



Science & Technology
Facilities Council

Annual Delivery Plan Report

2008/09

July 2009



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STFC ANNUAL DELIVERY PLAN REPORT 2008/09

EXECUTIVE SUMMARY

In 2008/09, STFC reported against 124 detailed ongoing targets, 12 at the strategic-level, of which 74% were met in full by the target date. Three targets that were classed as 'red' or 'amber' (at risk), were of a strategic nature. Those deliverables that were not met during the year are expected to be achieved in full by the next reporting period.

Throughout 2008/09 STFC continued to maintain high quality service to users of the existing facilities (ISIS, Central Laser Facility (CLF), Synchrotron Radiation Source (SRS), Diamond Light Source and the Isaac Newton Group (ING), La Palma, and Joint Astronomy Centre (JAC), Hawaii, ground-based telescopes) whilst developing programmes of on-going development to sustain their operational performance and enhance their capabilities.

To fulfil its mission the Council provided a multi-disciplinary environment to provide opportunities for innovative development of technologies for the wider economy through Knowledge Exchange, and to foster multi-disciplinary research and promote improved interaction and collaboration across disciplinary boundaries, both within our laboratories and with university partners.

STFC continued development of the Science and Innovation Campuses at Daresbury and Harwell, including signing of the Joint Venture for the Harwell Science and Innovation Campus, and progressed negotiations with ESA on the siting of an ESA facility on the Harwell Campus.

STFC continued to ensure the new Council is fully integrated and is operating cost-effectively, and it worked as an active participant in the RCUK SSC (Research Councils UK Shared Service Centre) project.

RECENT SUCCESSES

Key successes of STFC in 2008/09 were:

- Recruitment in March 2009 of Finance Director, from the Private sector;
- The consultation on Strategy was completed during March 2009;
- Agreement in principle reached for the ESA Centre at Harwell;
- Awarded Investor in People Standard in January 2009;
- Enhanced communications: externally with stakeholders and internally with staff;
- The new STFC website was implemented;
- Anomaly Detection workshop held with US Department of Homeland Security in March as part of Cross Council Programmes;
- Large Hadron Collider (LHC) successful start up at CERN and a well-managed UK event, attended by Secretary of State, in September 2008.
- CMS (Compact Muon Solenoid at CERN) upgrade agreed;
- Level of UK involvement in NuSTAR (Nuclear Structure, Astrophysics and Reactions) and PANDA (antiproton annihilation project) agreed;
- STFC to lead ASPERA (ASTroParticle ERAnet) workpackage relating to European-wide common calls and other common actions including long-term sustainability of particle astrophysics;
- New workpackage contracts agreed for ALMA (Atacama Large Millimetre Array) elements in line with ESO (European Southern Observatory);
- Signing of international consortium agreement for HiPER (European High Power Laser Energy Research Facility);
- ULTRA laser (the world's most sensitive time-resolved vibrational spectrometer) obtained some key results demonstrating its Two-dimensional infra-red (2D-IR) capability;
- The first 6 Diamond Phase II beamlines were completed;

- Energy Recovery achieved on ALICE in December 2008;
- ISIS Target Station 2 is now operational;
- STFC continued to have full engagement with the RCUK SSC project. The internal SSC project progressed in parallel with the RCUK-level project.
- Network of 30 'Beacon Schools using Space' to enhance the teaching and learning of STEM (Science, Technology, Engineering and Mathematics) subjects;

Key Economic Impact Outputs:

- Agreed business plan for HSIC (Harwell Science and Innovation Campus) with Goodman;
- Agreeing way forward for developing DSIC (Daresbury Science and Innovation Campus) joint venture, consistent with Government's Response to the MIER Report;
- A project manager for the Technology Gateway Centres overall process was appointed;
- Strengthening of relationship with TSB – Allyson Reed now sits on EIAB (Economic Impact Advisory Group);
- The Head of the Futures Programmes in post;
- Two additional business development managers recruited within CLIK;
- STFC continued to measure and grow UK contract return through a joint programme with UKTI (UK Trade and Investment);
- Significant progress in developing STFC's economic impact strategy;
- Embedding concept of 'economic impact' within STFC.

