

# **Science Museum Group Plan 2012–13**

**S C I E N C E  
M U S E U M  
G R O U P**



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## Introduction

We start the new financial year with a considerable expansion in our geographical and audience reach with the Museum of Science and Industry, Manchester joining the Science Museum Group (SMG) in February 2012. Together we form the most significant science museum group in the world, with the potential to reach at least five million visitors each year. By working together we can bring the best of what our Museums have to offer to more people. We can share our programmes, exhibitions and learning expertise and improve access to an enhanced collection which now represents Manchester's unique industrial heritage.

Alongside this major step-change in our reach, we will raise significantly the profile of our Museums through other partnerships and collaborations. Through such relationships we will enhance the world class offer to visitors at our Museums, and enable our programmes to reach more people nationally and internationally.

Across our Museums we are commencing major development programmes to ensure that our galleries and public spaces meet the needs of visitors and deliver core narratives in relevant and dynamic ways. At the Science Museum we will be reaching new audiences through the opening of *Media Space*. At the National Railway Museum a reinterpreted Station Hall will give visitors a more immersive 'station' experience. At the NMeM we will open the *Life Online* Gallery and deliver *Media Heaven*. Longer term planning will also be progressed this year. At the Science Museum the flagship project in development is the new gallery on *Making Modern Communications*, and the outline Masterplan for the whole estate will be developed in detail. At NMeM opportunities will be explored around the potential use of the Bradford City Council Library building and at NRM we will continue to develop options for the use of the South Yard in partnership with Network Rail.

All of the SMG Museums have busy schedules of delivery and development activity. Although this activity takes place against a backdrop of reduced Grant in Aid funding and economic uncertainty, it is essential that we retain our ambitious aspirations. Last year saw good progress in achieving cost-savings and we will continue to make efficiencies wherever possible, seeking synergies across the group. We also developed innovative ways to generate income whilst enhancing our offer, such as the Science Museum live theatre tour. We will continue this work in 2012–13, using our offer and making best use of our buildings, estate, collections, intellectual property and brands, to generate income and enhance our prestige.

## Mission and Vision

The Science Museum Group of Museums share a mission to engage people in a dialogue about the history, present and future of human ingenuity in the fields of science, technology, medicine, transport and media.

The focus for SMG continues to be the delivery of each Museum's mission and vision:

### Science Museum (SM)

Mission: To make sense of the science that shapes our lives.

Vision: To be the leading international museum championing the understanding, enjoyment and prestige of science in modern society.

### National Railway Museum (NRM)

Mission: A museum that enables people to explore the story of railways and of how they fit into that story. Through life-enhancing experiences, the visitor will gain greater appreciation of railways as a form of transport through an exciting, educational and memorable series of complementary galleries, interactive, web and learning experiences, telling the story of railways past, present and future.

Vision: The NRM will become the World's premier, most exciting railway museum, achieving national and international acclaim, and a must-visit reputation.

### National Media Museum (NMeM)

Mission: We help our audiences explore and understand the social and cultural impact of communications media in all its forms.

Vision: We aim to be the best museum in the world for inspiring people to learn about, engage with and create media.

### Museum of Science and Industry, Manchester (MOSI)

Mission: To engage people in a dialogue about the science, innovation and industry that began in Manchester and continues to influence the world.

Vision: To be the leading museum in the world that shares the story of how science, innovation and industry created the modern city, and how the science and industry of Manchester continues to shape and influence our world.

To achieve these, our strategic objectives across SMG are to:

1. Aspire to the highest international museum standards in the care and preservation of collections, scholarship, programming, learning and advocacy for our subject areas
2. Strengthen our core narratives and deliver dynamic gallery displays
3. Implement clear audience strategies that focus on providing life-enhancing experiences
4. Extend our reach nationally and internationally
5. Make optimum use of our estate
6. Be an organisation that is extrovert, entrepreneurial, efficient and dedicated to the development of great people

The plan sets out our objectives, actions and outcomes for the period 2012–2017 with more detailed information for the period 2012–13.

# Detailed Objectives, Actions and Outcomes

## 1. Science Museum

**1.1 SMG Strategic Objective 1:** *We aspire to the highest international museum standards in the care and preservation of collections, scholarship, programming, learning and advocacy for our subject areas*

### 1.1.1 Deliver curatorial and museological functions accordant with the Museum's ambitions and status

2012–13

- Targeted curatorial skills development programme launched
- Develop an associate curator programme
- Collections development (acquisition and dispersal) in line with strategy, including storage rationalisation projects at Wroughton and Blythe House
- Loans out in support of national and international strategy
- Deliver Library and Archive collections management and documentation plans
- Deliver new library management system (in collaboration with Imperial College)
- Retro-convert 10,000 of the Library's card catalogue records to online records
- Seek funding to deliver a web discovery resource for the digitised images from the Babbage Archive
- Barnes Wallis and Pearson archive collection records uploaded onto AdLib and simultaneous creation of authority records database
- In collaboration with Imperial College Library, plan and undertake migration of approx. 150,000 SM Library records from Unicorn to new Alma library system

2013–16

- Deliver associate curator programme
- Ongoing programme of curatorial development
- Implement a pan-SMG document supply service for all non-rare and non-archival material up to 100 years old
- Select and digitise one major Library and Archives collection per year, starting with the Barnes Wallis archive
- Retro-convert the Library's card catalogue records (approx. 90,000) into electronic records and add to the online catalogue

### 1.1.2 Deliver world-class collections-facing, object-oriented research programmes and outputs across relevant subject areas and all media for a variety of audiences

2012–13

- Establish the Research and Public History Department to enhance academic performance and conduct a programme of action research in public history
- Bid for external funds for research / Public History projects, and conduct research where successful; includes projects on Museum history and TV; telephone exchange; radio broadcasting; PHoSTEM research network
- Identify and pursue funding opportunities that arise from Museum programme and funders
- Establish a system of 'internal research fellowships', supervise collaborative doctoral awards, and seek funding for a programme of external research fellowships
- Run publications series promoting our collections in the history of science, technology and medicine, including the Reaktion books publishing programme commitments
- Run public history events that communicate research to a general audience and deliver an enhanced programme of Science Museum Talks
- Increase participation in/representation at conferences and deliver Science Museum conferences – Ariel Space Conference (April) and PHoSTEM network conference – 'Is Science a Special Case in Museology?' (dependent on AHRC bid)

2013–16

- Continuation of publishing programme and broadcast opportunities
- Deliver growing research programme
- Annual conference – e.g. 2013 *Making Modern Communications*
- Seek to establish a programme of research exchanges
- Seek to establish an E-Journal for the publication of Science Museum and other relevant research
- Seek to establish a small formatted display space for research partnership exhibitions

### 1.1.3 Improve preservation, conservation and care of the collections and be a professionally recognised example of good practice

#### 2012–13

- Continue the storage compression projects at Wroughton and Blythe House
- Deliver new environmentally efficient storage space within Hangar D2 to house the Railway Industry National Archive and other collections to required standards
- Continue programme of hangar improvements at Wroughton
- Upgrade the environmental monitoring systems at South Kensington
- Continue programme of asbestos surveys for objects identified in store and deliver collections hazards management plan upgrades
- Complete Phase 1 transfer to Wroughton of library and archive materials currently stored at Blythe House
- Carry out assessment of 2-D storage requirements at Wroughton taking into account possible future moves of library collections from London

#### 2013–16

- Collections care storage upgrades to at least one room/storage space per site, including storage compression where possible
- Environmental monitoring systems upgraded at all SM sites
- Blythe House library and archive material moves completed, 2016

### 1.1.4 Share Learning Department expertise and promote work with internal and external stakeholders

#### 2012–13

- Input to Wellcome Trust review of informal Science Learning in the UK
- Support sister Museums and regional networks and establish protocol for accepting consultancy and training offers
- Initiate an Audience Advocacy and Publishing Strategy with academic partners and a dedicated website and participate in conferences, publications, broadcast etc.

