

NMSI CORPORATE PLAN 2009



FOCUS ON OPPORTUNITY

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0. SUMMARY

Our brands are already popular and well regarded, and our collections are world class. However, we are in an economic downturn, with high competition for donor funding and visitors. We are going to become the most admired museum in the world. We have made significant progress over the two years since the last Corporate Plan and laid the foundations for success. This plan continues with the same overall strategy. We now need to build on those foundations. This means being completely customer focused. It means redoubling our efforts to generate new sources of income. It means being clear about what is our core business and stopping lower-impact work so we can plough back resources into our core business of communicating to a mass audience. It means focusing on the big opportunities.

1. EXTERNAL ENVIRONMENT

'Difficult times'

The fundamental importance of science, engineering and the creative industries to the UK's future economic success is fully recognised by the government. These are all areas central to the Museum's agenda. Indeed, all our collections are examples of innovation and entrepreneurship, not just science and technology. In addition, issues such as climate change, media and transport are subjects of keen public interest and there is a demand to understand them better and to find a source of impartial and accessible understanding; again, these are perfectly aligned with our core role. There is a real desire in both parents and students for increased educational achievement. As learning institutions we are well placed to inspire and motivate students in our subject areas, all areas where there is a need to encourage more students. The government is keen to see the excellence of national museums made available across the UK and not just centred in London.

All of these factors are real opportunities that we need to exploit. However, there are also some significant and real threats that we need to counter. The Museum is operating in a competitive market for donors, and we depend on income of this kind to fund new exhibitions and galleries. The economic downturn will see giving decline and there is the risk that competitor museums and galleries will be more attractive or fashionable to our donors, thus depriving us of income. We are also competing with other leisure activities for people's time and money. The Olympics will inevitably be competing with us for commercial sponsorship, government funds and publicity. In addition, the government is seeking to support a mixed economy of funding for its sponsored bodies and there is the ever-present pressure on government funding, despite the current funding allocation, which could be a potential threat.

2. OUR VISION

‘The most admired museum’

Our collections are world class. We have enthusiastic and committed people and strong brands. Indeed, we have the key ingredients to be the best science and industry museum in the world. However, we believe that if we realise our full potential we can be better. Our ambition is simple:

- To be the most admired museum in the world and thus be a source of pride to the public, our supporters and our staff.

It is important that the key stakeholders – the public, our supporters and our staff – are proud of what we are doing and feel a sense of shared ownership of the Museum.

The NMSI brands are supporting this vision through the following ambitions:

- The Science Museum will be the best place in the world for people to enjoy science.
- The National Railway Museum will be a world-class museum where people from all walks of life will choose to explore how railways help shape our world.
- The National Media Museum will be the best museum in the world for inspiring people to understand, engage with and create media.

3. OUR MISSION

‘A life-enhancing experience’

We want to give our audiences a life-enhancing experience, to open their minds as a result of their visit to the Museum – whether virtual or real. We want to inspire them with our collections, enable them to understand more about the development of the modern world and its relevance to the future, and motivate them to learn more.

This is encapsulated in our mission statement:

- Inspiring, engaging and motivating the widest audience about the development of the modern world and its relevance to the future, through the best use of our collections.

In support of this mission:

- The Science Museum will make sense of the science which shapes our lives.
- The National Railway Museum will explore how the railways shaped our world.
- The National Media Museum will explore how the media shapes lives and the world in which we live.

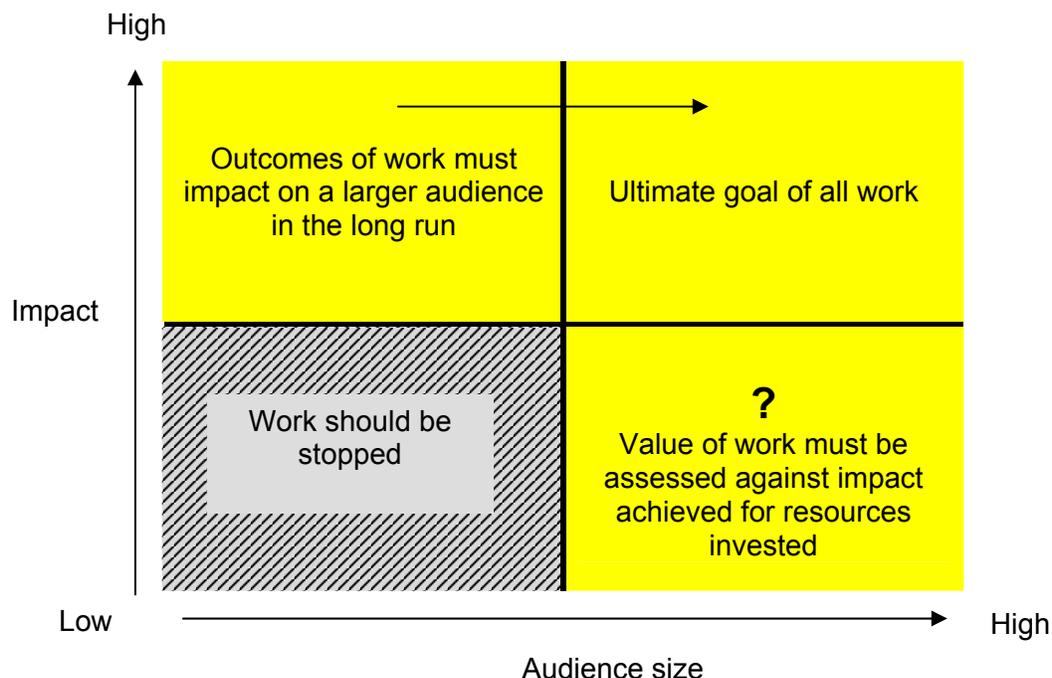
4. OUR PRIMARY GUIDING PRINCIPLE

'The highest impact for the largest audience'

Engaging large audiences

We are a Museum whose key role is to engage large and diverse audiences, whilst recognising that the audience is composed of many differing segments, including those with only a general interest as well as more specialist audiences. We need to ensure that as far as possible our exhibitions can cater simultaneously for these differing interests. This focus on engaging a large audience does not imply any dumbing down to the lowest common denominator, nor a reduction in access to our collections and knowledge. Nor does this mean we cannot carry out more focused work with new and diverse audiences.

Whilst ultimately we want to achieve maximum impact and benefit the largest audience we can, it is recognised that along the way we may need to work with smaller numbers if we are to reach new and diverse audiences and experiment with the creativity of our offer. However, such work must ultimately lead to an improved impact of experience for larger audiences. Likewise we must assess the value of investment in work which reaches larger audiences but which does not have a high impact on these audiences. The diagram below provides a guide to help us decide what activities are core to our business and which are not, and thus ensure we invest our scarce resources proportionately for the impact that results.