PROGRESS IN MANAGEMENT

During September 2008, STFC was the subject of an Organisational Review, which consisted of both a self-assessment and review by an external panel. The Wakeham Review of Physics reported in October, finding UK physics to be in good health, and STFC is now working towards implementation of its recommendations. In December, the risk management policy and strategy was approved by STFC Finance Committee and endorsed by Audit Committee in January 2009. In December 2008 STFC was awarded full Investor in People standard. During 2008/09 STFC consulted widely on development of an emerging Corporate Strategy, including a formal stakeholder consultation process between January and March 2009. Two additional Council members were appointed and attended their first meeting in March. A new Director of Communications was appointed in August 2008, and a new Director of Finance, from the private sector, in March 2009. Communications improved, both externally with stakeholders and internally with staff and the new STFC website was implemented.

PROGRESS TO DATE AGAINST TARGETS AND MILESTONES

Introduction

Financial Framework (2 of 4 Milestones for 2008/09 achieved)

During quarter 1, STFC agreed its annual contribution to the RCUK VfM (Vale for Money) Efficiency programme. STFC continues to be on target to deliver its 2008/09 savings. A process for 'dipstick' testing, prior to use of full economic cost (FEC) in key universities, was completed in quarter 4, via a series of reviews at Higher Education Institutions.

DIUS and STFC continued to discuss parameters for handling the foreign exchange risk exposure. An agreed way forward for 2009/10 was achieved. However, the unprecedented drop in sterling over the last year means that further discussions with DIUS are expected to continue into 2010/11.

Delivering World Class Science

Science and Technology Strategy

Particle Physics (8 of 9 Milestones for 2008/09 achieved)

During quarter 1, funding was recommended for a programme of R&D for the CMS upgrade, and UK involvement in the T2K experiment (T2K will fire an artificial neutrino beam from Tokai to Kamioka) was graded within the fundable range in the programmatic review. STFC identified elements to be continued as part of the generic accelerator R&D programme.

Continuing level of support for the UK theory groups was agreed during quarter 2.

During quarter 3, specific support for ILC (International Linear Collider) was withdrawn, commitment to current and planned programmes was agreed and implemented, and the future level and duration of support for the IPPP (Institute of Particle Physics Phenomenon) was agreed.

There were some delays with MICE (Muon Ionisation Cooling Experiment) Phase 1. Initial tests showed that cooling was inadequate and a mechanical redesign was proposed by the US vendor. The modification work on one of the two solenoids was nearing completion at year end, and it is anticipated that the first of these will arrive in July 2009. Commissioning is planned to be complete by early September 2009.

Nuclear Physics (all Milestones for 2008/09 achieved)

In June 2008, STFC decided the level of support and priorities for the UK exploitation of existing international nuclear physics facilities, and put in place plans to participate in AGATA (The Advanced Gamma Tracking Array) first phase.

During quarter 2, support to the UK university groups for the priority exploitation programmes, and level of UK involvement in NuSTAR and PANDA were agreed.

Discussions continued throughout quarter 3 on the scale of UK contribution and legal aspects of participation in Facility for Antiproton and Ion Research (FAIR) in Germany.

Particle Astrophysics (all Milestones for 2008/09 achieved)

For ASPERA, it has been agreed that STFC will lead the workpackage relating to European-wide common calls and other common actions, including long-term sustainability of particle astrophysics. There will be more limited contributions to consortium management and knowledge exchange activities. The project is scheduled to begin in July 2009.

Astronomy and Space Science (6 of 8 Milestones for 2008/09 achieved)

In quarter 1, discussions continued over delivery of ALMA (Atacama Large Millimetre Array) elements in line with ESO (European Southern Observatory) schedule, with new contracts agreed on expanding UK workpackages during quarter 2. Work was increased at RAL (Rutherford Appleton Laboratory) with regard to a number of workpackages.

STFC continued to work to identify route for savings to medium-sized ground-based optical Infra-Red and Radio telescopes, during quarter 1.

During quarter 2, UK elements of the LISA Pathfinder (Laser Interferometry Space Antenna) mission were completed, and work was begun to review costs for post-launch support for space missions based on programmatic review priorities.

Negotiations with respect to extending the JCMT (James Clark Maxwell Telescope) agreement in support of SCUBA-2 (Submillimetre Common-User Bolometer Array) were completed in October 2008.

The MIRI (Mid InfraRed Instrument) instrument for the JWST was re-approved at a revised cost to completion. Work was delayed by non-delivery of sub-systems, and a new end date of early 2010 is predicted.

Commissioning of SCUBA-2 on the JCMT was delayed by production issues with science grade arrays, and it is now expected to be operational by quarter three 2009. The project was re-endorsed by STFC Finance Committee.