#### 2013–16

- Share expertise and promote work with internal and external stakeholders
- Regular and coherent approach to profile raising of Science Museum Learning

### Outcomes by 2017

- Established national and international reputation for scholarly and curatorial excellence, and audience advocacy and audience research
- The UK's leading centre for the public history of science, technology and medicine
- Significant record of research and publication with a proven track record of successfully supervising the research of others
- Established or developing media profile accordant to a must-go-to status across fields relevant to the Museum and its collection
- Library and Archive the most accessible and widely used museum library in the UK
- Professionally recognised example of good practice in preservation, conservation and care of the collections with 100% of the collection in acceptable storage or display conditions

## 1. Science Museum

### 1.2 SMG Strategic Objective 2: *Strengthen our core narratives and deliver dynamic gallery displays and public spaces*

#### 1.2.1 Deliver dynamic gallery developments and upgrades

2012–13

- Deliver the *Media Space* gallery in partnership with the National Media Museum
- Develop proposals for the Medical Galleries
- Undertake feasibility studies to support development of the Masterplan
- Continue to develop content and design of *Making Modern Communications* following outcome of HLF grant application

2013–16

- Deliver *Making Modern Communications* gallery in 2014
- Develop other galleries in line with Masterplan schedule

#### 1.2.3 Deliver enabling activity in support of gallery developments

2012–13

- De-installation of galleries for future programme – *Food for Thought*; Wellcome Wing Basement; and *Shipping*
- Identify alternative storage options for Science Museum equipment in light of changes to use of basement
- Deliver *Things* Gallery performance space refurbishment

2013–16

- Delivery informed by Masterplan

#### Outcomes by 2017

Our offer will:

- strengthen core audiences of families and education groups
- grow the independent adult audience and build relationships with diverse audiences
- provide high quality, innovative, life-enhancing experiences
- push the use of media and explore ways of using new technology to enhance engagement
- draw from the collection ensuring more opportunity to engage with and access objects
- provide new ways for audience participation

## 1. Science Museum

**1.3 SMG Strategic Objective 3:** *Implement clear audience strategies that focus on providing life-enhancing experiences*

### 1.3.1 Deliver life-enhancing experiences through the development and delivery of exhibition programming

2012–13

- Deliver the temporary exhibition programme:
  - Web Lab* exhibition (June)
  - Make it in Britain* exhibition (July)
  - Climate Change interventions (April)
  - Alchemy* exhibition – showcasing library and archive collections (April)
  - A special exhibition celebrating the centenary of the birth of Alan Turing (June)
  - Library lead Babbage Drawings exhibition (Sep/Oct/Nov)
  - Universe of Sound* – Philharmonia orchestra (May)
  - A programme of exhibitions related to significant anniversaries
  - Ensure a programme offer is in place outside the entrance to *Media Space*
  - Public history displays around communications technologies in support of *Making Modern Communications*, e.g. 2LO Transmitter exhibition bid
  - Three updates to case displays in the *Who am I?* gallery
  - Replace F1 car
  - Media Space* temporary exhibition programme in collaboration with the National Media Museum, starting with the *Give it Form* exhibition (March)
  - Smith Centre Glass exhibition (May)
- Deliver contemporary science programme exhibitions:
  - Daily electronic up-dates in *Antenna*
  - Ten *Antenna* topic zone displays
  - Antenna Live* every holiday period
  - Up to two *Antenna* Feature exhibitions each year
- Deliver the Arts programme:
  - Commissioned work delivered for *Making Modern Communications* gallery
  - Residency programme in place with Mick Jackson and Aleks Kolkowski
  - Rationalise the Arts Programme with *Media Space* and the Dana programme including delivery of the stairwell art commission linking to *Media Space*

2013–16

- Deliver the temporary exhibition programme:
  - Climate change interventions (April 2013)
  - Large Hadron Collider/CERN* exhibition (Autumn 2013)
  - Psychology* exhibition (Autumn 2013)
  - War and Medicine* exhibition (2014)
  - Climate Change* exhibition (2014)
  - Media Space* exhibition programme in collaboration with National Media Museum
  - Other potential major exhibition themes include: Cosmonauts, Science of Kings, Robots, Music, Civil Nuclear Power and Weather
- Ongoing delivery of Contemporary Science Programme
- On going delivery of integrated Arts Programme including *Holes* exhibition and one other temporary exhibition, gallery interventions and collections development

### 1.3.2 Deliver life-enhancing experiences through development and delivery of live programming

2012–13

- Deliver contemporary science programme events:
  - Who am I?* gallery Live Science
  - Dana programme
  - Lotto Lab* programme (providing funding bid successful)
  - Footfall Programme of up to 3 weekend festivals, potentially including Robots, Gaming and the Maker Faire
- Deliver a programme of events and activities providing 550,000 direct learning experiences
- Deliver Education Group programme
- Deliver eleven Adult *Lates*
- Deliver *Month at the Museum* in September/October

2013–16

- Year on year increase of 10% on visitors participating in our live programmes
- Education Group figures maintained
- Learning offer and outcomes fully aligned with Masterplan
- New *Making Modern Communications* Gallery opens with vibrant live programming
- Scientist-led programmes integrated as one of the tools for delivering life-enhancing experiences

### 1.3.3 Deliver life-enhancing experiences to new and diverse audiences

2012–13

- Youth Engagement strategy fully established
- Pilot apprenticeship scheme with Explainers
- Deliver more Live Programming to under represented audiences
- Launch 'five key boroughs' initiative
- Develop participatory practice for Learning programmes as well as exhibition programmes
- New audience strategy for learning and exhibitions is developed and implemented

2013–16

- Apprenticeship scheme expands and becomes a model for wider Museum
- Regular involvement and collaboration with our five boroughs
- Build and grow our *Lates* audience
- Expertise with diverse audiences permeates communication, development, marketing and collecting policy as integrated whole

### 1.3.4 Deliver life-enhancing experiences through development and delivery of both physical and digital learning products and increase their market reach

2012–13

- Develop a marketing strategy for the Learning offer
- Develop online resources for teachers/group leaders to engage students and groups with objects and enhance our skills in developing digital resources across platforms
- Evaluate impact of the learning website and evidence effectiveness in enhancing visitor experience

2013–16

- Improve the promotion of Learning resources for use in the classroom and seed Learning resources for classrooms across platforms
- Deliver online resources for teachers and group leaders to engage students and groups with objects
- Broaden our digital offer across platforms for all audiences
- Continue to develop resources to support object rich galleries in the Museum

### 1.3.5 Ensure all products and communications are informed by clear audience understanding and insight

#### 2012–13

- All Museum staff briefed on audience plan, including revised segmentation, and plan used to inform planning, programming and marketing
- Roll out revised exit survey
- Carry out educational segmentation research
- Research audience engagement with objects to inform development of *Making Modern Communications*, early stages medical galleries, and temporary exhibition programme
- Increase understanding of audience engagement via digital interpretation through evaluation of *Web Lab*, *Making Modern Communications* gallery and Museum apps. Use findings to inform *Media Space*
- Evaluate strategy for *Making Modern Communications* and Live Programming to ensure engagement of diverse audiences and deliver summative evaluation of Turing exhibition
- Carry out *Lotto Lab* evaluation to inform bids for direct scientist led engagement and Antenna and Live-Science programme

#### 2013–16

- The audience segmentation model is fully embedded
- Masterplan offer informed by audience research and audience advocacy

### 1.3.6 Deliver world class service in a safe and secure environment

#### 2012–13

- Improve the external environment to the Museum's visitor journey in partnership with the Exhibition Road Cultural Group
- Train all front of house staff in welcoming disabled visitors and improve accessibility
- Ensure targeted improvements to maintenance and upkeep of public spaces including proactive reporting of required repairs
- Improve and expand the Visitor Experience volunteer programme
- Develop a Visitor Experience intern programme
- Crisis Management Teams at SM, Wroughton and Blythe House trained to Level 2 incident rehearsal and supported by effective Crisis Plans
- Full Business Continuity Plans in place for every department
- Retain OHSAS accreditation and introduce an electronic accident reporting system
- Implement physical improvements in line with the Equalities Act

#### 2013–16

- Ongoing improvements to the 'service environment', through cleaning, maintenance etc. to ensure our public spaces meet our world class aspirations
- Development of Access Plan to improve the visitor experience for disabled visitors
- Effective business resilience fully embedded

### Outcomes by 2017

- Three million visitors per annum including more repeat visitors and recommendations
- Strengthened core audiences of families and education groups, growth in independent adult audience and strong relationships with diverse audiences
- Recognised as the number one provider of informal science learning experiences in the UK, reaching one million people directly through live programming by 2014
- Every school in the UK has a Science Museum Product or Programme
- Science represented as culture through our exhibitions, programmes, and advocacy
- Leaders in our sector for accessible communications
- Set the benchmark for world class service, both in the heritage sector and beyond
- Accredited health and safety organisation where practise is continually improving

## 1. Science Museum

### 1.4 SMG Strategic Objective 4: *Extend our reach nationally and internationally*

#### 1.4.1 Extend our reach nationally and internationally through our exhibitions and loans programme

2012–13

- Collaborate with international institutions to bring world class exhibitions to the UK
- Work with MOSI to deliver an exhibition programme across both sites and share training and learning across both organisations
- Re-establish an exchange programme for staff, and facilitate opportunities to work in other major museums across the world
- Support delivery of the national and international strategy currently under development
- Continue national and international loans

2013–16

- Implement agreed national and international strategy
- Deliver shared exhibition programme with MOSI

#### 1.4.2 Increase market reach of Learning programmes and products

2012–13

- Deliver 150,000 off-site direct learning experiences, including *Science Museum Tour!* and the Climate Science Outreach project
- Deliver other learning projects in partnership with museums and schools across the country as external funding becomes available
- Deliver digital resources as part of our standard offer for all audiences

2013–16

- Improve the promotion of Learning resources for use in the classroom
- Continued delivery of off-site direct learning experiences
- Seed online Learning resources for classrooms across platforms

#### 1.4.3 Deliver compelling online cultural and learning offers that extend the reach of our Museum's content and brand nationally and internationally

2012–13

- Redesign the appearance of the Science Museum website to deliver a more coherent, focused and brand-aligned online offer
- Tactical quick win opportunities to improve Museum's online content
- Increase opportunities for visitors to get involved in conversations with us and increase user generated content
- Small-scale ongoing provision of online curatorial content
- Deliver and/or repurpose content to support and complement offline cultural programmes including Antenna Features, Smith Centre Programme, Turing exhibition, Maths gallery, Olympics content and Punk Science
- Upload incrementally digitised content, including archival material, object documentation and images
- Rolling programme of evaluated small-scale experimental products to ensure identified with digital innovation and inform wider activity