Understanding our customers

If we are to be driven by our audiences, as we must, then we need to understand them much better so we can engage them and exceed their expectations. Our relationship with our visitors needs to be much more intimate. Indeed, we need to consider them as customers not just visitors.

The Museum and its staff depend on our customers' support just as much as any commercial business. Our commercial activities, such as retail, IMAX, etc., depend directly on our customers and their choice to buy from us. Equally, the Museum's visitors may not pay directly but they do indirectly through their taxes, and their satisfaction must be at the top of our priorities and thus they should be seen as customers.

To achieve this we need to do three things:

- To understand the aspirations and unfulfilled needs of our customers, and potential customers.
- To create offers that satisfy those needs.
- To market our offers in ways that make our customers, and potential customers, visit so we are able to satisfy their needs.

A market-led organisation

Achieving this will only be possible if we change our mind-set from being a product-led organisation to being market led.

This change is fundamental. It must be the customer market that drives our creative effort as well as our visitor experience. This does not mean we just provide what the customers say they want. Success will be when we open a new exhibition that does indeed fulfil their needs even though they had not expressed them explicitly before. This ability to understand how to excite our customers demands our complete focus on understanding them and what drives them.

Too often we only include marketing at the end of developing an exhibition; that is too late. Marketing must be at the genesis of our creative ideas, and ideas should only proceed when the marketing strategy is clear. A simple test is to ask, at this earliest stage, what the 'press release' will say when we open the exhibition that will make the exhibition unmissable. Getting this clear at the earliest stage stops effort being wasted on weak proposals. The early engagement of marketing also gives more time to develop marketing effort.

Likewise, if we are to provide a life-enhancing experience that all our customers can benefit from, we need to ensure that our offer is informed by the cultural, social and physical needs of our customers. Audience research and audience advocacy must therefore be used to inform all our major exhibitions and programmes.

The Programme Committee will not allow an idea to progress unless the marketing, trading and learning aspects are fully considered.

Donor satisfaction will be a key indicator of our progress in being a market-led organisation.

NMSI Trading and the Museum – a single enterprise

Although the Trading Company and the Museum are formally distinct entities, they are part of a common enterprise working to the same overall objective – to create the most admired museum. It is essential that staff, whether formally working for the Museum or the Trading Company, understand this common purpose and support each other accordingly.

Focusing on opportunities

A fundamental guiding principle that we will follow is to continually check that our most effective staff are directed to the most important opportunities. This means that we need to stop doing lower-impact work to release resources to higher-impact projects. Often the activities we stop may be well done and on message but just lack the impact we seek, or have been successful but need to be abandoned to ensure we invest in the next generation. Some tests we could apply in deciding whether we should stop an activity are to consider a number of the following:

- Is it addressing a large audience?
- Is it addressing a diverse audience?
- Is it delivering a high impact externally?
- Is it in line with our cultural agenda?
- Is it cost effective?
- Is it contributing to the development of the next generation of our ideas?

If we are to create the impact we need for our audiences, we need to focus our efforts on opportunities that deliver the highest impact and stop non-core activities with a low impact.

5. PROGRESS SO FAR

‘The foundation for success’

Our last Corporate Plan identified our strengths and also set out what we had to do to realise our vision.

Our strengths

We are fortunate in already having key strengths on which we can build:

- We have strong brands.
- Our staff are very committed and enthusiastic.
- We have credibility across our subject areas and are trusted institutions.
- We have a strong reputation with child audiences.
- However, the major strength is our world-class collection.

Improvements we have made to date

We have created an integrated Museum with a clear top-level structure based on the three elements: creative, visitor experience and corporate services. To support this structure we created a new Executive, with each Executive having responsibility for a particular area of business across the whole of NMSI. The Museum Directors have been freed from day-to-day responsibility for running their physical Museum to allow them to be more outward looking. NMSI Trading Company Ltd also now operates pan-NMSI and has taken on the responsibility for running the Museums day to day through the Visitor Experience team.

These changes have led to an organisation with clearer lines of responsibility, more outwardly focused on donors and audiences, channelling its external relationships with audiences through its three brands.

This Corporate Plan identifies where we now need to focus our efforts to realise the opportunities that are open to us. These priorities are set out in the six objectives below.

6. THE STRATEGY FOR REALISING OUR VISION

'Delivering a life-enhancing experience through business excellence'

In order to achieve our vision we have identified six Strategic Objectives. These can be grouped into those which focus on engaging our audiences through our creative offer and customer experience, and those which focus on our own internal management and efficiency in support of this. They are:

Engaging audiences

1. Focus on a large and diverse audience through our brands.
2. Engage and inspire through the highest-quality informal learning opportunities.
3. Develop and promote access to an excellent customer experience for all.

Efficient, effective management

4. Develop and reward great people who perform.
5. Embed effective management processes.
6. Maximise financial resilience and organisational efficiencies.

For each Strategic Objective we have defined a set of priorities we will take forward if we are to achieve these objectives. These are summarised in Appendix A.

A summary of what these priorities mean for each Executive area within NMSI is contained in Appendix B.

Strategic Objective 1: Focus on a large and diverse audience through our brands

High-impact creative offer

To be the most admired museum in the world we must engage a large and more diverse audience with our brand offer. We will invest proportionally to the scale and needs of our audiences and stop investing in low-impact work. Our exhibitions and programmes must have high impact, and meet the diverse needs of audiences. It is recognised that impact is not only a matter of numbers reached, but also of the quality of people's experience.

We will develop and exploit the creativity in our organisation and develop an offer which surprises and intrigues our audiences, developing a sense of theatre and wonder. To attract a large and diverse audience we will have popular, including commercial, authoritative content that draws people into the Museum who would not normally visit, whilst ensuring we cater for our more specialist interest customers. We will present a richer experience, highlighting innovative technology, entrepreneurial and creative skill, the social context represented by our objects and the people stories that our exhibitions invoke. In order to ensure the creative offer has a high impact, the marketing, trading and learning aspects for all programmes will be fully considered before progressing.

The Museum brands are the core elements on which we will continue to build. Indeed, the Museum will focus on developing the strength of the three core brands, and will resist moving into areas that would dilute our focus on these brands.

Making collections relevant

Our collections define our Museum. They are our principal opportunity for engagement with our audiences and thus an entry to learning about our subjects, the associated innovation and entrepreneurship, and social impact. We will use our collections to tell important, high-impact stories and provide access to more objects from our collections through our learning programmes. Our curators will focus their efforts on establishing and interpreting well-founded narratives from our collections which will allow us to tell these stories. To enable curatorial staff to free up time to focus their efforts on the telling of these stories, we will work creatively with external organisations, such as universities, to facilitate primary research into our collections.

If we are to continue to be relevant and maintain world-class collections, we need to continue to acquire new objects, and increase the importance and relevance of our collections. However, there is a finite limit to how much we can store, let alone display. We will therefore work with a certain fixed size for our reserve collections and acquire and dispose of objects to increase the value of the collections over time within that limit. Our collections, even when associated with a particular one of our brands, have relevance across all our brands. Through using all our collections across our brands we can enhance the stories we tell. We will therefore treat all our collections as one single resource.