The start of science from VISTA (Visible and Infrared Survey Telescope for Astronomy) for ESO was delayed by a slower than expected handover to ESO staff and time taken to complete minor amendments to both telescope and camera. Completion of commissioning is now expected in late summer 2009.

Space Exploration (5 of 6 Milestones for 2008/09 achieved)

During quarter 1, the budget for the first phase of the proposed lunar satellite programme was approved. STFC reassessed commitments to current and planned programmes.

Development of the Road Map to Mars Sample Return mission continued throughout quarter 3.

A final decision on the ExoMars instrument suite is not anticipated until summer 2009.

Light Sources and Lasers (6 of 7 Milestones for 2008/09 achieved)

The HiPER project entered a 3 year Preparatory Phase in April 2008, designed to assess the options for future construction, both in terms of the technology and the various legal, governance and financial aspects. The Preparatory Phase is funded by the European Commission and various European member states, including the UK via the STFC. The financial commitment from STFC is £5M over 3 years.

The science case for the new light source was delivered in November 2008. The PALS (Physical and Life Sciences) Committee decided that the project should proceed to the next phase (1-year technical design and business case development).

During quarter 3, the ULTRA laser obtained some key results demonstrating its 2D-IR capability. It is created by taking two infrared lasers (overlapped in space and time) one a broad spectral source (the probe) and a second laser that scans across the spectrum on a frequency by frequency basis (the pump). The facility will be opened to the full user community as planned in 2009.

The first 6 Diamond Phase II beamlines were completed, and had their first users by December 2008.

There were some initial delays with the ERLP/ALICE project, but demonstration of full energy recovery and operation up to 21 MeV was achieved in January, marking a very significant milestone for the ALICE facility – and a European first. This provides a powerful testbed for a wide range of accelerator development activities, such as short bunch production, FEL lasing, EMMA, THz studies, etc.

Central Laser Facility exceeded operational targets for availability (83%; 111% including out-of-hours working) and user satisfaction (91%). The slightly lower figure for reliability (88%), was due to Astra components which are due to be replaced during 2009/10.

A facility development proposal for upgrades to Vulcan was submitted during quarter 4, following consultation with the entire user community. This was reviewed by an expert panel, approved by PALS and endorsed by Science Board. The case is now to be taken to Council. Financial approval is still pending.

Neutrons (2 of 3 Milestone for 2008/09 achieved)

First neutrons on the ISIS second target station (TS2) were delivered on 3 August 2008. 10 Hz beam delivery was achieved in September. TS2 Phase 1 instruments were included in the October 2008 call for proposals and were scheduled by the ISIS Facility Access Panels at their meeting in December 2008.

ISIS exceeded operational targets of 85% availability and 85% user satisfaction for the year.

A refurbishment of the synchrotron main magnet power supply was progressed. Delivery of the highly specialised chokes was delayed due to technical problems at the manufacturer, leading to a new target date for completion of this key activity in October 2009.

Technology (4 of 5 Milestones for 2008/09 achieved)

Research and Development programmes continued in all areas, providing technology to STFC facilities and programmes. In May 2008, STFC revised the Centre for Instrumentation (Cfi) strategy to include managed programmes on strategically important themes.

Services across the full range of Technology Services were provided to STFC facilities and programmes, and the Microelectronics Support Centre provided design and training support to STFC activities and UK and European HEIs. The majority of Technology Department has ISO9001 certification, supporting delivery of a high level of service to customers. Contributions to major projects were managed through a comprehensive project management system and at specific project meetings.

Business and Science Cases for the Detector Systems Centre were presented to Operations Board in December 2008. It is anticipated submission to the Gateway process will take place in April.

A step change in knowledge exchange and economic impact

The Harwell and Daresbury Science and Innovation Campuses (5 of 6 Milestones for 2008/09 achieved)

A memorandum of understanding (MoU) was signed with UKAEA to ensure that the south of the RAL site was reserved for the development of large facilities.

A range of governance options for Daresbury SIC concluded that a joint venture was the preferred model to develop DSIC, and the Daresbury masterplan was completed in March 2008.

Establishment of the Joint Venture Company for the Harwell SIC was completed and officially announced on 14 August 2008. The Business Plan for the HSIC JV was signed off by the HSIC JV Board in February 2009.

Despite the economic down-turn and following external advice, the DSIC Board has decided to continue to progress the DSIC JV formation very actively. Following the soft market testing and the appointment of legal and property consultants by the DSIC Project Director, it is expected that the OJEU notice for a private partner will be published at the end of July 2009.