2013-16

- Development of online content propositions mapped to strategic online positioning of the Museum
- Online presence for *Making Modern Communications*
- Strategy to maximise value and reach of temporary exhibition programme
- Integration of Adlib based library and archival content into core Museum online offers
- Online development is aligned to clear roadmap of mainstream technology adoption

## Outcomes by 2017

- National and international activity is strategically focused, effectively monitored and regularly reported against agreed goals and plans, resulting in a higher and more positive profile amongst audiences, peers, decision-makers and funders (compared to baseline to be established April 2012)
- Every school in the UK has a Science Museum product or programme
- Web presence forms coherent content-rich destination covering key Museum subject areas
- Traffic to online content exceeds that to other leading UK Museums' online content
- All public programmes leave a digital legacy and provide opportunity for audience participation

## 1. Science Museum

### 1.5 SMG Strategic Objective 5: Make optimum use of our estate

#### 1.5.1 Development of the Museum Estate

##### 2012-13

- Progress development opportunities for the SM Post Office Block as part of Masterplan
- Prepare a Masterplan for the Wroughton Estate to support development and refurbishment of SMG properties, production of electricity and potential further residential development
- Establish programme of Masterplan feasibility studies
- Upgrade NW Wellcome Wing lift services to improve visitor circulation
- Undertake the Blythe House refurbishments of year 1 of the 10-year plan
- Deliver programme of redecoration
- Design, manufacture and installation of stage in IMAX

##### 2013-16

- Implement SM Post Office Block development in co-ordination with the development of the Masterplan for the north-east corner of the Museum
- Implement Masterplan and agreed improvements and refurbishment
- Undertake Blythe House refurbishments in line with 10-year plan
- Replace all the existing turret staircase doors with replacement doors which will fully meet current Equalities Act and Fire regulations

#### 1.5.2 Deliver the Environmental Sustainable Development Policy

##### 2012-13

- Finalise, and publish internally, the carbon footprint of the organisation
- Establish Museum Carbon Champions
- Manage the SMG Carbon Reduction Working Party
- Roll out the Energy Awareness Induction Tool Kit
- Ensure stakeholders commit to deliver 1851 Estate Carbon Masterplan
- Identify and apply for funding for research into building performance and immediate improvements to fabric of buildings
- Identify suitable sites for locally generating or building integrated renewable energy systems and secure funding, partnerships or agreements to facilitate installation
- New waste and recycling contracts and systems in place

##### 2013-16

- Commence 1851 Estate Carbon Masterplan
- Deliver and implement energy efficiency and generation technology within the estate
- Installation of large scale wind systems at Wroughton site to supply energy to SMG
- Operate to improved SMG guidelines on specification levels for building refurbishments
- Green ICT embedded including procurement, energy management and flexible working

#### Outcomes by 2017

- First phase of Masterplan significantly progressed
- Increased income from estate rental and development opportunities
- One of the leaders in sustainable performance in the museum sector
- Energy demand reduced while meeting visitor expectations and collections care standards
- Generate and use greener energy streams

## 1. Science Museum

**1.6 SMG Strategic Objective 6:** *Be an organisation that is extrovert, entrepreneurial, efficient and dedicated to the development of great people*

### 1.6.1 Significantly raise the profile of the Museum and deliver a powerful, differentiated and coherent brand

2012–13

- Develop new brand essence and deliver associated brand alignment plan and programme of brand guardianship
- Increase capacity to respond to contemporary news agenda
- Deliver PR activity to drive visitor numbers and raise the profile of the Director
- Deliver enhanced advertising campaign
- Deliver integrated online marketing campaigns to reach priority and under-represented national and international audiences
- Improve profile of online customer-retention features e.g. e-mail sign-ups
- Seek to identify funding to deliver an improved SM website visit-planning interface
- Develop and improve the Communications Volunteer Programme

2013–16

- Deliver step change in level of international media coverage
- Develop further high profile media partnerships
- Ongoing Communications Volunteer Programme
- Visitor engagement and retention strategy, crossing web, digital marketing and on-gallery, established and delivered against

### 1.6.2 Deliver growing and sustainable profit through a range of commercial activity that supports and enhances the Museum's brand and reputation

2012–13

- Increase income through the Learning offer including a new range of Science Museum Learning Kits for schools and *Science Museum Live on Tour!*
- Grow licensing revenue through extending the Science Museum brand beyond the toys and gadgets category
- Develop a new guidebook for the Museum
- Enhance catering offer through continued development of SM catering outlets; increase visibility of SM Shop; and develop e-commerce offer as part of SM website development – achieving break even position for Online Shop in 12/13
- Deliver a profitable programme of Commercial Events/Corporate Hire, becoming one of the most sustainable venues in the UK
- Full implementation of new IMAX strategy
- Development of an on-site *Science Museum Live* residency

2013–16

- Increase income through the Learning offer including potential international launch of Science Museum Learning Kits to schools
- Grow licensing revenue including launch of comprehensive kids offer
- Enhance our retail offer including building a range of exclusive products that deliver high margins and enhance the brand; implement improved e-commerce platform with SM Online shop achieving profitability by 2013–14; deliver SM *Media Space* catering offer 2013
- New IMAX business model ensures break even

### 1.6.3 Raise restricted and unrestricted revenue and capital monies to deliver the Museum developments

#### 2012–13

- Raise capital restricted income for identified projects to be prioritised within the Museum Masterplan including £6million for *Making Modern Communications*
- Raise income for temporary exhibition programme as firmed up, including Large Hadron Collider/CERN exhibition, Cosmonauts and WWI exhibition
- Commence prospecting for *Antenna* Programme and Science Museum Art Programme as required by programme forward plan
- Raise £80k of unrestricted income via the Science Museum patrons programme and £125,000 from the Museum corporate membership programme
- Increase visitor donations to 31p per head with dedicated reception teams, Gift Aid ask and donation asks at other points of sale
- Donor segmentation and communication/stewardship plans in place to leverage increased giving from existing supporters

#### 2013–16

- Raise capital restricted income for identified projects prioritised within the Museum Masterplan
- Raise income for temporary exhibition programme as firmed up
- Raise funds to continue *Antenna* Programme exhibitions and components of the Science Museum Art Programme
- Raise £210k of unrestricted income per annum by 2015–16 via the Science Museum patrons programme and £200k per annum from the Museum corporate membership programme
- Increase donations to 62.5p per head by 2015–16

#### Outcomes by 2017

- The Museum is amongst the most talked about in the world
- Engaging and influential digital communications connect with audiences and our social media strategy is the envy of our peers
- Learning offer revenue generating programmes are model for the sector
- An established merchandise programme and process in place to ensure maximum commercial benefit
- The authority on best practise and high end event delivery within the unique venues market
- Finances in place to deliver phased Masterplan ambitions
- Finances in place to deliver enhanced Temporary Exhibition Programme
- Finances in place to deliver Antenna Programme and Arts Programme
- Grow income from the Patrons Programme and Corporate Membership Programme to £250k per programme by 2016–17
- Increase visitor giving to 75p per head by 2016–17

## 2. National Railway Museum

**2.1 SMG Strategic Objective 1:** *We aspire to the highest international museum standards in the care and preservation of collections, scholarship, programming, learning and advocacy for our subject areas*

### 2.1.1 Aspire to the highest international museum standards in the care and preservation of collections

2012–13

- Deliver cosmetic restoration of *Stirling Tender* funded by the FNRM
- Embed new operating plan for collections in store at Wroughton
- Continue apprenticeships and traineeships in heritage skills at York and Shildon, particularly in conservation and engineering

2013–16

- Increase engineering and conservation capacity to deliver a long term strategic conservation and operation plan
- Cosmetic restoration of *Winston Churchill* by 2015
- *Learning coaches* restored and in use

### 2.1.2 NRM Collections are continually developed and maintained as the best evidence for the history of the railways in Britain

2012–13

- Support transferral of SMG Railway Heritage Designation Panel operational and statutory powers
- Targeted acquisitions in line with NRM collecting plan
- Rationalisation of existing reserve collections complete

2013–16

- All collections audited and reviewed

### 2.1.3 Increase access to our world class knowledge and collections

2012–13

- Continue to develop and deliver the hazard management and conservation plans for the collections selected for interpretation projects
- Continued improvement to services offered in *Search Engine* through delivery of cataloguing plan and Archives Management Database fully operational
- Online access to collections information incrementally increased
- Archives and Images Access project substantially developed ready to implement, including public and commercial aspects

2013–16

- Curators developed to be recognised and visible as world experts in their fields
- Enhanced family history offer and mediated curator led sessions provided via *Search Engine*

### 2.1.4 Through the Institute of Railway Studies (IRS), increase our knowledge about railways and their impact on our world

2012–13

- Disseminate research findings via a programme of conferences, research workshops and articles
- Deliver academic conference – *Railways Logistics and War*

2013–16

- Develop international acclaim as the centre for research and teaching on the 'usable past'
- Contribute to an understanding of history directed at informing policy and public debate about the future of transport in the UK
- Work at the highest levels of international scholarship, whenever possible drawing upon the Museum's collections