Developing donor relationships

In order to be able to offer new and innovative exhibitions and programmes we will sustain our existing relationships with corporate sponsors and expand trust and foundation support. We will also focus on developing relationships with individual donors, including members, volunteers and high-net-worth individuals. Building a network of such donors can lead to not only financial and in-kind support, but also lifelong engagement with the Museum. Over the longer term we will broaden and deepen these relationships to establish a significant endowment fund as a reliable source of unrestricted income.

- Priority 1.1: Develop exhibitions and programmes with a high impact for a large, more diverse audience, redirecting effort and investment from low-impact activity.
- Priority 1.2: Develop and channel the organisation's creativity to respond to the needs of a large, more diverse audience.
- Priority 1.3: Offer richer more multi-dimensional routes to engagement.
- Priority 1.4: Ensure the marketing, trading and learning aspects for all programmes are fully considered before progressing.
- Priority 1.5: Build brand strength.
- Priority 1.6: Focus curatorial efforts on the establishment and interpretation of high-impact stories.
- Priority 1.7: Explore opportunities for research partnerships with external organisations.
- Priority 1.8: Increase the value of our world-class collections within a fixed size and utilise them as a single resource across all our brands.
- Priority 1.9: Sustain existing relationships with corporate sponsors and expand trust and foundation support.
- Priority 1.10: Develop strategic relationships with individual donors.

Strategic Objective 2: Engage and inspire through the highest-quality informal learning opportunities

Embedding learning

We want to deliver a life-enhancing experience for all our customers. To deliver this we will embed the highest-quality informal learning practices within our creative offer, engaging, inspiring and motivating our adult as well as younger customers. To do so effectively, we first need to understand our customers. We will therefore carry out audience research and advocacy and use our findings to develop our major exhibitions and programmes across all the brands, so we reduce the barriers to engagement, recognise multiple learning styles and deliver defined learning outcomes. These findings will also be used to enable us to engage new and diverse audiences, by reducing the physical, cultural and social barriers which may prevent people from all walks of life from enjoying our offer.

We have already recognised the value of face-to-face interpretation, and the insights this can give people in understanding the significance and impact of many of the objects in our collections. We will therefore seek to use more volunteers in visitor-facing roles, as well as engaging a large and diverse audience through our live programming.

As well as embedding learning within our physical creative offer, we will also seek to advance online opportunities to further diversify and expand our audiences.

Respond to opportunities

If we are to deliver learning outcomes for a large audience and grow our national reach, we must respond to opportunities. Increasingly, government is supporting end-users, such as schools and community groups, to buy services from organisations instead of supporting providers like us to create and deliver content. Our outreach service is one area which is in demand from these end users. In addition our non-governmental donors are very interested in supporting the creation and delivery of these services. We must therefore position ourselves as an organisation where such services can be bought and supported, thereby releasing internal funding for further investment in our offer. We will therefore grow our outreach service by moving to a wholly externally funded outreach programme.

- Priority 2.1: Fully embed learning within the creative offer.
- Priority 2.2: Invest in audience research and advocacy to improve overall quality of experience for all brands.
- Priority 2.3: Engage audiences through live programming and increase use of volunteers in visitor-facing roles.
- Priority 2.4: Advance online opportunities to grow and diversify our audiences.
- Priority 2.5: Effect a transition to an externally funded outreach programme.

Strategic Objective 3: Develop and promote access to an excellent customer experience for all

Attracting audiences

We want to increase our audience, including adults, in both numbers and diversity. We will be ensuring the different dimensions of our creative offer attract and engage the widest possible audience. However, we will also need to raise people's awareness of this offer if we are to attract a more diverse – and growing – audience. We will therefore implement an innovative marketing and communication plan to ensure our customers and potential customers are excited by our offer and see us as a must-visit destination.

Exceptional customer experience

As well as attracting a larger, more diverse audience, we want to ensure that the customer experience itself is exceptional and that as a result our audiences will feel pride in the Museum and want to return again and again. We want to understand the needs of both our existing and potential customers. We will therefore carry out market research, and, combined with audience research and advocacy, ensure our offer and customer experience are informed by our findings.

Customer-focused staff

We want all our staff to be focused on the customer, whether in customer-facing or non-customer-facing roles. We will therefore implement a customer charter, governing the behaviour of all NMSI staff and communicating how everyone has a role to play in putting customers at the heart of what we do. We will ensure all our customer-facing staff have received customer training, and non-customer-facing staff experience a customer-facing role.

Priority 3.1: Implement an innovative marketing and communication plan to attract a large, more diverse audience, including more adults.

Priority 3.2: Better understand our audiences to improve the customer experience and respond to the needs of a large, more diverse audience.

Priority 3.3: Improve the customer experience and implement the customer charter.

Strategic Objective 4: Develop and reward great people who perform

We want to develop a culture of excellence, discipline and continuous improvement. We cannot deliver our vision and meet the needs of our customers without excellent people.

Developing staff

We will therefore ensure we recruit the right people and develop their skills and talents. In recruiting the right people we will attract a more ethnically diverse workforce across the organisation and enable people to progress. In particular we will develop great leaders, managers and supervisors, and develop teamworking capabilities. To increase the creativity of the organisation and our offer, we will develop people's creative business capabilities, and encourage staff to be outward looking, learning from other creative industries.

Discipline

We also want disciplined people who engage in disciplined thought and who then take disciplined action. We will therefore performance-manage staff effectively. Reward will reflect performance and not time served or qualifications, and we will move out of the Museum those who are unable or unwilling to perform to our high standards. We need to recruit increasingly from the wider marketplace and thus need to introduce new terms and conditions accordingly.

Continuous improvement

If we are to realise our vision we need to set high standards from the outset. It is inevitable that we will be unable to meet those standards in all areas initially, but we will not allow short-term problems to reduce our ambitions. This means we will not tolerate second best. We will measure our performance objectively and develop a culture of continuous improvement so we learn from our mistakes. We will display leadership from the top; our staff will be looking to see if the managers live the message themselves. All leaders set the tone and through words and deeds create the prevailing culture. We will adopt an open, transparent relationship with our staff and engage in two-way communication where genuine concerns can be freely voiced without fear of recrimination and where leaders build a positive environment.

- Priority 4.1: Attract and reward great people who perform.
- Priority 4.2: Attract a more ethnically diverse workforce throughout the organisation.
- Priority 4.3: Develop great leaders, managers, supervisors and teamworking capabilities.
- Priority 4.4: Develop people's creative business capabilities and the necessary skills and discipline to achieve our vision.
- Priority 4.5: Introduce new terms and conditions to enable recruitment in the wider marketplace.
- Priority 4.6: Professionalise the organisation, ensuring effective performance management and a culture of excellence and continuous improvement.

