 3.4.2. It was stated that the project does not have any critical infrastructure requirements. It was noted that the roof of the Wellcome Wing needs replacing but it is not within the scope of this project and is instead in the forward plan for estates capital work.
- 3.4.3. The Committee raised concerns that the proposed work would be delivered within the proposed budget.
- 3.4.4. [REDACTED]
- 3.4.5. The Committee recommended the gateway 1 report (end of RIBA stage 1) of scope and budget and to proceed to RIBA stage 2 (design procurement) with an anticipated spend of [REDACTED] to the SMG Board for approval.
- 3.4.6. It was agreed the RIBA gateway reports must be shared with both the Finance Committee and Masterplan and Estate Committee to ensure authorised spend is reviewed at each stage. (Action:
[REDACTED])

[REDACTED] left the meeting.

3.5. SMG's Spending Review bid to Government

- 3.5.1. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4. FINANCIAL MANAGEMENT

[REDACTED]
[REDACTED]

4.2. Development Report

- 4.2.1. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4.3. Commercial Report

- 4.3.1. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4.3.3. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

5. FINANCIAL GOVERNANCE

5.1. Update: SMG and Enterprises Annual Report and Accounts

5.1.1. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

6. Any other business

6.1. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Signed by Chair: [REDACTED]

Date: 24/11/2021

MASTERPLAN AND ESTATE

PROJECT GATEWAY REPORT

Project location	Wellcome Wing Level 2, Science Museum, London
Project title	Energy Revolution
Project Director	██████████
Project code	800960
Date of report	July 2021
Request	This is a Gateway 1 report (end of RIBA Stage 1) requesting approval of scope and budget and approval to proceed to RIBA Stage 2 (Design procurement) with an anticipated spend of ██████████