### 2.1.5 Deliver Railway Industry National Archive Centre for the care of, access to, and study of, the records of the post-privatisation rail industry

2012–13

- Railway Industry National Archive design and build complete

2013–16

- Railway Industry National Archive stored and catalogued to ISAD(G) standard
- Designated archives collected and housed

### 2.1.6 Share NRM departments' expertise and promote its work with internal and external stakeholders

2012–13

- Agree and implement protocol for promotion of expertise through conferences, publications, broadcast and other media

2013–16

- Continue to develop and promote NRM departmental expertise

### Outcomes by 2017

- Collections are continually developed and maintained as the best evidence for the history of the railways in Britain
- NRM is the centre for the care of, access to, and study of, the records of the post-privatisation rail industry
- Increased access to our world class knowledge and collections
- IRS has world-class reputation for scholarship, increasing knowledge about railways and their impact on our world
- External stakeholders approach NRM Learning Department for best practice and advice in volunteering, public programmes and learning offer

## 2. National Railway Museum

### 2.2 SMG Strategic Objective 2: Strengthen our core narratives and deliver dynamic gallery displays and public spaces

#### 2.2.1 Re-development of permanent exhibition spaces at York

2012–13

- Re-interpretation of Station Hall to provide an immersive and inspiring visitor experience. Complete March 2013
- Great Hall redevelopment – assess fundability and priority
- *Ellerman Lines* moved from Great Hall, pending re-interpretation

2013–16

- Re-interpretation of Great Hall complete March 2014, including *Puffing Billy* 200<sup>th</sup> and exchange of *Agenoria* for US 4-4-0 with California State Railroad Museum
- *Search Engine* Gallery operating as an updateable modern railway exhibition

#### 2.2.2 Development of an inspiring and engaging indoor and outdoor offer in South Yard

2012–13

- Complete feasibility study on development of the turntable
- Operational railway infrastructure developed and turntable substantially complete ready for opening July 2013
- Plans worked up for implementation of driving simulators
- Design and development of public realm
- South Yard Masterplan complete
- Clear implementation plan and funding strategy in place

2013–16

- Phase 1 and 2 of South Yard development including TT, Roundhouse, traverser etc. complete
- Driving simulators operational

#### 2.2.3 Exhibition maintenance fully embedded in organisation

2012–13

- Estates infrastructure e.g. turntable and pits, safe and functional
- Tactical amendments to displays as vehicles are moved, or other opportunities are presented e.g. Great Hall turntable in daily use for NRM and Network Rail locomotive turning

2013–16

- Ongoing

#### 2.2.4 Development of Locomotion as a transport heritage collections, engineering and display centre

2012–13

- Visioning, planning, partnership and funding strategy developed
- Overarching design complete March 2013
- Exploration of conservation and logistical requirements for movement of Gaunless Bridge

2013–16

- Gaunless Bridge moved
- Phase 2 construction and installation commences April 2014, to be completed by 2017
- Larger, improved railway engineering facility operational
- Planning in place for development of non-railway displays

## Outcomes by 2017

- Public spaces are safe, well maintained and delivering world class service and life-enhancing experiences
- Re-developed Station Hall and Great Hall
- *Search Engine* increases access to our knowledge and collections
- An inspiring and engaging indoor and outdoor offer in the South Yard
- Locomotion transport heritage collections, engineering and display centre in place

## 2. National Railway Museum

**2.3 SMG Strategic Objective 3:** *Implement clear audience strategies that focus on providing life-enhancing experiences*

### 2.3.1 Deliver a vibrant exhibitions programme drawing on previously hidden collections

2012–13

- *Early Railway Art* – February 2012
- Summer Poster Exhibition, May 2012
- Winter Poster Exhibition, September 2012
- Beeching 50yrs exhibition – January 2013
- *Commercial Cultures* project completed – outreach and gallery components
- *Railfest* June 2012
- *Flying Scotsman* return
- Daily operation of locomotives during school holidays

2013–16

- Fully embed a Special Exhibition programme with high public awareness. Programme will include:
  - World War 1 commemoration 2014
  - Exhibition exploring the role of railways in the Holocaust – 2015
  - Railway Architecture Exhibition
  - BR Modernisation plan 60<sup>th</sup> – modernist design
  - Railways in children's book illustrations
  - Railway art at turn of the 20<sup>th</sup> Century
- Exhibition and complementary events programme to celebrate significant historic anniversaries including Winston Churchill's funeral (2015) and *Mallard's* 75<sup>th</sup> (2013)

### 2.3.2 Deliver life-enhancing experiences through development and delivery of live programming

2012–13

- Development and delivery of live programmes for *Railfest*, temporary exhibitions, *Flying Scotsman* return, Station Hall, South Yard and Great Hall redevelopments and *Mallard 75<sup>th</sup>* anniversary
- Trial of a family Christmas offer
- Deliver 334,000 direct learning experiences, including 2000 off-site
- Develop Education bookings system to increase bookings and new customers
- Host and deliver North Yorkshire region event for National Science week
- Continue to develop an under 6's offer
- Develop use of volunteers in the learning and public programme
- Research and develop teacher taster days and themed educational visits

2013–16

- Deliver public programmes to compliment exhibitions including *Puffing Billy* 200<sup>th</sup> anniversary
- Increase offer and achieve full booking numbers into Learning Platform
- Deliver an increase of 3,000 direct learning experiences per year, reaching target of 43,000 by 2016
- Deliver a must visit NRM family Christmas experience generating income
- Host a National Science Week event and deliver an associated major attraction
- Create a dedicated group entrance space for booked educational groups

### 2.3.3 Deliver life-enhancing experiences through development and delivery of both physical and digital learning products

2012–13

- Deliver online resources for teachers as pre- and post-activities around our learning offer
- Develop a digital learning product for KS2
- Learn from Science Museum skills for developing digital resources

2013–16

- Deliver online resources to accompany all learning workshops, storytelling and science shows
- Develop and deliver resources, including digital to support our galleries and exhibitions

### 2.3.4 Deliver life-enhancing experiences to new and diverse audiences

2012–13

- Set up a Youth Friends-of NRM group
- Develop a youth engagement strategy incorporating development of *Learning coaches* once restored
- Deliver SEN offer to include use of Makaton and special events
- Increase use and reputation of volunteers across the Museum – Year of the Volunteer (2012)
- Pilot apprenticeship scheme in Explainer team

2013–16

- Continue to grow and expand Youth Friends-of group offer
- *Learning coaches* start generating income through bookings once coaches restored
- Deliver Apprenticeship scheme in Explainer team
- Achieve Investing in Volunteers accreditation

### 2.3.5 Ensure all products and communications are informed by clear audience understanding and insight

2012–13

- Develop audience plan, including a revised segmentation model, to guide our planning, programming and marketing
- Roll out revised exit survey
- Audience advocacy and audience research used to inform major projects including *Railfest* and Station Hall

2013–16

- Physical visitor segmentation model is fully embedded
- Segment online audiences to identify gaps in diversity segments
- Learning about delivering life-enhancing experiences to disabled audiences is effectively used to support enhanced offer for these groups

### 2.3.6 Deliver world class service in a safe and secure environment

2012–13

- Improve external signage en route to NRM and improve welcome signage onsite
- Improve the external environment to the Museum's visitor journey in partnership with City of York Council
- Train all front of house staff in welcoming disabled visitors and improve accessibility
- Ensure targeted improvements to maintenance and upkeep of public spaces including proactive reporting of required repairs
- Improve and grow the visitor experience volunteer programme to add value
- Develop a visitor experience intern programme
- Retain OHSAS accreditation and introduce an electronic accident reporting system
- Crisis Management Teams at NRM and Locomotion trained to Level 2 incident rehearsal and supported by effective Crisis Plans
- Full Business Continuity Plans in place for every Museum department
- Implement physical improvements in line with the Equalities Act

2013–16

- Ongoing improvements to the 'service environment', through cleaning, maintenance etc. to ensure our public spaces meet our world class aspirations
- Development of Access Plan to improve the Visitor Experience for disabled visitors
- Effective business resilience fully embedded

### Outcome

- Visitor numbers reach one million plus per annum including more repeat visitors and recommendations
- NRM recognised for its vibrant programme linked to our galleries and objects
- Every booked educational group has a facilitated learning experience
- All learning workshops are accompanied by online learning products
- Leaders in the field in the Yorkshire region for our volunteering
- Recognised as leaders in our sector for accessible communications
- Set the benchmark for world class service, both in the heritage sector and beyond
- Accredited health and safety organisation where practise is continually improving

## 2. National Railway Museum

### 2.4 SMG Strategic Objective 4: *Extend our reach nationally and internationally*

#### 2.4.1 Operation of NRM locomotives on the main and preserved lines, in partnership with third parties and increasing the NRM brand presence

2012–13

- Programme of operation of *Flying Scotsman* on the main and preserved lines and display at York
- Detailed planning for restoration of LMS 3-cylinder tank locomotive No 2500
- Continued main and preserved line operation of *Oliver Cromwell* and *Sir Lamiel* in partnership with the 5305LA
- Develop an annual programme of shuttle trains