Strategic Objective 5: Embed effective management processes

We want to ensure that our management processes enable the organisation to deliver maximum benefits for our customers, ensuring we operate efficiently and offer maximum value for taxpayers' and donors' money.

Delivering against responsibilities

We want to adhere to our business management system whilst giving people freedom and responsibility within the framework of that system. The restructure has established clearer lines of responsibility and accountability, but we now want to embed understanding and adherence to these amongst all staff. We will keep focused on the outcomes we want to achieve and stop doing low-added-value work. We will stop trying to do everyone else's work and concentrate on achieving results in those areas in which we are responsible. We will have fewer but more professionally skilled managers fully focused on the leadership task, enabling their people to deliver.

Effective internal customer–supplier relationships

We will enable teams to work more effectively with one another, ensuring that all relevant teams input to projects at the right stages and maximum benefit for our customers is achieved. We will reduce the layers in our structures as much as possible to provide appropriate headroom in roles and speed communication. We will ensure all staff understand the internal cross-team customer–supplier relationships, recognise that these are two way and that respect for such relationships is embedded. We are a business and we will run with the same focus and discipline as a business, with simple easy-to-use business processes, focused on benefiting our customers.

In order to support creativity, we will be less risk averse in our decision-making processes and encourage innovation.

- *Solutions not problems*
- *Outcomes not input*
- *Focused not distracted*
- *Professional not amateur*
- *Best in class not runner-up*
- *Prepared not firefighting*
- *Integrated not fragmented*

Priority 5.1: Simplify business processes.
Priority 5.2: Embed clear lines of accountability and responsibility.
Priority 5.3: Reduce the layers in our structures.
Priority 5.4: Embed effective internal customer–supplier relationships.
Priority 5.5: Manage aversion to risk and communicate approach to risk to support creativity.

Strategic Objective 6: Maximise financial resilience and organisational efficiencies

Maximising income

In order to deliver consistently high-quality, high-impact experiences for our customers, we need to increase and diversify income available to support these activities. Government funding is expected to continue to decline in real terms, and the government has indicated that it expects cultural institutions to rely increasingly on a mixed (government/non-government) funding model. We will therefore ensure long-term financial security and sustainability through a balanced portfolio of investment from the Department of Culture, Media and Sport (DCMS), private philanthropy and our Trading Company, recognising that it will be the latter two areas that hold any prospect of increased income for the Museum.

Not only will we continually strengthen our links with DCMS, other departments and public funding bodies, we will also increase private philanthropic support by building a diverse network of support from individuals, corporations, trusts and foundations. Our Trading Company is now producing a profit and we will continue to grow this. We will continue to focus on maintaining customer spend per head and increase total spend via increased visitor numbers. At the same time we will seek to grow our non-visitor-related profits significantly, particularly from intellectual property.

Maximising organisational efficiencies

We want to focus investment in areas with the highest impact for our audience and potential audiences. To do this we will ensure our organisation operates in the most efficient way possible, freeing up as much funding as possible to meet the needs of our audiences. Whilst the NMSI restructure has established a more efficient operation, we will continue to scope out how we make better use of pan-NMSI structures to increase our efficiency. We will also seek efficiencies through the best mix of permanent and contract staff working on a commissioned basis, such that we can better match the peaks and troughs of funding. We will benchmark our own internal provision to ensure it is competitive when compared with external providers, and we will ensure we establish full cost recovery for services provided to external parties. Finally, we will continue to seek to partner with other museums to achieve efficiencies through economies of scale.

Priority 6.1: Significantly increase funding from trading income by maintaining customer spend and growing non-visitor-related profits.

Priority 6.2: Significantly increase donor income by strengthening links with DCMS, other departments and public funding bodies, and increasing private philanthropic support.

Priority 6.3: Seek efficiencies through an optimum mix of permanent and commissioned staff.

Priority 6.4: Benchmark costs of internal provision of services against external providers.

Priority 6.5: Ensure full cost recovery for services delivered to external parties.

Priority 6.6: Scope out better use of pan-NMSI structures to increase efficiencies.

Priority 6.7: Explore opportunities for economies of scale through partnerships with other museums.

7. WHAT WILL SUCCESS LOOK LIKE?

If we succeed in realising our full potential and thus achieving our vision we will display the following characteristics:

- We will be internationally admired, and the benchmark that other leading museums worldwide seek to emulate.
- It will be easy to attract funds; indeed we will be the partner of choice for all our donors and stakeholders.
- We will have audiences exceeding 5 million per annum.
- Our audiences will be more diverse.
- Our audiences will have a life-enhancing experience.
- Our staff will feel empowered and proud to work here and we will be able to attract the highest-quality staff at all levels of the organisation.
- The public and our donors will feel pride in the Museum and a sense of shared ownership.
- All our staff will be customer focused.

8. MEASURING OUR PROGRESS TOWARDS REALISING OUR VISION

Outputs and outcomes	Indicator
Life-enhancing experience	Summative qualitative evaluations indicate learning outcomes delivered Proportion of visitors who agreed their visit engaged with their emotions and engaged their minds
Donor satisfaction	Donor income Volume and value of major gifts Member numbers (corporate and individual) and Patrons Qualitative examples
Public pride	Volunteer numbers Visitor attraction ranking Proportion of public expressing an interest in visiting the Museum Positive press coverage
International admiration	Qualitative examples, e.g. awards, recognised best practice, collections expertise, etc. Positive international media coverage
5 million visitors	Number of visitors New and repeat visitors
Diverse visitor profile	Proportion of visitors from BME background Proportion of visitors from lower socioeconomic groups Proportion of adult and child visitors
Staff satisfaction	Extent to which staff feel proud to say they work here Extent to which staff feel satisfied working here
High-quality, customer-focused staff	Performance reviews % of staff who have undergone customer awareness training % of non-customer-facing staff who spend at least one day a year volunteering in a customer-facing role
Financial resilience	% of income from non-GIA funding Adequacy of reserves

Visitor numbers and international admiration are particularly important indicators in measuring progress towards our vision. However, the key measure is that of donor satisfaction. Donors' wish to be associated with a world-class organisation and their decision to support the Museum with substantial funding will be based on a broad assessment of the esteem with which the public and key stakeholders perceive us.