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ENERGY REVOLUTION



GATEWAY 1 PRESENTATION
September 2021

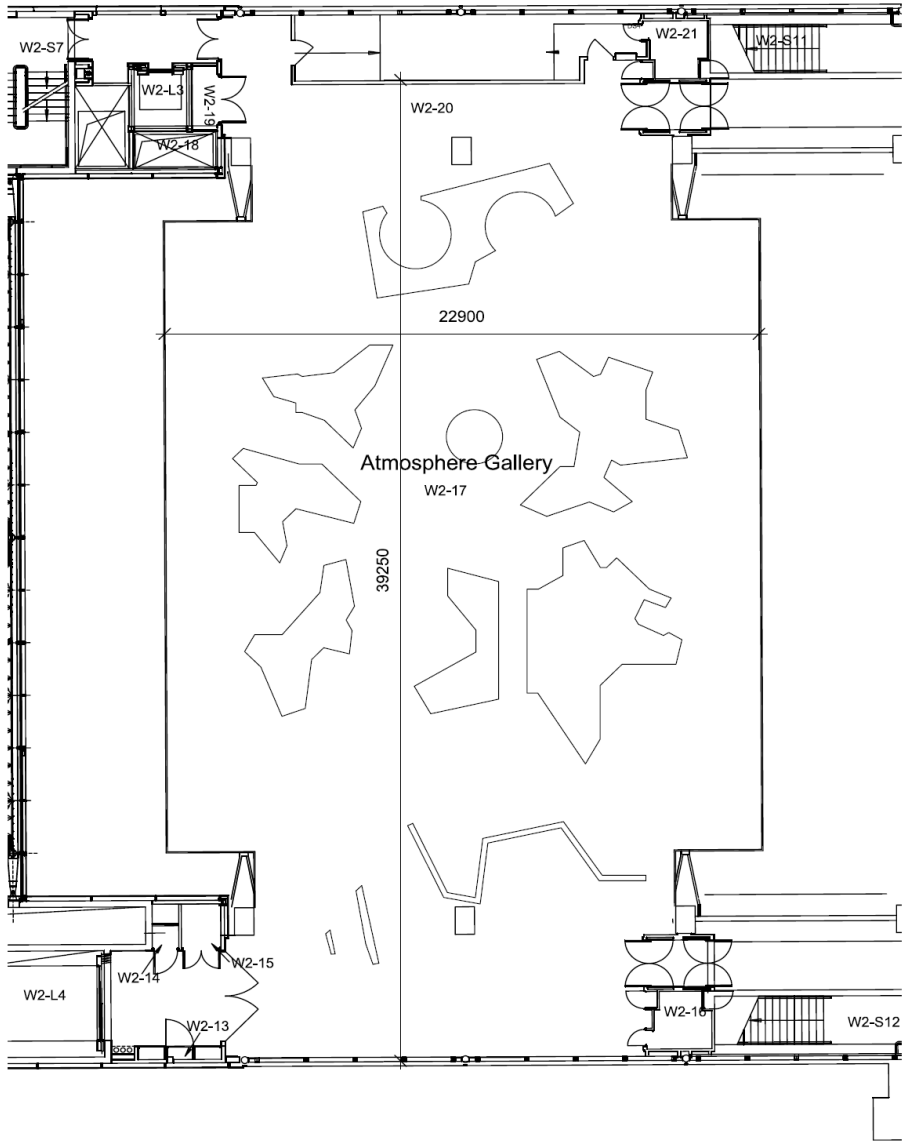
SCIENCE
MUSEUM

PROJECT INFORMATION

[Redacted text]

[Redacted text]

PROJECT OVERVIEW



SUSTAINABILITY

Energy Revolution provides an exciting opportunity to develop Masterplan sustainability practices.

We will consider sustainability in the content choices – loans, acquisitions and digital

We will engage an ambitious and experienced design team, and seek out the same in our contractors at the construction stage

There will be challenges in this approach: programme, budget, design, visitor expectations

A strategy will be developed in the coming months



CURATORIAL APPROACH

CONTENT OVERVIEW

... even at this late hour we still have a choice about our future, and therefore every action we take from this moment forward counts. ... Future generations will most likely look back at this moment as the single most significant turning point for action.

Christiana Figueres and Tom Rivett-Carnac, *The Future We Choose*, 2020



KEY MESSAGES

- To limit dangerous climate change, we urgently need both to decarbonise our energy supply, and to reduce the amount of energy we use.
- We – everyone around the world – all have a part to play in shaping our energy future.
- Imagining the future is a powerful tool for generating knowledge, stimulating innovation, and informing our decisions about how we live.



TARGET AUDIENCES

85% ARE INTERESTED IN
LEARNING HOW SCIENCE
HAS CHANGED LIVES OF
ORDINARY PEOPLE

84% BELIEVE ON THE
WHOLE, SCIENCE WILL MAKE
OUR LIVES BETTER

71% BELIEVE FINDING OUT
ABOUT NEW SCIENTIFIC
DEVELOPMENTS IS EASY
THESE DAYS

68% BELIEVE WE ARE PUT
ON EARTH FOR A PURPOSE

ENGAGED COMMUNITY DRIVERS



**KEY STAGE 3 & 4 STUDENTS,
GEOGRAPHY AND SCIENCE**

YOUNG PEOPLE AGED 11-18

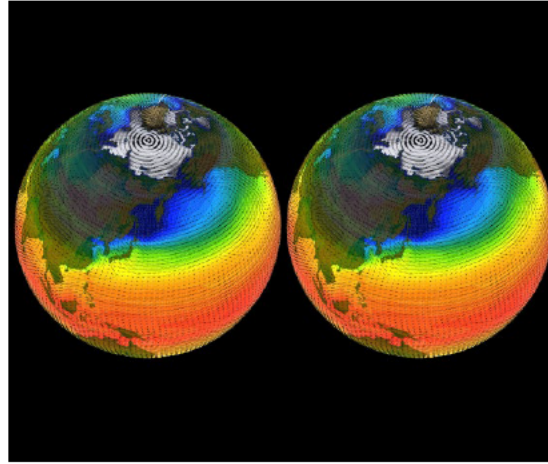


STRUCTURE



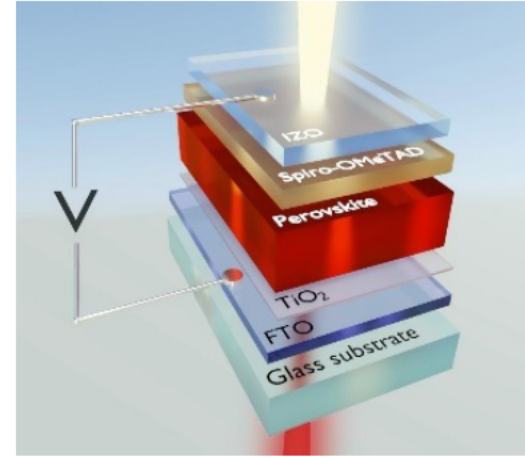
Alternative Futures

Throughout history, often predicated by moments of crisis or disruption, people have thought about how our energy system can or should be different.



Future planet

Showcasing the ongoing research and climate modelling which is crucial in assessing climate change impacts around the world and planning an energy transition pathway.