2013–16

- Restoration to working order of LMS 3-cylinder tank locomotive No 2500
- Programme of operation and display of *Flying Scotsman* until 2021
- Overhaul of further locomotives for operation in line with a long term strategic conservation and overhaul plan

#### 2.4.2 Develop strategic partnerships with relevant organisations to spread brand awareness and support effective delivery of objectives

2012–13

- Repair, maintenance and operation of *Lord Nelson* and *Cheltenham Engines* at the Mid Hants Railway
- Continue short and long term loans to the Great Central Railway including the GCR 04, *Oliver Cromwell* and *Sir Lamiel* and the Class 33 diesel (also in partnership with the 5305LA based at the GCR)
- Maintenance and operation of *Beattie Well Tank* and the T9 at Bodmin
- Enhance and deepen existing/potential relationships with non-railway organisations, e.g. London Transport Museum, City of York Council and Yorkshire cultural organisations

2013–16

- Develop stronger partnerships allowing for NRM brand presence:
  - UK: Keighley & Worth Valley Railway, Great Central Railway, STEAM, the Museum of the Great Western Railway, Mid Hants Railway, Bodmin & Wenford Railway
  - Internationally: Modern Transportation Museum, Osaka; Umekoji Steam Locomotive Museum, Kyoto; California State Railroad Museum, Sacramento; DB Museum, Nurnberg; Het Spoorwegmuseum, Utrecht; Sierra Leone National Railway Museum, Freetown; Chinese Railway Museum, Beijing; Swedish Railway Museum, Gavle
  - New partnerships in place with relevant non-railway organisations

#### 2.4.3 Deliver content rich experiences beyond the Museum's walls

2012–13

- Launch the *Commercial Cultures App* (giving insight into the way that railways have been marketed in the past) for passengers on the East Coast Line, April–May 2012

2013–16

- Develop the future digital experiences based on lessons learned from the above

#### 2.4.4 Influence and shape the UK's management and appreciation of its industrial heritage and develop strategic partnerships with the modern railway industry

##### 2012–13

- Initial research completed by May 2012 for bid and advocacy for NE England Railway World Heritage Site (including Locomotion)
- Continued engagement with national bodies to advocate for best practice e.g. The Heritage Railway Association and English Heritage
- Industry Dinner held May 2012

##### 2013–16

- Preparation of bid and advocacy for Railway World Heritage Site
- New industry partnerships in place to spread brand awareness and to help raise public awareness of railway stories that are relevant to their lives today

#### 2.4.5 Increase market reach of Learning programmes and products

##### 2012–13

- Build relationships with North Yorkshire providers to deliver large scale shows at STEM festivals reaching audience of 300+
- Participate in Climate Science Outreach project with Science Museum
- Develop Learning team marketing strategy

##### 2013–16

- NRM to become host venue for one or more learning conferences a year
- Learning marketing strategy implemented by 2014

#### 2.4.6 Compelling online cultural and learning offers that extend the reach of our Museum's content and brand nationally and internationally

##### 2012–13

- Tactical quick win opportunities to improve Museum's online content
- Increase opportunities for visitors to get involved in conversations with us and increase user generated content
- Small-scale ongoing provision of online curatorial content
- Deliver and/or repurpose content to support and complement offline cultural programmes including Art Gallery programme and *Search Engine* Gallery
- Upload incrementally digitised content, including archival material, object documentation and images
- Rolling programme of evaluated small-scale experimental products to ensure identified with digital innovation and informs wider activity
- Provision of small-scale online interactives/games as funding becomes available

##### 2013–16

- Development of online content propositions mapped to strategic online positioning of the Museum
- Integration of Adlib based library and archival content into core Museum online offers
- Online development is aligned to clear roadmap of mainstream technology adoption

#### Outcomes by 2017

- Increased NRM brand presence through mainline operations and heritage railway partnerships
- Partnerships with modern railway industry help raise public awareness of railway stories that are relevant to their lives today
- Partnerships with non-railway organisations support effective delivery of objectives
- Content rich experiences delivered beyond the Museum's walls
- UK effectively manages and appreciates its industrial heritage and NRM regarded as centre of excellence in this area
- Web presence forms coherent content-rich destination covering key Museum subject areas
- Traffic to online content exceeds that to other leading online UK museum presences
- All public programmes leave a digital legacy and provide opportunity for audience participation

## 2. National Railway Museum

### 2.5 SMG Strategic Objective 5: Make optimum use of our estate

#### 2.5.1 Development of the Museum Estate

2012–13

- Undertake significant buildings improvements to Station Hall – roof repairs and build of storage wall
- Improve vertical access to the Great Hall via installation of a new platform lift
- Install security gates to enhance security on NRM estate

2013–16

- Implement Masterplan and agreed improvements and refurbishment

#### 2.5.2 Deliver the Environmental Sustainable Development Policy

2012–13

- Finalise, and publish internally, the carbon footprint of the organisation
- Establish Museum Carbon Champions
- Participate in SMG Carbon Reduction Working Party
- Roll out the Energy Awareness Induction Tool Kit
- New waste and recycling contracts and systems in place

2013–16

- Deliver and implement energy efficiency within the estate
- Identify and apply for funding for research into building performance and immediate improvements to fabric of buildings
- Identify suitable sites for locally generating or building integrated renewable energy systems and secure funding, partnerships or agreements to facilitate installation
- Green ICT embedded including procurement, energy management and flexible working
- Operate to improved SMG guidelines on specification levels for building refurbishments

#### Outcomes by 2017

- Initial phase of Masterplan building improvements complete
- One of the leaders in sustainable performance in the museum sector
- Reduced energy demand while meeting visitor expectations and collections care standards
- Generate and use greener energy streams

## 2. National Railway Museum

**2.6 SMG Strategic Objective 6:** *Be an organisation that is extrovert, entrepreneurial, efficient and dedicated to the development of great people*

### 2.6.1 Significantly raise the profile of the Museum and deliver a powerful, differentiated and coherent brand

2012–13

- Complete roll out of new logo
- Increase capacity to respond to contemporary news agenda
- Deliver PR activity driving visitor numbers and raising the profile of the Director
- Deliver integrated online marketing campaigns to reach priority and under-represented national and international audiences
- Improve profile of online customer-retention features e.g. email sign-ups
- Develop and improve the Communications Volunteer Programme

2013–16

- Deliver step change in level of international media coverage
- Develop further high profile media partnerships
- Ongoing Communications Volunteer Programme
- Visitor engagement and retention strategy, crossing web, digital marketing and on-gallery, established and delivered

### 2.6.2 Deliver growing and sustainable profit through a range of commercial activity that supports and enhances the Museum's brand and reputation

2012–13

- Grow licensing revenue through *Flying Scotsman* and the Railway Poster collection
- Develop the catering offer through retendering catering contract at NRM
- Deliver a profitable programme of Commercial Events/Corporate Hire, becoming one of the most sustainable group of venues in the UK

2013–16

- Grow licensing revenue including launch of comprehensive kids offer across brands
- Enhance retail offer including building a range of exclusive products that deliver margin and enhance the brand
- Develop catering operation under a new catering contract

### 2.6.3 Raise restricted and unrestricted revenue and capital monies to deliver the Museum developments

2012–13

- Raise capital restricted income for identified projects within Museum Masterplan including £349k funding gap for Station Hall and identify fundraising needs for South Yard Development, Great Hall and Locomotion phase II
- Raise £65k for Art Gallery exhibition programme, £44k for WW2 evacuation trains and £10k funding gap for *Railfest*. Raise funds for 2013 *Mallard A4* Event once requirements established
- Identify fundraising potential for Modern Railway Balcony and Great Hall
- Raise £40k via the NRM patrons programme and £90k via the Corporate Membership programme
- Increase visitor donations to 40p per head with dedicated reception teams, Gift Aid ask and donation asks at other points of sale
- Donor segmentation and communication/stewardship plans in place to leverage increased giving from existing supporters

2013–16

- Raise capital restricted income for identified projects prioritised within the Museum Masterplan including South Yard Development, Great Hall and Locomotion phase II
- Raise income for Art exhibition programme
- Raise restricted income for new public programmes offer
- Raise £70k per annum via NRM patrons programme and £100k via Corporate Membership programme by 2015–16
- Increase visitor donations to 65p per head by 2015–16 with dedicated reception teams, Gift Aid ask and donation asks at other points of sale

## Outcomes by 2017

- The Museum is one of the most talked about in the world
- Engaging and influential digital communications connect with audiences and our social media strategy is the envy of our peers
- An established merchandise programme and process in place to ensure maximum commercial benefit
- The authority on best practise and high end event delivery within the unique venues market
- Finances in place to deliver Masterplan
- Finances in place to deliver programme
- Patrons Programme brings in at least £70k per annum, and Corporate Membership Programme £100k per annum, by 2016–17
- Increase visitor giving to 75p per head by 2016–17

### 3. National Media Museum

**3.1 SMG Strategic Objective 1:** *We aspire to the highest international museum standards in the care and preservation of collections, scholarship, programming, learning and advocacy for our subject areas*

**NMeM Brand Imperative 1:** *A unique, unrivalled and inspiring media Collection*

#### 3.1.1 Our Collection will be accessible efficiently

2012–13

- Continued planned improvements to the configuration of Insight: Collections and Research Centre