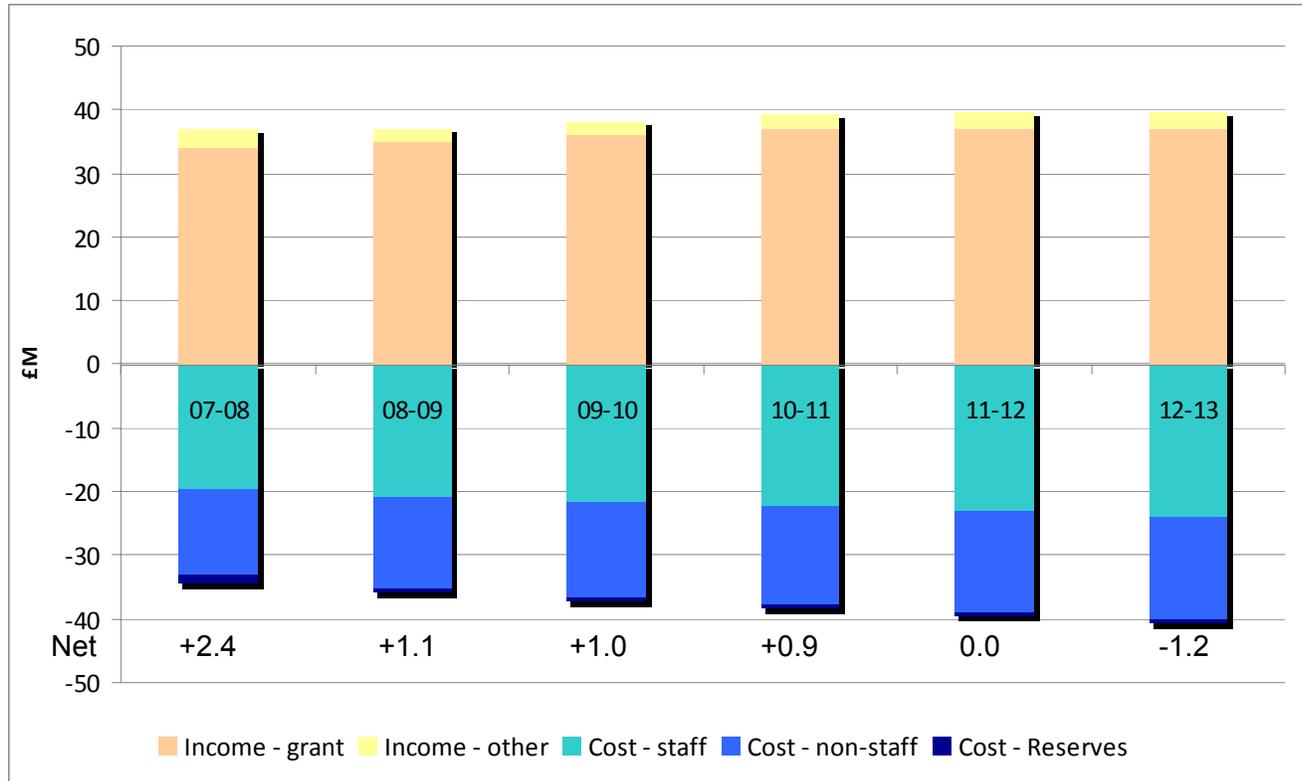
9. RISKS

We will actively manage the likelihood and/or impact of the following risks to ensure they do not prevent us achieving our vision:

- Poor management of change.
- Lack of creativity, capacity and skills to implement changes.
- Lack of focus on high-impact activities.
- Severe downturn in the economy and inflation pressures meaning failure to win and increase funds to implement changes.
- Offer from other visitor and leisure attractions ahead of NMSI.
- Restriction in GIA income.
- Major health and safety or terrorist incident.

10. FINANCIAL PROJECTIONS

Financial projections for NMSI indicate that if we carry on as we are and do not focus our efforts, we will have a deficit of funds by 2012–13.



Assumptions

Income

Grant in Aid is maintained at 2011 levels for 2011–14.

Trading grows slowly.

Unrestricted fundraising income grows slowly.

Interest income at same level.

Expenditure

Staff costs assumes vacancy savings and annual staff cost increases.

Non-staff costs assume £0.6m energy cost increase in 2008–09 remains, and thereafter 3% cost increase.