Technology Gateway Centres (2 of 4 Milestones for 2008/09 achieved)

A project manager for the Technology Gateway Centres overall process was appointed in June 2008, and champions were put in place for each individual centre. Regular meetings are now taking place. An outline business case was developed in November 2008, and stakeholder meetings and workshops were held.

Detailed business case requirements have been clarified and development is underway. It is expected that business cases for the first two centres will be finalised by summer 2009. The first Gateway Centres have been announced, but a public launch is likely to be delayed by the need to develop

stakeholder relations and to cement engagement of key groups such as HEIs, other Research Council, TSB, SEEDA, etc.

Goals for interaction with TSB and other agencies (no Milestones for 2008/09 achieved)

Bilateral discussions and site visits have taken place and are continuing. However, no concrete targets were agreed with TSB (with hindsight, the target date for this was over-optimistic). TSB interaction with the technology Gateway centres is being developed and initial discussions have been fruitful.

Collaborative arrangements for TSB to support access to facilities, KTN and KTP are under discussion. A joint meeting of CEO and Directors, held in December 2008, identified areas of potential future co-operative working. These are now being pursued.

Contributions to multidisciplinary, cross-Council programmes (2 of 3 Milestones for 2008/09 achieved)

The Futures Programmes launches were delayed by pressure of other commitments including the programmatic review. A Head of Futures Programmes is now in post and progress has resumed, with a launch now planned for summer 2009.

It is anticipated that the first futures workshops and a series of joint projects will be initiated during the 2009/10 reporting period.

National space technology programme (NSTP) (no Milestones for 2008/09 achieved)

There was no allocation made specifically for NSTP in the CSR 2007 settlement. STFC is working to reconcile this situation within the constraints of its current financial allocation, and its existing programmatic and financial commitments. Accordingly STFC is working to establish sufficient headroom to permit it to provide support to the British National Space Centre (BNSC) Partnership in pursuit of the aims of the envisaged NSTP, primarily in relation to horizon scanning and requirements capture. It will exploit its existing grant and fellowship schemes (most notably the Project Research and Development Scheme) to perform the low TRL technology developments pertinent to its programmes and explore potential bilateral opportunities as appropriate to advance its technology demonstration programme. STFC will also work with Partners, under the leadership of BNSC, to coordinate its activities with the Technology Strategy Board and Centre for Earth Observation Instrumentation amongst others to facilitate a coherent programme of technology development best suited to deliver the greatest value to the UK from its participation in ESA and other major space programmes.

Education and skills training (all Milestones for 2008/09 achieved)

A Regional Resource Centre renewal bid for HSIC was submitted in September 2008. The Education, Training and Skills strategy was completed during quarter 3. This will form part of STFC's consultation to address sustaining and increasing the pool of people trained in highly analytical research skills.

The mechanism for awarding research studentships to HEIs was reviewed during quarter 4, with completion of a consultation on the proposed algorithm.

Internal and external awareness (2 of 3 Milestones for 2008/09 achieved)

During quarter 4, a contract was placed to create an overarching Economic Impact and Knowledge Exchange Framework to accommodate current KT brands. The report was received in March.

An external agency was engaged to conduct a review of the identities currently used for KE and to make recommendations for the future. Their recommendations were delivered to the Council in March and are currently being evaluated within the context of the corporate branding guidelines. The KE web pages are being developed in parallel with the STFC corporate site redevelopment and the report of user testing will be available in April 2009. The feature event will be scheduled to coincide with the

implementation of the identity review and the launch of the EI strategy. It is anticipated that this will take place in spring/summer 2009.

Central Laboratory Innovation and Knowledge Transfer Ltd (CLIK) (3 of 5 Milestones for 2008/09 achieved)

Two additional business development managers were recruited in quarter 3. This will enable CLIK to contribute to and facilitate knowledge exchange and economic impact to the benefit of the UK through STFC IP (Intellectual Property) and access to STFC facilities.

There has been considerable work to integrate CLIK commercialisation activities and the other activities of the KE Directorate, and this process has gone well. To date CLIK has been focused on IP generated in the STFC Laboratories, and this is likely to continue. The CLIK team has been expanded, and more opportunities are now able to be developed, increasing the production of spin-out companies by 2 in the last year. The role of the sales team has been examined, and a new mode of operating proposed and accepted by STFC management. In the new approach, the departments of STFC Laboratories are developing their own commercial interaction plans, and the embedded commercial managers from CLIK will assist in the delivery of these plans.