2013–16

- Creation of self-mediated visitor access to robust objects from the Collection, particularly the gift of the BBC Collection and EMI Collection

#### 3.1.2 Collections stored or displayed in efficient and sustainable conditions which comply with the best national and international standards

2012–13

- Completion of Black Dyke evacuation and strategic disposals
- Beginning of accession of the Harryhausen collection into short term storage in existing footprint

2013–16

- Progress in collections rationalisation and non-core objects disposed of

#### 3.1.3 Have regular acquisitions and disposals driven by our brand essence and values

2012–13

- Continue negotiations around identified key archives

2013–16

- Continue to close gap in photographic collections and update other collections

#### 3.1.4 Share expertise of Learning department and promote its work with internal and external stakeholders

2012–13

- Develop plan for internal and external advocacy of NMeM Learning aligned to brand review
- Agree and implement protocol for promotion of NMeM Learning expertise through conferences, publications, broadcast and other media
- Identify national/international partnership opportunities to extend the reach of our learning offer and enhance learning programmes

2013–16

- Deliver plan for internal and external advocacy of NMeM Learning
- More national and international partnerships

#### Outcomes by 2017

- Collections even stronger and more distinctive
- 90% of the collection accessible efficiently
- 100% of collections stored or displayed in efficient and sustainable conditions which comply with the best national and international standards
- External stakeholders approach Learning Department for best practice and advice in volunteering, public programmes and learning offer

### 3. National Media Museum

**3.2 SMG Strategic Objective 2:** *Strengthen our core narratives and deliver dynamic gallery displays and public spaces*  
**NMeM Brand Imperative 2:** *Inspiring galleries and 'spaces' (including virtual spaces) that are telling stories in a distinctive way*

#### 3.2.1 Deliver more sustainable and suitable galleries that reflect our remit

2012–13

- *Life Online* gallery and associated moves completed and inspiring visitors
- *Media Heaven* delivered on 6<sup>th</sup> floor
- Undertake Masterplanning survey to determine past and future uses of Museum spaces
- Carry out plant replacement to improve environmental conditions, where necessary in light of Masterplanning exercise
- *Magic Factory* improvements completed
- Complete feasibility study on suitability of taking over the Library and progress developments in response to outcomes

2013–16

- Work underway on gallery relocation and refurbishment in line with revised Masterplan

#### 3.2.2 Deliver a space in London which shares the Museum's exhibition programme and showcases its world class collection through its programme

2012–13

- Opening of the *Media Space* in London

2013–16

- Create analogous spaces in Bradford to those in London to reduce costs of redesigning shows for two different physical spaces

#### Outcomes by 2017

- A consistent look and feel across all Museum spaces
- An inspiring, coherent visitor journey and narrative that allows us to tell inspiring and relevant stories
- World class temporary exhibition spaces
- All our spaces will be managed in a way that we can afford to run and refresh them
- A web presence that is recognised as engaging and inspiring as well as technologically best in class

### 3. National Media Museum

**3.3 SMG Strategic Objective 3:** *Implement clear audience strategies that focus on providing life-enhancing experiences*

**NMeM Brand Imperative 3 and 4:** *Exciting world class programming that connects media practitioners with audiences and inspires engagement; An inspiring and engaging cinema operation*

#### 3.3.1 Delivering an ongoing exhibition and events programme in Bradford and London

2012–13

- Deliver *Media Space* exhibition programme at the Science Museum starting with the Give it Form exhibition in March 2013
- Deliver temporary exhibitions programme at the National Media Museum:
  - Art of Arrangement: Photography and the Still Life Tradition*
  - Photographing the British Landscape: 1840 – Present*
  - Tom Wood*Summer holiday exhibitions delivered specifically for families

2013–16

- Shared temporary exhibition programme between *Media Space*, London and National Media Museum, Bradford

#### 3.3.2 Deliver life-enhancing experiences to a more diverse audience through development and delivery of live programming and events

2012–13

- Learning offer and outcomes fully aligned with Masterplan
- Deliver more live interpretation through development of *Cinema Magic* shows and new improved live gallery based programmes
- Deliver improved adult evening offer around Festivals, etc.
- Research, develop and market improved groups offer
- Themed programming and new exhibition content specifically for families at holiday times and mass participation events
- Olympics offer includes Super HV demonstration
- Deliver 110,000 direct learning experiences
- Continue to work with Cine Yorkshire and develop links with City Park programming; and continue to develop programming links with BBC, BFI etc.
- Deliver live programmes using digital learning technologies
- Volunteers support delivery of adult tours

2013–16

- Adult evening events featuring contemporary practitioners
- Improved groups offer, increasing bookings and revenue
- Value added and charged for family offer attracting new and repeat visits
- Develop wider programming links with other locations, e.g. Salford
- Media rich live programming relating to gallery content and holiday themes
- Increase direct learning experiences by 4500 year on year
- Cinema Magic generating increased revenue
- Volunteers support delivery of live programmes

#### 3.3.3 Deliver an inspiring and sustainable cinema operation

2012–13

- Deliver Bradford International Film Festival, Bradford Animation Festival and Fantastic Films Weekend
- Deliver planned improvements to offer, including assessment of the role of IMAX

2013–16

- Development of further partnerships and private sector support
- Clear roles for each of our auditoria, including commercial and learning outcomes

### 3.3.4 All products and communications are informed by clear audience understanding and insight

#### 2012–13

- Develop audience plan, including a revised segmentation model, to guide our planning, programming and marketing
- Roll out revised exit survey
- Audience advocacy and audience research used to support major projects including *Life Online* and *Media Space*

#### 2013–16

- Physical visitor segmentation model is fully embedded
- Identify online audience segments and gaps in audience diversity
- Media practitioner-led programmes integrated as one of the tools for delivering life-enhancing experiences
- Learning about delivering life-enhancing experiences to disabled audiences is effectively used to support enhanced offer for these groups

### 3.3.5 Deliver world class service in a safe and secure environment

#### 2012–13

- Deliver Monday opening
- Improve visitor information on what to see and do in the Museum
- Improve the external environment to the Museum's visitor journey in partnership with Bradford City Council and Bradford Library
- Train all front of house staff in welcoming disabled visitors and improve accessibility
- Ensure targeted improvements to maintenance and upkeep of public spaces including proactive reporting of required repairs
- Improve and grow the Visitor Experience volunteer programme to add value
- Develop a Visitor Experience intern programme
- Crisis Management Teams at NMeM trained to Level 2 incident rehearsal and supported by effective Crisis Plans
- Full Business Continuity Plans in place for every Museum department
- Develop evacuation plans with rehearsals
- Retain OHSAS accreditation and introduce an electronic accident reporting system
- Implement physical improvements in line with the Equalities Act

#### 2013–16

- Ongoing improvements to the 'service environment', through cleaning, maintenance etc. to ensure our public spaces meet our world class aspirations
- Development of Access Plan to improve the visitor experience for disabled visitors
- Effective business resilience fully embedded

### Outcomes by 2017

- Increased visit numbers with more repeat visitors and recommendations
- Increased visitor numbers from target audience segments whilst maintaining core audiences
- Major events and effective regular programming exceeds our audiences' expectations
- Number of booked groups visiting reaches 65,000
- Life-enhancing experiences delivered to new and diverse audiences
- The UK's best venue for enjoying film with a financially sustainable cinema operation
- Cinema programme that attracts larger audiences and attracts critical acclaim
- Recognised as leaders in our sector for accessible communications
- Every member of staff capable of, and takes responsibility for, conversing with our audiences and has the skills and knowledge to understand their role in delivering inspiring involvement to all our audiences
- Set the benchmark for world class service, both in the heritage sector and beyond
- Accredited health and safety organisation where practise is continually improving

### 3. National Media Museum

**3.4 SMG Strategic Objective 4:** *Extend our reach nationally and internationally*

**NMeM Brand Imperative 5:** *Greater regional, national and international profile and recognition as an authoritative voice about media*

#### 3.4.1 A developed touring programme taking the Museum's brand and artefacts nationally and internationally

2012–13

- Continue to develop touring of planned exhibitions and packaged products including:  
*The Lives of Great Photographers* to Dick Institute, Kilmarnock  
*Photographing the British Landscape: 1840 – Present* to Edinburgh Art Centre
- Continued national and international loans programme

2013–16

- An established touring route for shows beyond Bradford and London
- Increased recognition for the Collection through significant loans

#### 3.4.2 A web presence that reflects the Museum's status as home of the National Media Collection

2012–13

- New online presence for *Media Space* and *Debate and Share* element of the web offer aligned to *Media Space*
- Tactical 'quick win' opportunities to improve Museum's online content
- Online media provision continues to be broadened
- Increase opportunities for visitors to get involved in conversations with us and increase user generated content
- Small-scale ongoing provision of online curatorial content
- Delivery and/or repurposing of content to support and complement offline cultural programmes including exhibitions programme and *Life Online*
- Upload incrementally digitised content, including archival material, object documentation and images
- Rolling programme of evaluated small-scale experimental products to ensure identified with digital innovation and informs wider activity

2013–16

- Development of online content propositions mapped to strategic online positioning of the Museum
- Strategy to maximise value and reach of developing Temporary Exhibition Programme established
- Integration of Adlib based library and archival content into core Museum online offers
- Online development is aligned to clear roadmap of mainstream technology adoption