Future Energy & Power

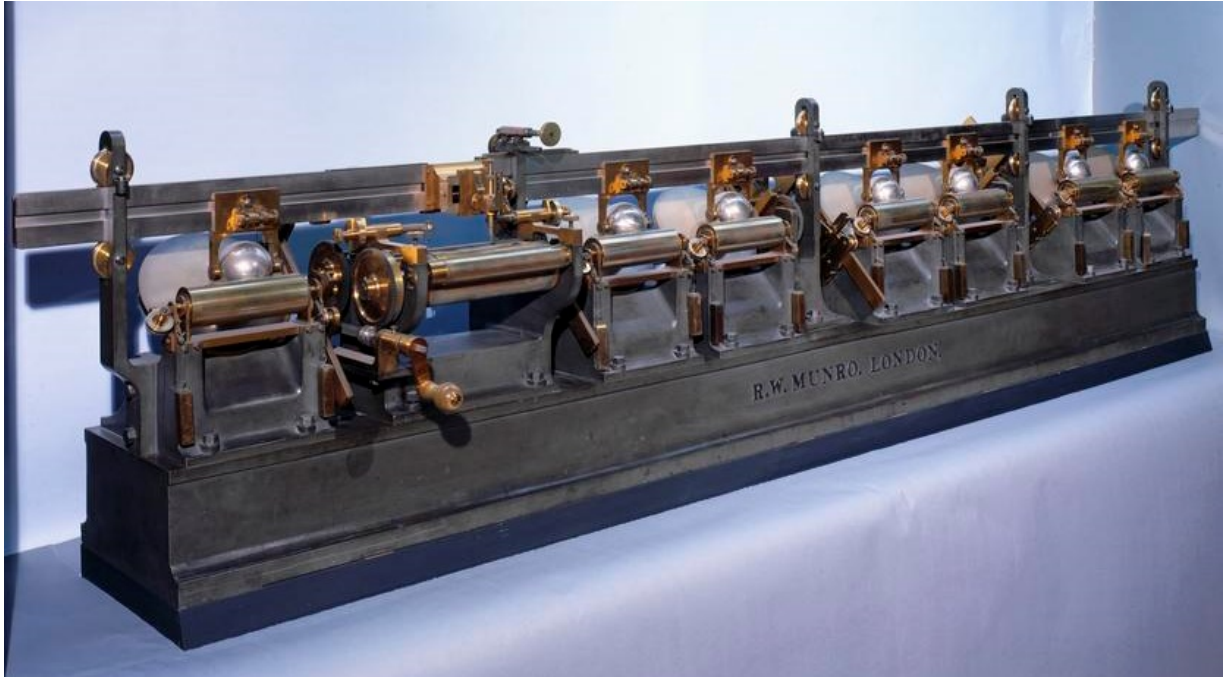
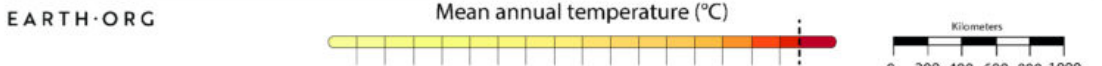
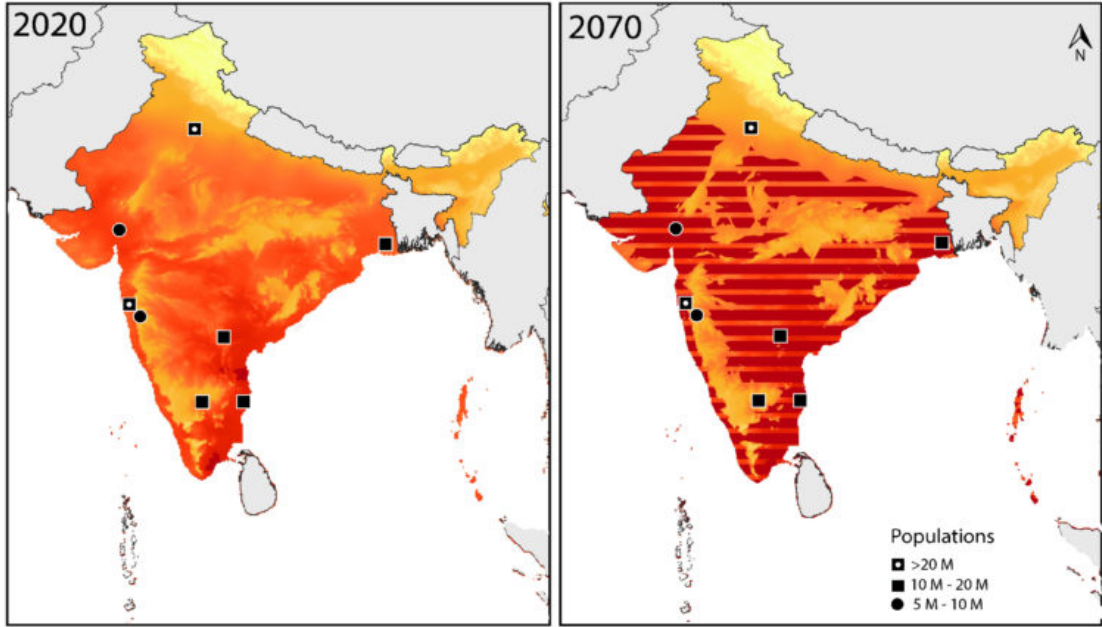
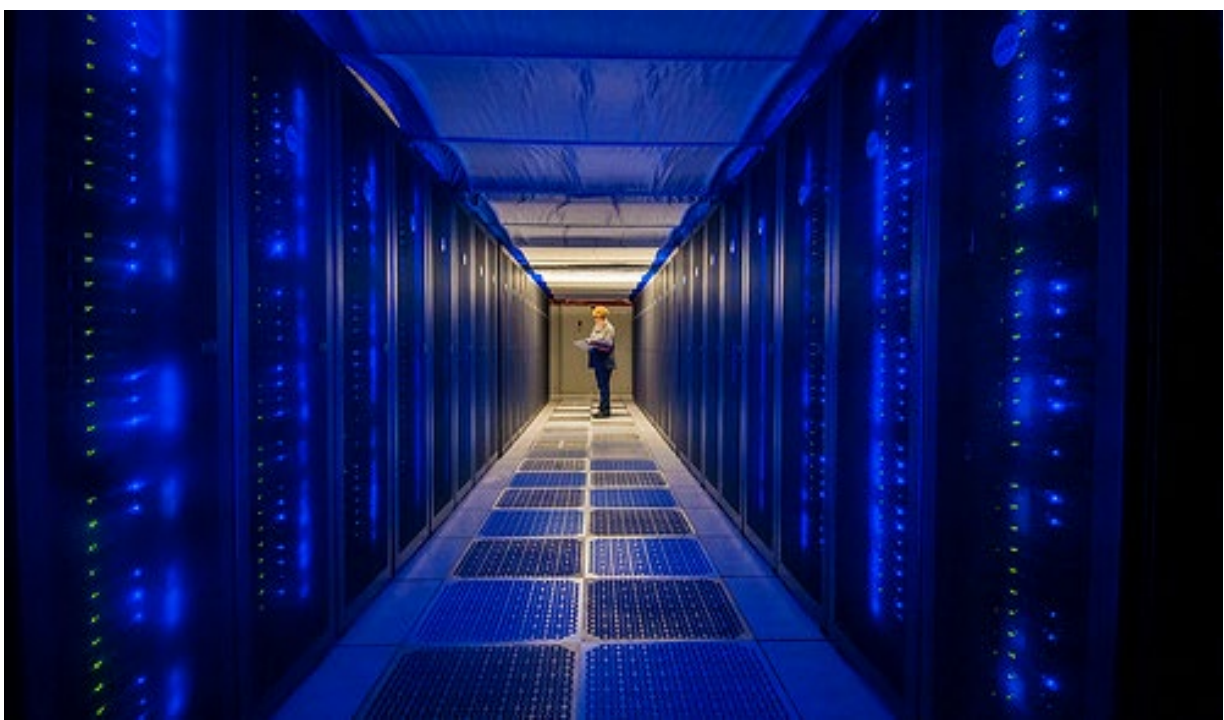