STFC shareholder facilities (6 of 7 Milestones for 2008/09 achieved)

STFC continued to measure and grow UK contract return through a joint programme with UKTI (UK Trade and Investment). Visits to all facilities were conducted, and a joint UKTI 'Meet the Buyer' event took place in September 2008. Approximately 340 delegates attended this event, and feedback was very positive.

In September, CLIK made contact with all commercial customers of SRS, providing contact details for DLS and ESRF.

A joint programme with UKAEA (United Kingdom Atomic Energy Authority) and SKITN (Sensing and Instrumentation Knowledge Transfer Network) was completed in September 2008.

Research Facilities were promoted to commercial users through a CLIK sales team. It was decided in June 2008 that promotion of a wider facility base was not a priority for available resources within the sales team.

HEI funded programmes (4 of 6 Milestones for 2008/09 achieved)

STFC continued to maintain an active partnership with TSB, MRC (Medical Research Council) and other partnerships to support KTP and DHA (Discipline Hopping Awards), to facilitate Knowledge Exchange, including new plans for joint awards with ESRC (Economic and Social Research Council) for the Campuses.

All Knowledge Exchange schemes were opened to wider eligibility from all STFC funded programmes.

During quarter 4, the harmonisation of arrangements for follow-on and proof of concept funding across STFC's laboratories and research communities was completed, in the context of RCUK harmonisation. Revisions to these funds have been agreed to harmonise the schemes and have been implemented as 'Follow-on Funding'. Details are published on the STFC corporate website.

The review of the PIPSS scheme was completed. The launch of the revised scheme will be one component of the launch of the revised identities for the KE activities. Revised guidelines to be announced in March 2009 and rebranding as part of the overall KED review.

Monitoring economic impact (all Milestones for 2008/09 achieved)

An Economic Impact Group was established in April 2008. STFC's first Economic Impact Reporting Framework (EIRF) was submitted to DIUS in quarter 2, and published on the corporate website in December 2008.

In quarter 4, a report demonstrating the economic impact arising from the SRS was completed, and the final document is now being prepared for publication.

Relationships with stakeholders

Stakeholder engagement (2 of 4 Milestones for 2008/09 achieved)

An Economic Impact Advisory Board was established in June 2008, with the first meeting taking place in July. A Chair was appointed for an Education and Public Outreach Advisory Committee, and membership of the committee is under consideration.

Development of an Asset Management Strategy is well underway, with publication expected during the first quarter of 2009/10.

Progress to develop an ad hoc International Advisory Committee has been delayed. Council has been asked to advise on an appropriate timescale to pursue this activity.

FUTURE TARGETS/MILESTONES FOR THE SPENDING REVIEW

Key targets and milestones for the remainder of the CSR2007 period include:

- Implement STFC Corporate Vision, including development of a clearly articulated corporate strategy and map outlining key strategic objectives;
- Exploit the Large Hadron Collider (LHC) at CERN from 2009 onwards;
- Participate in the Facility for Antiproton and Ion Research (FAIR) and the European X-ray Free Electron Laser (XFEL), both in Germany;
- Continue to work with other European funding agencies to improve collaborations in particle astrophysics;
- Focus support upon the exploitation of major international facilities in Astronomy and Space Science, and partnerships including ESA and ESO;
- Continue to develop plans for UK involvement in high priority space exploration missions, and explore new opportunities;
- Complete the ULTRA project, to provide the world's most sensitive time-resolved vibrational spectrometer;
- Deliver a further 9 Diamond Phase II beamlines;
- Commission the ISIS Second Target Station and seven Day-one instruments;
- Create the development vehicles and frameworks to enable Harwell and Daresbury Science and Innovation Campuses to become leading centres of excellence for science and technology;
- Develop a series of Technology Gateway Centres building on Science Strategy to drive the development of cutting-edge technologies;
- Work with the Technology Strategy Board (TSB), and other Research Councils, to identify priorities for collaborative partnerships between technology expertise on the Harwell and Daresbury Campuses, university groups, and industry;
- Contribute to Multidisciplinary, Cross-Council programmes by continuing and building upon access to STFC's world-leading facilities and the provision of underpinning technology (Futures Programmes);
- Identify opportunities for knowledge transfer and the exploitation of established and emerging space technologies;

- Sustain and increase the pool of people trained in highly analytical research skills;
- Develop internal and external awareness of the Knowledge Exchange Programme;
- Contribute and facilitate knowledge exchange and economic impact to the benefit of the UK through STFC Intellectual Property (IP) and access to STFC facilities;
- To measure and grow UK contract returns through joint programmes with UK Trade and Investment (UKTI);
- Continue to develop a framework for assessing and development STFC Economic Impact;
- Develop a comprehensive STFC Facilities roadmap as part of its Asset Management Strategy;
- Develop an integrated STFC Science in Society programme.