#### Outcomes by 2017

- The National Media Museum brand will be bigger than its location and bigger than its sub brands
- High brand awareness amongst all our audiences
- Recognised as a source of authoritative comment on media
- Web presence forms coherent content-rich destination covering key Museum subject areas
- Traffic to online content exceeds that to other leading online UK museum presences
- All public programme to leave a digital legacy and provide opportunity for audience participation

### 3. National Media Museum

#### 3.5 SMG Strategic Objective 5: Make optimum use of our estate

##### 3.5.1 Development of the Museum Estate

2012–13

- Reinststate plant and equipment on site to acceptable standard for new fully comprehensive maintenance contract

2013–16

- Implement agreed improvements and refurbishment in support of Masterplan

##### 3.5.2 Deliver the Environmental Sustainable Development Policy

2012–13

- Finalise, and publish internally, the carbon footprint of the organisation
- Establish Museum Carbon Champions
- Participate in SMG Carbon Reduction Working Party
- Roll out the Energy Awareness Induction Tool Kit
- New waste and recycling contracts and systems in place

2013–16

- Deliver and implement energy efficiency within the estate
- Identify and apply for funding for research into building performance and immediate improvements to fabric of buildings
- Identify suitable sites for locally generating or building integrated renewable energy systems and secure funding, partnerships or agreements to facilitate installation
- Green ICT embedded including procurement, energy management and flexible working
- Operate to improved SMG guidelines on specification levels for building refurbishments

##### Outcomes by 2017

- Environmental conditions meet required standards
- Initial phase of Masterplan building improvements complete
- One of the leaders in sustainable performance in the museum sector
- Energy demand reduced while meeting visitor expectations and collections care standards
- Generate and use greener energy streams

### 3. National Media Museum

**3.6 SMG Strategic Objective 6:** *Be an organisation that is extrovert, entrepreneurial, efficient and dedicated to the development of great people*

**NMeM Brand Imperatives 5, 6 & 7:**

5. Greater regional, national and international profile and recognition as an authoritative voice about media
6. A team that can inspire and tell stories about media
7. A financial model that ensures we can deliver our essence to all our audiences

#### 3.6.1 Significantly raise the profile of the Museum and deliver a powerful, differentiated and coherent brand

##### 2012–13

- Deliver brand alignment plan and programme of brand guardianship
- Deliver further brand awareness campaign and increase media awareness of the Museum
- Increase capacity to respond to contemporary news agenda
- Deliver PR activity to drive visitor numbers, including development of personal profile of key staff, including the Director, and promotion as media commentators
- Develop the Museum as a host of media events – building used as a media venue
- Deliver integrated online marketing campaigns to reach priority and under-represented national and international audiences
- Improve profile of online customer-retention features e.g. email sign-ups
- Develop and improve the Communications Volunteer Programme

##### 2013–16

- Deliver step change in level of international media coverage
- Develop further high profile media partnerships
- Ongoing Communications Volunteer Programme
- Visitor engagement and retention strategy, crossing web, digital marketing and on-gallery, established and delivered against
- Promote use of the Museum as location for broadcast and debate

#### 3.6.2 Deliver growing and sustainable profit through a range of commercial activity that supports and enhances the Museum's brand and reputation

##### 2012–13

- Develop a publishing programme that delivers commercial titles plus specialist publications to share our collections with a wider audience, including a guidebook for the Museum
- Develop the catering offer through retendering catering contract
- Deliver a profitable programme of Commercial Events/Corporate Hire, becoming one of the most sustainable group of venues in the UK

##### 2013–16

- Grow licensing revenue
- Enhance our retail offer including building a range of exclusive products that deliver margin and enhance the brand
- Develop catering operation under a new catering contract

### 3.6.3 Raise restricted and unrestricted revenue and capital monies to deliver the Museum developments

#### 2012–13

- Raise capital restricted income for identified projects within Museum Masterplan
- Raise £100k for *Life Online* temporary exhibition programme
- Achieve £330k in income for programme activity including *Media Space*, Film Festivals, collections/photography exhibitions and £80k for relocation of the Harryhausen collection
- Achieve £28.5k income from individual membership programme, and £60k through the corporate membership programme
- Maintain visitor donations at 2p per head
- Donor segmentation and communication/stewardship plans in place to leverage increased giving from existing supporters

#### 2013–16

- Raise capital restricted income for identified projects prioritised within the Museum Masterplan
- Ongoing fundraising for programme including £330k per annum for *Media Space* programme, film festivals and collections/photography exhibitions
- Corporate membership programme to exceed income of £100k by 2015–16 and ongoing income achieved via individual membership programme
- Increase donations to 5p per head from all sources of visitor donations by 2015–16

#### Outcomes by 2017

- The Museum is one of the most talked about in the world
- Greater regional, national and international profile and recognition as an authoritative voice about media
- Engaging and influential digital communications connect with audiences and our social media strategy is the envy of our peers
- An established merchandise programme and process in place to ensure maximum commercial benefit
- The authority on best practise and high end event delivery within the unique venues market
- Finances in place to deliver phased Masterplan ambitions
- Finances in place for programme including £330k per annum for *Media Space* programme, film festivals and collections/photography exhibitions
- Corporate membership programme to exceed income of £100k by 2015–16 and ongoing income achieved via individual membership programme
- Increase donations to 5p per head from all sources of visitor donations by 2016–17

## 4. Museum of Science and Industry, Manchester

4.1 With the recent merger between MOSI and SMG, MOSI will be reviewing its long term strategic plan in line with the objectives of SMG. As these plans are developed they will form an appendix to this document.

4.2 The plan will seek to enable MOSI to develop itself as an outstanding national science museum, which tells compelling historical and contemporary narratives by:

- 4.2.1 celebrating Manchester's major contribution to the world history of science and industry (deploying the best curatorial skills to record and research)
- 4.2.2 showcasing the work of the city's universities in continuing scientific innovation
- 4.2.3 providing an outstanding STEM resource for schools in Manchester/North West and galvanising the aspirations of local children
- 4.2.4 enhancing an appreciation of science, both historic and contemporary developments, for all age groups
- 4.2.5 contributing to the cultural and tourism agenda of Manchester, and locating science within culture

4.3 Key priorities will be to:

- 4.3.1 develop shows rich in science and collections and explore display of touring exhibitions from other Museums within the Science Museum Group or beyond
- 4.3.2 build on the success of the Manchester Science Festival and deliver more programming events and festivals. Shape the arts programme to complement other parts of the Manchester scene such as the Manchester International Festival
- 4.3.3 resolve issues relating to the Ordsall link and gain benefits of a rail partnership with NRM
- 4.3.4 celebrate and curate the existing site as an outstandingly important asset
- 4.3.5 create a loan and display programme, sharing collections between London and Manchester, on core areas such as computing
- 4.3.6 explore opportunities with key partners, such as Manchester University

4.4 Specific actions in 2012–13 include:

- 4.4.1 Develop a site Masterplan with a supporting curatorial and fundraising strategy
- 4.4.2 Establish the MOSI Advisory Board and explore opportunities with key partners such as Manchester University, Manchester City Council etc.

## 5. Pan-SMG

**5.1 Strategic Objective 1:** *We aspire to the highest international museum standards in the care and preservation of collections, scholarship, programming, learning and advocacy for our subject areas*

**5.1.1 Promote and maximize access to object and corporate information through professional information, imaging and collections management co-ordinated across the Science Museum Group**

### 2012–13

- 12,000+ pieces of object information enhanced and visible on Collections Online
- 6,000 objects audited
- 6,000+ new studio collection images captured and made accessible
- 2,500+ new/scanned record images captured and made accessible through MIMSY XG
- Enquiries Management System implemented to manage FOI, object enquiries etc.
- Review Historic Loans held in storage and acquire title or rationalise
- Historic paper records transcribed and made available electronically
- Plan and prepare for MOSI collections integration

### 2013–16

- Electronic Document Records Management solution identified and implemented
- Continue to review Historic Loans held in storage and acquire title or rationalise
- Object Audits continue at each SMG site
- Plan and implement collections information management plan for MOSI
- Research and review if MIMSY best meets SMG needs

### Outcomes by 2017

- High-quality information about the SMG collections and Museums is both easily accessible and exploitable by audiences and staff
- SMG collections are professionally, authoritatively and fully documented/recorded
- Effective compliance management across the fields of collections and information rights management

**5.2 SMG Strategic Objective 6:** *Be an organisation that is extrovert, entrepreneurial, efficient and dedicated to the development of great people*

**5.2.1 Deliver increased income through commercial and development activity which draws on the strength of the Science Museum Group as a whole**

### 2012–13

- Develop a publishing programme that delivers commercial titles plus specialist publications to share our collections with a wider audience, including new guidebooks for the Museums
- Review our Picture Library and explore ways to grow our print sales including international distribution
- Establish the SMG Foundation and raise £2.12m
- Raise £10,000 through an Individual Giving Campaign

### 2013–16

- Develop Major BBC documentary exploring our collections
- By 2016–17 raise £50,000 per annum through an Individual Giving Campaign
- SMG Foundation raises £10.42m by 2016–17

## 5.2.2 Ensure optimal use of resources to meet savings requirements and increase efficiency through collaboration across the Science Museum Group