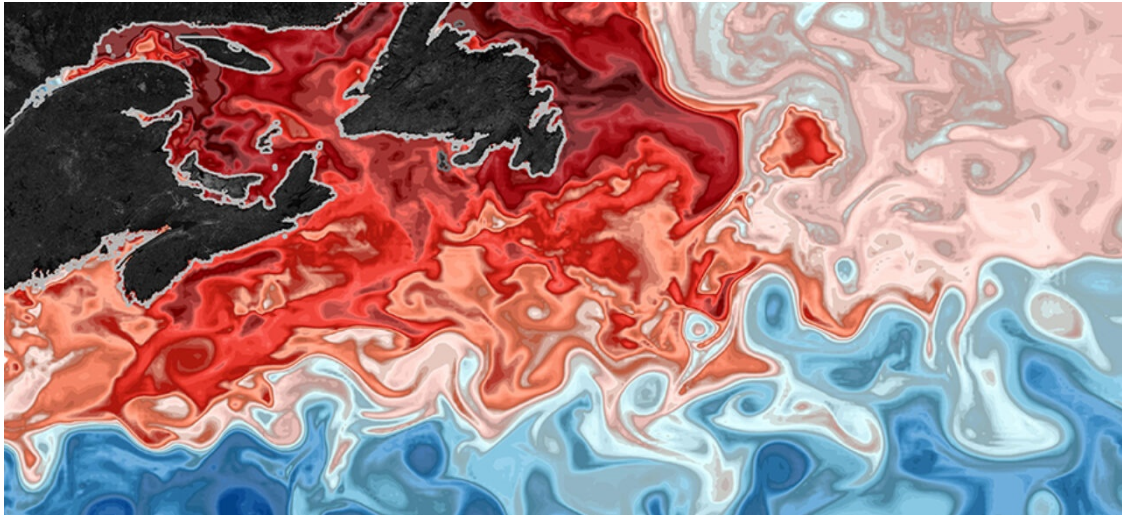
Decarbonising our society will require the smart use of existing tech and the rapid incubation of emerging and new technologies