THE EFFICIENCY PROGRAMME

Organisational Change (7 of 8 Milestones for 2008/09 achieved)

STFC continued to have full engagement with the RCUK SSC project. The internal SSC project progressed in parallel with the RCUK-level project.

STFC implemented a restructuring programme, including, during quarter 1, collection and collation of data for a competencies review of the Laboratories, preparation of a plan for communications support for the restructuring programme, and a progress report for securing external funding for STFC.

STFC's 10-year plan was produced in quarter 2, and is now in routine use as a planning tool.

The SRS ceased operations in August 2008, and the related staff restructuring programme was completed. The decommissioning programme was begun in quarter 3, and will continue until early 2010.

A staff reduction process is being achieved through careful monitoring of natural wastage and control of recruitment.

The SSC project timescales slipped over the course of the year, but a firm and realistic date has now been set for STFC's migration (September 2009). Project costs have increased significantly such that the £11.2M allocation in CSR07 will be exceeded. On a more positive note, an external review by Deloitte of the Business Case for the SSC Project has stated that the procurement savings are eminently achievable and probably somewhat understated; that the running costs of SSC plus the 'retained functions' ought to be capable of being reduced; and that the pay-back characteristics of the project remain reasonable.

SCIENCE AND SOCIETY

Public engagement (12 of 14 Milestones for 2008/09 achieved)

A Science in Society (SiS) Advisory Panel was set up, and first met on 16 May 2008.

In order to stimulate and respond to public interest in STFC science and technology developments, media briefings on their benefit to the UK were issued regularly throughout the year. Two rounds of SiS Small Awards and one of Large Awards were funded during the year, to encourage and support researchers' public engagement work, and an ongoing programme to provide public communications training for researchers was put in train. Two SiS fellows were appointed during quarter 1. The 2009 round was announced in December 2008.

A network of 30 'Beacon Schools using Space' to enhance the teaching and learning of STEM subjects was set up during quarter 2, with the opening conference taking place in October 2008.

An STFC Science in Society strategy, to include a coordinated, cross-site programme was agreed, and published in December 2008.

Engagement with the Large Hadron Collider (LHC) including media releases, and an exhibition national tour continued. In quarter 3 awareness peaked, with uptake and marketing of educational materials. Roll-out of the ATC-led programme 'Dark Skies Scotland' developed in quarter 3 into a UK-wide initiative ('Dark Skies Inspiration').

SUMMARY FINANCIAL TABLE

STFC OUTTURN 2008/09

RESOURCE DEL	YTD Outturn £k	Full- Year Budget* £k	Over / Under £k
Income			
Receipts for goods and services	-44,983	-43,391	-1,592
Interest Receivable	-228	-181	-47
EU receipts	-5,882	-6,808	926
Grants from other bodies	-10,481	-16,837	6,356
Net expenditure (cash)			0
Pay costs	82,257	86,398	-4,141
Payment for goods and services	114,457	129,371	-14,914
Current Grants			0
Current grants	147,773	146,374	1,399
Current grants - overseas	170,379	166,384	3,995
TOTAL NEAR-CASH	453,292	461,310	-8,018
Non Cash Costs			
Cost of Capital charges	28,288	27,884	404
Change in provisions	2261	4,359	-2,098
Depreciation on tangibles	37,345	37,853	-508
Write-offs/Write downs (Impairments)	13,540	20,124	-6,584
TOTAL NON-CASH	81,434	90,220	-8,786
TOTAL RESOURCE	534,726	551,530	-16,804
DEL CAPITAL			
Additions – land and buildings	24,637	24,872	-235
Additions - other assets	59,311	55,590	3,721
Capital Grants	55,066	54,017	1,049
Book value on sale of land & buildings	-953	-953	0
Book value on sale of other assets	-1,869	-74	-1,795
Grants from other bodies	-12,004	-11,495	-509
EU receipts	-5,592	-6,024	432
Loss on disposal of other assets	1,624	-1,795	3,419
Additions - DLS Ltd shares	29,468	34,070	-4,602
Additions - SSC Ltd B shares	1,623		1,623
TOTAL CAPITAL	151,311	148,208	3,103

***Note**

The Full-Year Budget figures include agreed draw-down of End Year Flexibility.

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