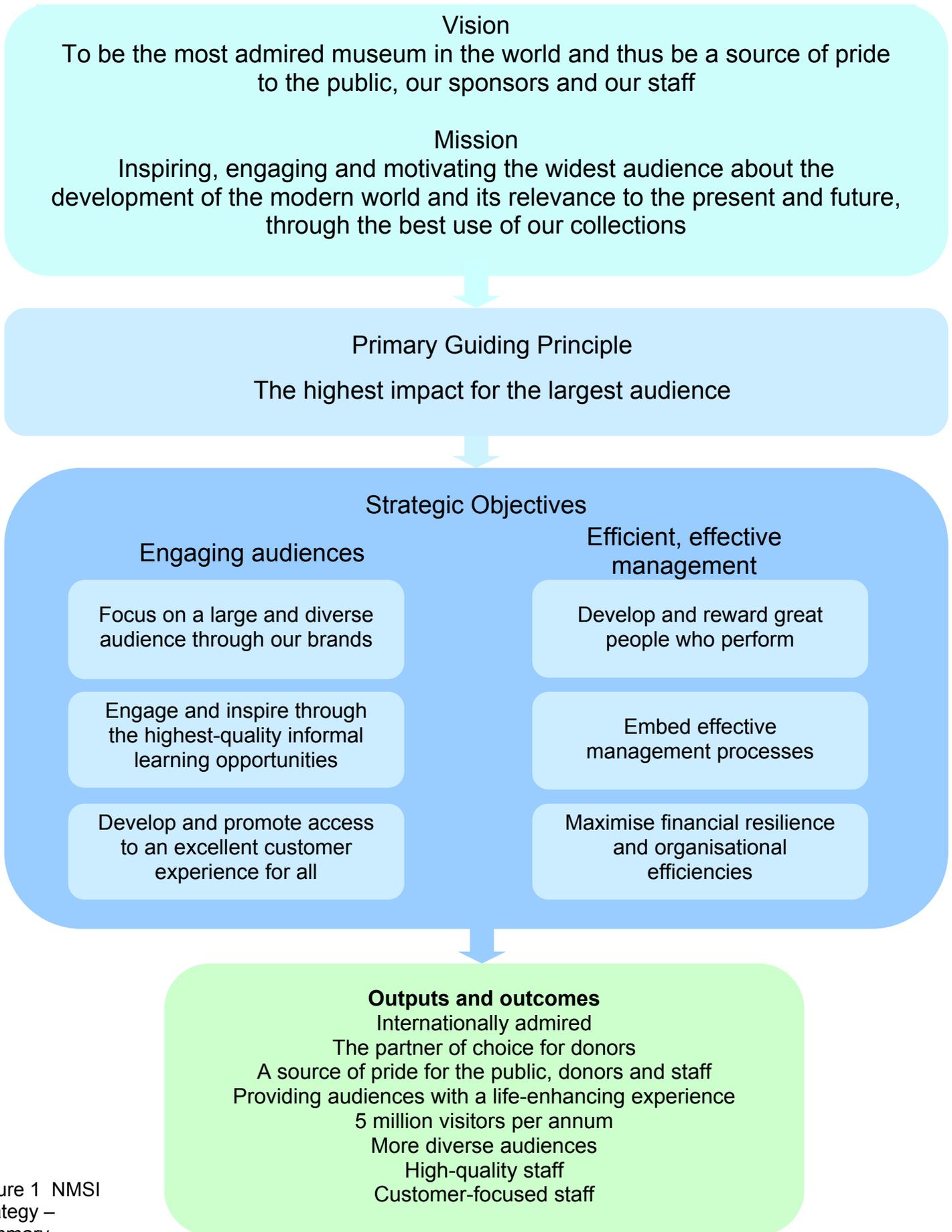


Figure 1 NMSI strategy – summary

Strategic Objectives and priorities

Audience engagement

Focus on a large and diverse audience through our brands

- 1.1 Develop exhibitions and programmes with a high impact for a large, more diverse audience, redirecting effort and investment from low-impact activity
- 1.2 Develop and channel the organisation's creativity to respond to the needs of a large, more diverse audience
- 1.3 Offer richer, more multi-dimensional routes to engagement
- 1.4 Ensure the marketing, trading and learning aspects of all programmes are fully considered before progressing
- 1.5 Build brand strength
- 1.6 Focus curatorial efforts on the establishment and interpretation of high-impact stories
- 1.7 Explore opportunities for research partnerships with external organisations
- 1.8 Increase the value of our world-class collections within a fixed size and utilise them as a single resource across all our brands
- 1.9 Sustain existing relationships with corporate sponsors and expand trust and foundation support
- 1.10 Develop strategic relationships with individual donors

Engage and inspire through the highest-quality informal learning opportunities

- 2.1 Fully embed learning within the creative offer
- 2.2 Invest in audience research and advocacy to improve overall quality of experience for all brands
- 2.3 Engage audiences through live programming and increase use of volunteers in visitor-facing roles
- 2.4 Advance online opportunities to grow and diversify our audiences
- 2.5 Effect a transition to an externally funded outreach programme

Develop and promote access to an excellent customer experience for all

- 3.1 Implement an innovative marketing and communication plan to attract a large, more diverse audience, including more adults
- 3.2 Better understand our audiences to improve the customer experience and respond to the needs of a large, more diverse audience
- 3.3 Improve the customer experience and implement the customer charter

Efficient, effective management

Develop and reward great people who perform

- 4.1 Attract and reward great people who perform
- 4.2 Attract a more ethnically diverse workforce throughout the organisation
- 4.3 Develop great leaders, managers, supervisors and teamworking capabilities
- 4.4 Develop people's creative business capabilities and the necessary skills and discipline to achieve our vision
- 4.5 Introduce new terms and conditions to enable recruitment in the wider marketplace
- 4.6 Professionalise the organisation, ensuring effective performance management and a culture of excellence and continuous improvement

Embed effective management processes

- 5.1 Simplify business processes
- 5.2 Embed clear lines of accountability and responsibility
- 5.3 Reduce the layers in our structures
- 5.4 Embed effective internal customer-supplier relationships
- 5.5 Manage aversion to risk and communicate approach to risk to support creativity

Maximise financial resilience and organisational efficiencies

- 6.1 Significantly increase funding from trading income by maintaining customer spend and growing non-visitor-related profits
- 6.2 Significantly increase donor income by strengthening links with DCMS, other departments and public funding bodies, and increasing private philanthropic support
- 6.3 Seek efficiencies through optimum mix of permanent and commissioned staff
- 6.4 Benchmark costs of internal provision of services against external providers
- 6.5 Ensure full cost recovery for services delivered to external parties
- 6.6 Scope out better use of pan-NMSI structures to increase efficiencies
- 6.7 Explore opportunities for economies of scale through partnerships with other museums

NMSI Executive summaries

Appendix B contains summaries of what this Corporate Plan means for each Executive area as follows:

- Science Museum brand
- National Railway Museum brand
- National Media Museum brand
- Learning
- Development
- NMSI Trading
- Corporate Services
- HR
- Finance

Science Museum summary

Vision

To be the best place in the world for people to enjoy science.

Objectives

To make sense of the science that shapes our lives.

To achieve this we will:

- Deliver the world's leading exhibitions, websites and live programming that demonstrate the relevance of science to the past, present and future.
- Build, understand and make accessible the world's best collection and library for science, technology, engineering, medicine, design and enterprise.
- Achieve excellence in all aspects of the operation of the Museum.
- Develop and communicate the spirit of the Science Museum brand through all we do.

Key deliverables

Major gallery developments:

- *Who am I?* gallery upgrade by June 2010.
- *Changing Our World* – new climate change gallery and national outreach by mid 2011.
- *Mathematics* gallery redevelopment by 2011.
- Engineering and enterprise gallery, including returning James Watt's workshop to public display, by spring 2010.

A diverse temporary exhibition and events programme including in 2009–10:

- McLaren/Formula 1, opening February/March 2009.
- Centenary programme, June 2009 – June 2010.
- *Cosmos & Culture*, opening July 2009.

Improved storage and accessibility for our collections:

- Implement the Science Museum vision for its Wroughton site by 2011.
- Increase the number of objects on display at South Kensington and the gallery space available to display them.

Increased visitor numbers beyond 3 million per annum and ensure more than 80% of visitors are very satisfied.

National Railway Museum summary

Vision

A world-class museum where people from all walks of life will choose to explore how railways help shape our world.

- A dynamic 21st-century museum experience.
- The north of England's premier heritage attraction.
- Recognised as the world's leading museum in its field.
- The centrepiece of a new cultural quarter in York.

Delivering more than 1 million visitors a year at York and Shildon by providing:

- Mould-breaking displays that astonish and engage.
- Top-class public facilities.

Objectives

Long-term objectives (2012–20) are to:

- Transform the NRM into the core part of a new cultural and leisure quarter for York.
- Enhance the public offer at Locomotion.

Key deliverables

- A successful transformation of the Museum's campus within York Central.
- Carefully thought-out expansion of the visitor offer at Shildon.
- A renewed visitor offer delivered through NRM+ phases 1 and 2.
- A redefined brand.

Medium-/short-term objectives (2008–12):

- A wide-ranging cultural programme for today's visitors.
- Plan and deliver NRM+ phase 1.
- Find resources for extensions at Locomotion.

Key deliverables

- NRM+ planned, funded and delivered.
- A diverse cultural programme.
- Renewal of the website.
- Creation of a quality art exhibition space.
- Planning work at Locomotion to begin phase II.
- Completion of the *Flying Scotsman* overhaul.

National Media Museum summary

Vision

We want to be the best museum in the world for inspiring people to understand, engage with and create media.

Objectives

- Expand our programmes to reflect the full scope of our remit: photography, film, television, radio, newspapers and magazines, the web, animation and gaming.
- Refresh existing galleries and build new galleries in our existing building to reflect our widened remit.
- Increase access to our creative offer and collections outside of Bradford.
- Grow visitor numbers and enhance audience satisfaction.
- Develop our profile and reputation significantly on the national and international stage.