### 2012–13

- Achieve identified procurement savings through review of generic supply contracts (including cleaning contract retender), economies of scale and delivering procurement induction training
- Review of energy consortium agreements at end of term
- Deliver ICT improvements including internet based telephony system across all sites, a fast internet connection at NRM, upgrade to *Focal Point* finance system and HR *Cascade* system developments
- Produce fully documented and tested ICT Disaster Recovery infrastructure
- Plan for migration of some systems and data from SM, NRM and NMeM computer rooms to an off-site location underway
- Develop a fully integrated membership and CRM system across all SMG sites
- Integrate MOSI into SMG, meeting all legal and financial requirements

### 2013–16

- Continue to achieve identified procurement savings and implement shared solutions
- Programme to rationalise ICT systems across SMG in place

## 5.2.3 Create a framework and programmes that enable us to attract and retain excellent people and lead, develop and support them to deliver the very best they can

### 2012–13

- Deliver development programmes including the Accelerated and Leadership programmes and deliver staff conferences
- Deliver targeted specialist training relevant to the organisation needs including health and safety, brand alignment, business skills, career development and talent management
- Review and automate the Performance Development Process
- Deliver Young Graduates in Museums and Galleries and work experience programmes
- Optimise staffing resources via change management programme to achieve savings while maintaining ongoing programmes and morale
- Support the integration of MOSI staff into SMG

### 2013–16

- Investigate accreditation for Leadership and Management Development, support further external development programmes as extension to Leadership Development Programme and deliver “Potential Managers” development programme
- Development programme for volunteers designed and delivered
- Talent spotting mechanism designed and embedded
- Strengthen the ability of our pay and reward systems to support corporate goals
- Ongoing change management programme

## Outcomes by 2017

- Commercially viable specialist publications created and produced across SMG
- Benefit from broader distribution of both image and print sales worldwide
- SMG Foundation raises £10.42m
- Procurement savings achieved
- ICT estate managed in an agile and more cost effective manner
- Leadership, Management, Accelerated & Exec development delivered with elements of external accreditation
- Established external reputation for ‘generic’ development topics
- Workforce reflects communities in which we are located and there is reasonable representation across occupational groups
- With the addition of MOSI, we are a stronger group effectively collaborating to make a richer offer
- The organisation’s people are fully enabled to support the corporate strategy

## Budget *(Figures to be inserted on confirmation of budget)*

	<b>2012–13 budget</b>	<b>2011–12 forecast</b>	<b>2011–12 budget</b>
<b>Visitors (millions)</b>	4,966,000	4,300,000	4,197,000
<b>Income and costs (£m)</b>			
Grant in Aid			37.5
Commercial income (after deducting contingency)			1.9
Other income			2.0
<b>TOTAL INCOME</b>			<b>41.4</b>
Operating costs			34.5
Projects/capital			6.4
Reserves			0.5
Prior year savings b/f			(0.5)
<b>TOTAL COSTS</b>			<b>40.9</b>
<b>SURPLUS/(DEFICIT)</b>			<b>0.5</b>

An additional £0.3m has been allocated to the Contingency Reserve in 2012–13. This will bring the level to £3.05m at the end of 2012–13 to ensure minimum amounts are available in case of an emergency.

The Collections Purchases Reserves to fund acquisitions currently stands at £0.1m, with an additional £0.1m allocated in 2012–13.

## High Level Corporate Risks

Risk	Management
1. Difficulty in obtaining funding for priority programme and longer term capital developments	Implement prioritised fundraising strategy Develop scalable plans where possible to achieve objectives Schedule plans with sufficient lead in times Develop clear project briefs to support fundraising
2. Further reductions are made to SMG's GiA	Carry out scenario planning Implement savings and income initiatives Liaise with DCMS
3. MOSI integration puts pressure on operational staff resource across the group and unforeseen capital costs could arise	Implement integration plan Continue liaison with DCMS with regard to capital funding Embed management and reporting mechanisms Establish MOSI priorities and where SMG can most benefit the Museum in order to prioritise operational support
4. A major external event impacts on the Museum, reducing visitor numbers, income and reputation	Complete updates to business continuity plans Run crisis management exercises at Locomotion and Wroughton Continue to manage key external relations Implement plans to reduce opportunity for theft from outdoor estate Reinforce fraud prevention practices
5. Due to scale of programme, risk of overstretching the organisation's resources both front and back of house	Prioritise programme and gallery development Establish non-programme essential operational developments Plan costs and resource allocations in advance Ensure clarity on commitments to funders and prioritise resources to support delivery of commitments Well trained project managers manage programmes PIDs setting out resource requirements are approved prior to commencement

# Science Museum Group Key Performance Indicators

SMG Key Performance Indicators	Metrics	Targets and Benchmarks
<b>SMG Strategic Objective 1: Aspire to the highest international museum standards in the care and preservation of collections, scholarship, programming, learning and advocacy for our subject areas</b>		
1.	Collections care	1.1 Proportion of areas meeting storage grade goals Target to be confirmed following March 2012 results
2.	Research	2.1 Total external research income/grant commitments received SM: £100,000 NRM: £50,000 NMeM: £10,000
		2.2 Number of academic publications SM: 15 papers, 1 book NRM: 2 NMeM: 4
		2.3 Number of academic conference papers/talks SM: 20 NRM: 4 NMeM: 3
3.	Collections Management	3.1 Qualitative assessment of progress in collections management based on scope of acquisitions and progress against rationalisation objectives Collections enhanced in line with Collecting and Disposal Strategies
<b>SMG Strategic Objective 2: Implement clear audience strategies that focus on providing life-enhancing experiences</b> <b>SMG Strategic Objective 3: Strengthen our core narratives and deliver dynamic gallery displays</b>		
4.	Satisfaction	4.1 % Very Satisfied with their visit 4.2 % Definitely likely to recommend a visit to friends and family No lower than 3 year average (tbc end of year)
5.	Physical visit numbers	5.1 Total number of visits into the Museums SM: 2,850,000 NRM: 751,000 NMeM: 525,000 Locomotion: 200,000 MOSI: 800,000
6.	Virtual visit numbers	6.1 Total number of online visits to Museum/SMG Websites SM: 5,785,800 NRM: 1,002,000 NMeM: 770,000 MOSI: 1,000,000

SMG Key Performance Indicators		Metrics	Targets and Benchmarks
<b>SMG Strategic Objective 2 and 3 continued</b>			
7.	Learning numbers	7.1 Number of visits in booked educational groups  7.2 Number of instances of participation in on-site activities	SM: 360,000 NRM: 36,050 Locomotion: TBC NMeM: 53,000 MOSI: TBC  SM: 550,000 NRM: 332,000 Locomotion: TBC NMeM: 103,000 MOSI: TBC
8.	Delivering life-enhancing experiences	8.1 Annual assessment of performance in delivering life-enhancing experiences drawing on quantitative and qualitative data	Improved quality of experience for target groups
9	Core and growth audience segments	9.1 Assessment of visitor profile – proportions and numbers	Audience profile developing according to audience plan objectives (once in place)
<b>SMG Strategic Objective 4: Extend our reach nationally and internationally</b>			
10.	Learning Outreach	10.1 Number of instances of participation in off-site organised activities	SM: 150,000 NRM: 2,000 Locomotion: TBC NMeM: 5,000 MOSI: TBC
11.	Loans	11.1 Number of objects accessible on loan  11.2 Number of loan venues  11.3 Number of venues hosting our touring exhibitions and numbers visiting	No lower than 3 year average SM: NRM: NMeM: MOSI:  No lower than 3 year average SM: NRM: NMeM: MOSI:  NMeM: 3 exhibition host venues

SMG Key Performance Indicators		Metrics	Targets and Benchmarks
<b>SMG Strategic Objective 5: Make optimum use of our estate</b>			
12.	Carbon reduction	12.1 Qualitative and quantitative assessment of performance in reducing CO2 emissions in light of programme and activity	12.2 Due to carbon reduction programme CO2 emissions are lower than would otherwise expect from programme and activity
<b>SMG Strategic Objective 6: Be an organisation that is extrovert, entrepreneurial, efficient and dedicated to the development of great people</b>			
13.	Staff satisfaction	Employee Opinion Survey (EOS) results: 13.1 % agreeing with employee engagement questions within the EOS  13.2 Qualitative assessment of EOS results	13.1 No lower than 2010 results  13.2 Performance compares favourably to scores in wider civil service
14.	Income	14.1 Capital donor commitments  14.2 Restricted revenue donor commitments for temporary exhibitions  14.3 Restricted revenue donor commitments for ongoing programmes  14.4 Unrestricted revenue donor commitments  14.5 SMG Foundation donor commitments 14.6 SMG Enterprises profit 14.7 Other income (including interest)	14.1 SM: £6m NRM: £557.5k+ NMeM: £1.14m  14.2 SM: £4m NMeM: £100k  14.3 SM: £650k NRM: £225k NMeM: £230k  14.4 SM: £215k NRM: £130k NMeM: £103.5k SMG Visitor Giving: £1.15m  14.5 £2.12m 14.6 £2.4m 14.7 £0.9m
15.		15.1 Operating cost per visit  15.2 Operating cost per visit net of income	15.1 Maximum of £8.24  15.2 Maximum of £6.96