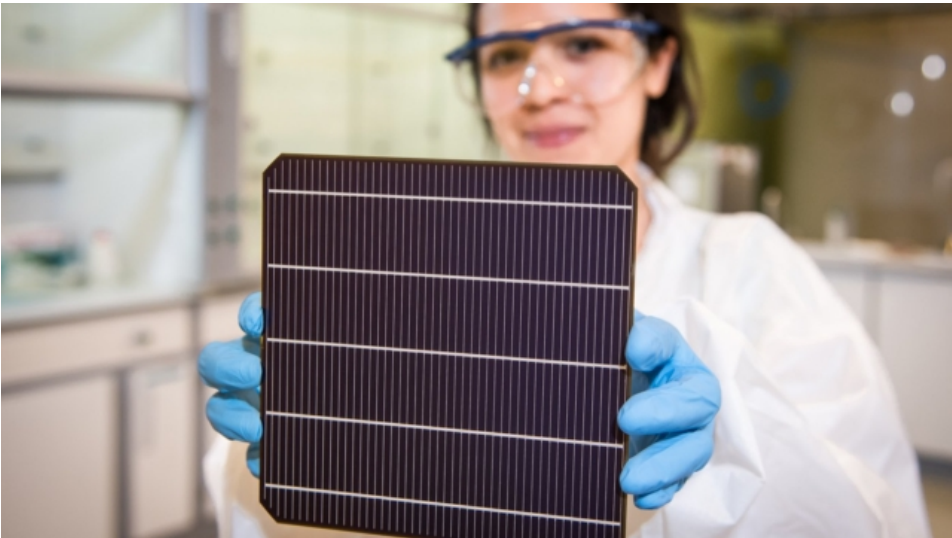
Future Living

How do current technology and future energy visions help drive change towards a Just Transition?
How will our buildings, communities and cities function in a decarbonised energy future?

FUTURE PLANET



FUTURE ENERGY AND POWER



UPDATEABILITY

- Aim to concentrate content likely to need updating in specific areas
- As far as possible, ensure any interpretative elements *could* be updated if required



PROGRAMME, RISK AND COST

[REDACTED]

[REDACTED]

BUDGET

	TOTAL
Professional fees	
Museum direct costs	
Construction	
Professional fees contingency	
Museum direct costs contingency	
Construction contingency	
TOTAL	



RISK & MITIGATION

Risk	Mitigation
Scope and budget not aligned	Early cost consultation at RIBA 0 working with Phase II programme for efficiencies; closely monitoring museum-wide ambition; early surveys to confirm Estates requirements are costed; allowance at RIBA 2 for a full cost review of the agreed scheme
Positive Impact of project is reduced by negative reactions to sponsor	Due diligence on funder undertaken; editorial control maintained; development of project Communications Plan at RIBA 1 to clarify SMG fundraising messaging with ongoing development through project lifecycle; communications training for project team.
This first Masterplan project in the Wellcome Wing identifies building issues that affect budget or programme	Early engagement with Estates and Exhibitions; early surveys; RIBA 2 design team review of building information with additional necessary surveys commissioned