Key deliverables

- **Deliver London showcase gallery by 2011–12** to bring the NMeM world-class collections to new audiences and to raise the profile and reputation of the Museum on the national and international stage.
- **Deliver internet gallery by 2010–11** as the first phase of refreshing the public offer in Bradford and as part of a longer-term objective of delivering our widened remit.
- **Deliver short-term improvements to our offer by 2009–10** including a better visitor welcome, an improved foyer, better signage and a new website.
- **Deliver ongoing cultural programme** of exhibitions, festivals, film and events to meet the needs of our identified target audience groups.

Learning summary

Vision

To create and deliver quality programmes that are recognised as the leading source of high-quality informal education programming in the UK and the world.

Objectives

Learning teams at each Museum have articulated five-year goals that will deliver on this ambition.

- Science Museum Learning: by the age of 14 every child in the UK will have had a learning experience with the Science Museum.
- National Media Museum Learning will be embedded in every FE/HE photography programme in the country, and will be the catalyst that creates a positive media presence for youth.
- National Railway Museum Learning: within two years, NRM Learning will build the capacity to deliver the best-practices live learning programmes to target audiences.

Key deliverables

In order to provide a **Science Museum** learning experience to every child in the UK by the age of 14, we will:

- Develop new learning products that can be distributed widely through live interpretation, the web, and NMSI Trading.
- Expand collaborative work through partnerships with schools, communities and other museums around the country.
- Ensure live programmes maintain capacity to reach 500,000 a year.
- Remain number-one destination for booked education visitors.

At the **National Media Museum** we will:

- Ensure that we are part of every FE/HE photography programme in the country by 2012.
- Deliver a targeted non-GIA-funded programme for Bradford's youth community by 2010.

At the **National Railway Museum** we will:

- Develop new learning products that can be distributed widely through live interpretation, the web, and NMSI Trading.
- Ensure all Learning staff are trained in best practices to meet NMSI Learning standards by the end of fiscal year 2009–10.
- Forge alliances with learning service providers in Yorkshire to make the NRM a 'must visit' destination for educational visits.

All brands:

- From 2009–10 all major exhibitions and programmes will be informed by audience research and audience advocacy, ensuring the widest possible engagement with target audiences.
- Grow learning revenue at all our brands, and establish wholly non-GIA-funded outreach by 2012.

Development summary

Vision

To provide a consistently high-quality/high-impact cultural offer at the Science Museum, the National Railway Museum and the National Media Museum by successfully attracting and retaining a diverse stream of external funding.

Objectives

Our NMSI-wide short- and long-term objectives are to:

- Continually strengthen our relationships with DCMS, other departments and public funding bodies.
- Shift more effort and resources to trusts and foundations.
- Aggressively seek statutory funding where new funding streams match the Museums' plans.
- Increase private philanthropic support by building a diverse network of support from individuals, corporations, trusts and foundations.
- Invest in and aggressively market individual giving initiatives in order to compete in the marketplace and achieve long-term financial gain.
- Develop volunteers, members and patrons and recognise the lifetime value of donors, including legacy opportunities.
- Maintain corporate relationships.

Key deliverables

- Build SM membership programme through aggressive marketing, leveraging off the 2009 Centenary (with Marketing and Front of House).
- Design and implement 2009 Centenary Appeal (with Marketing).
- Launch NMeM membership programme in early 2009.
- Implement new front-facing volunteer programme in the first half of 2009.
- Launch SM legacy programme in early 2009.
- Ongoing networking and cultivation of high-net-worth individuals as well as CEO-level corporate and trust/foundation contacts, leading to an increase in major gifts (£100,000+) by 2011.

Support delivery of brand capital projects as follows:

Science Museum

- Raise an additional £750k to make a total of £4m for the *Who am I?* gallery upgrade planned for June 2010.
- Raise £6.5m for the *Changing Our World* climate change gallery planned for mid 2011.
- Raise £2m for the *Mathematics* gallery redevelopment planned for 2011.

National Media Museum

- Raise £7m for the London showcase gallery planned for 2011–12.
- Raise £3.58m for the internet gallery planned for 2010–11.

National Railway Museum

- Raise £20m for NRM+ phase 1 planned for 2012.

NMSI Trading summary

Vision

Making money by enriching the experience.

Objectives

- By 2010–11 Trading Company profit of £3 million p.a.
- By 2010–11 4.8 million physical visitors to NMSI Museums (Science Museum 3 million, National Media Museum 800,000, National Railway Museum 850,000 and Locomotion 150,000), generated by:
 - A strong charge-for offer
 - Innovative marketing of charged-for and core offers
 - Targeting new audiences with our marketing and events
 - Increasing the % of repeat visitors (building better relationships with our visitors, creating reasons to return).
- By 2010–11 6,153,000 unique electronic visitors to sm.org, nrm.org and nmem.org.
- Every family and adult in the UK has had the opportunity to experience at least one of our brands (as have many people overseas through our brands' international presence).
- Our visitors become our strongest promoters.
- To have a creative, exciting and forward-thinking culture and be recognised as a leader in the sector.

Key deliverables

Generate £1.5million in new profit by 2010–11:

- £0.4m from extra visitors, £0.3m from exhibitions and events, £0.5m from intellectual property, £0.3m from cost efficiencies.

Target new audiences and increase the % of repeat visitors:

- Provide a strong charged-for offer via temporary exhibitions and IMAX.
- Deliver *Japan Car* in November 2008 and *Wallace & Gromit* in March 2009.
- Deliver one Science Museum Lates per month from January 2009 (excluding Decembers).
- Target the groups and tours markets.
- Increase access to the online offer via brand websites and internet-based touch-points, e.g. Facebook, Flickr.

Increase brand recognition, including internationally:

- Deliver an innovative marketing and PR campaign (including the learning offer) resulting in the achievement of budgeted visitor numbers.
- Deliver branded products, images, publications and partnerships.

Improve the customer experience:

- Achieve World Class customer service accreditation of the visitor experience by March 2009.
- Implement a visitor-facing volunteer programme to engage customers during 2009–10.

Creative, exciting, forward-thinking culture:

- Recruit the right people and deal with under-performers/unacceptable behaviours.
- Staff bring creative solutions, not problems and impediments.
- Aspirational not incremental goals and targets.
- Stay focused on the priorities – the key criterion for any activity is whether it makes a contribution to these objectives.

Corporate Services summary

Vision

To deliver efficient, powerful and robust corporate services befitting the most admired museum in the world.

Objectives

- To embed a culture of excellent customer service delivery to all areas of NMSI.
- Through innovation, creativity and smart use of strategic partnerships, to deliver real cost savings that can be invested back in the cultural and visitor offer.

Key deliverables

- Establish and implement the most efficient and effective configuration of people, assets, resources and processes to deliver client requirements by end June 2009.
- Increase productivity and efficiency by absorbing all inflationary pressures within existing flat budgets by end March 2011.
- Define customer needs under service-level agreement by April 2009 and deliver by end March 2011.

Estates, safety, security and procurement key deliverables

- Define and deliver target energy-consumption and maintenance cost reductions by June 2009.
- Reduce the area of the estate and deliver income targets through sale and leasing by March 2011.
- Deliver the Trustee-agreed estate capital plan to time, cost and quality by March 2011.
- Develop the Wroughton site to be a self-sustainable store for NMSI's entire reserve collection by March 2011.
- NMSI removed from the FOILE programme (June 2009); OHSAS accreditation obtained (July 2009).
- All asbestos removed from NMSI's buildings by December 2009.
- Optimum configuration of people, processes and systems delivering fit-for-purpose security and excellent visitor interface implemented by April 2009.
- Implement new contract buyer initiative and procurement advisory service by April 2009, reducing operational spend so all inflationary increases are absorbed within existing budgets by March 2011.

Major Projects Group key deliverables

- Deliver all MPG-managed Corporate Plan projects on programme, to budget and to quality by 2011.
- Embed the PRINCE2 project management process across NMSI by April 2009.
- Develop and deliver project policies, guidelines, training and tools for all NMSI users by April 2009.

Information Communications Technology and Systems key deliverables

- Information Communications Technology and Systems capital and infrastructure plan delivered to time, cost and quality by end March 2011.
- Newly configured help desk and support function to drive efficiency implemented by May 2009.

Corporate and Collections Information (CCI) key deliverables

- Library, archives, corporate information and enquiries teams working effectively across all of NMSI to provide greater access to collections and deliver target efficiency savings by March 2011.
- NMSI-wide digitisation and imaging strategy delivered by March 2011.
- Archive management and enquiries management systems implemented across NMSI by April 2010.
- Phased audit of all NMSI collections completed by March 2011.
- Place of Deposit status achieved by Search Engine (2009) and Science Museum Library and Archive at Wroughton (2010); Accredited Museums status retained.

Science Museum Library and Archives key deliverables

- Links with schools, colleges and universities established to drive Library usage by March 2010.
- Suite of core electronic databases and journals made available to all Museum staff and Library users by end 2010.
- Library membership scheme delivered by end 2010.
- Collections exploited to drive income by end 2009.
- Virtual Library site with 10,000 greatest treasures delivered by 2014.

Web key deliverables

- Develop and deploy global object database by December 2008.
- Implement integrated shopping basket to enable all websites on the content management system (CMS) to maximise business-to-consumer commercial potential by April 2009.
- Deliver redevelopments of our core brand websites: NRM (May 2009), NMeM (April 2011) and Science Museum (April 2011).
- Deliver innovative, audience-focused web presences to support *Who am I?* (July 2010), the internet gallery (May 2010), NRM+ (June 2012), *Changing Our World* (June 2010), *Antenna Future* (June 2010), the NMeM London showcase gallery (June 2012), *Brought to Life* (2012), the *Computing* gallery (June 2011) and the Virtual Library project (2015).

Conservation and Collections Care key deliverables

- Exhibitions, loans and web products in the cultural agenda are delivered to time, cost and quality by March 2011, including *Cosmos & Culture*, *Who am I?*, the Smith Centre and *Brought to Life*.
- Collections storage and care projects delivered to time, cost and quality, including Wroughton collections storage facility by March 2011.
- Management of hazards in the collections delivered to time, cost and quality to achieve OHSAS accreditation by June 2009.

Workshops and Exhibit Maintenance key deliverables

- Deliver interactives working target of 98% all year every year.
- Deliver gallery install and get-out to time, cost and quality in support of the cultural programme.
- Deliver professional audiovisual setup and support services to time, cost and quality.
- Implement and disseminate best practice in design and installation to drive down ongoing maintenance workload and costs.

HR summary

Vision

To 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.

Objectives

To achieve this ambition we need a step change in a number of areas.

Overhaul our recruitment process so we recruit people with potential who fit the culture we are trying to create and are representative of the communities we are located in.

Invest in executive, leadership and high-potential development to change our culture, increase our market focus and drive superior performance.

Upgrade personal skills and career support to grow our professional and creative skill base and enable excellent delivery.

Develop our reward and performance processes to recognise good performance and deal with shortfalls.

Undertake all people processes online.

Key deliverables

Recruitment:

- A revised job specification process by December 2008 and alternative attraction methods deployed in all areas by June 2009.
- Rolling six-month resourcing plans in place in all areas by April 2009.
- All current diversity actions completed by April 2009.
- Strengthened probationary, induction and case management processes in place by May 2009.
- Standardised hiring and development processes for front-line staff rolled out by September 2009.

Staff development:

- Initial executive, leadership and accelerated-development programmes implemented by June 2009, December 2009 and September 2009 respectively.
- Management foundation skills and selection accreditation complete by March 2010.
- Continuing professional development and personal skills support available on an ongoing basis.

Online people processes:

- New HR system in place by December 2009; implement upgraded payroll provision March 2010.

Reward and performance processes:

- Completion of Museum reward strategy by June 2009.

Finance summary

Vision

To deliver robust and effective financial and professional services to support the most admired museum in the world.

Objectives

- To ensure a solid governance and control structure across NMSI and NMSI Trading Ltd.
- To provide an effective financial service to NMSI and NMSI Trading Ltd with simple-to-use processes.
- Meet the needs of our customers (managers, Trustees, Directors, procurers and sales staff within NMSI/NMSIT; customers, visitors and suppliers of NMSI/NMSIT; donors and our sponsoring department) including easy access to the right information and finance staff at the right time.
- Maximise investment income within a secure environment.

Key deliverables by 2011

Simplified, robust processes:

- Define the top-level business processes and roles across the organisation to establish a clear framework of authority, responsibility and processes for NMSI/NMSIT – draft framework by April 2009, published September 2009.
- Define simple end-to-end guidance for finance business processes for induction and the intranet by December 2009.
- Streamline the production of the Annual Accounts to reduce workloads and minimise audit work and comment.
- Use findings from the Finance customer service survey – identify and implement improvements that can be made to processes and systems; first phase April 2009 and further implementations as system improvements are developed and funded.
- Raise risk management skill levels within the organisation and develop clear risk appetite profiles.
- Ensure authority processes are revised and improved
 - Phase 1, ensure staff are trained before being given access to the Finance system, whether for placing orders or accessing information, by end December 2008
 - Phase 2, put revised project and authorisation process in place, by end February 2009
 - Further phases looking at budget and expenditure authorities.

Easy access to information:

- Revise intranet presence to make finance, legal, tax and insurance information and guidance more accessible, including a clear contact list, simple processes, clear management information, and revised insurance and legal guidance, by end March 2009.
- Simplify and extend the management information available and train managers in the use and understanding of the information – improved information in place January 2009, training programme agreed March 2009, roll-out over 2009–10.