

Science Museum Group Plan 2013–14

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

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Introduction

Last year we expanded our geographical and audience reach with the Museum of Science and Industry, Manchester joining the Science Museum Group (SMG). Together we form the most significant science museum group in the world, reaching at least five million visitors each year. We are also a major presence in the digital world, with 16 million visits to our websites every year, 2 million people interacting directly with us over social media and another 5 million people having our content sent to them by friends over social media.

As a group our ambitions are high. We intend to help forge a society more in tune with science and to be an indispensable voice in national debates about innovation, education and culture. We will provide accessible and inspiring exhibitions and programmes for both adults and children. This will be underpinned by our collections – the keystone to our Museums' credibility – and our renewed emphasis on scholarship and research.

We have already begun to increase our access to a wide international pool of knowledge, expertise and resources for the benefit of our audiences and users, our personnel and our collaborators. This coming year we will implement an international strategy that seeks to significantly raise the profile and reputation of SMG Museums as a key international force among peers, funders and key opinion-shapers and decision-makers.

At home, we are planning and implementing major development programmes across all our Museums to ensure that our galleries and public spaces enable us to achieve excellence and meet the challenges we have set ourselves.

At the Science Museum we will reach new audiences with the opening of *Media Space* – a physical manifestation of our belief that science is an integral part of culture. We will also be opening the first of our high profile special exhibitions focused on contemporary science, looking at the Large Hadron Collider and the work at CERN.

At the Museum of Science and Industry, Manchester, plans to realise the potential of the site will start with the fit out of an interim temporary exhibition space opening with *Brains: The Mind as Matter* from the Wellcome Collection. We will also improve the main welcome and entrance and deliver a new MOSI-curated exhibition. These improvements will enable us to deliver new, vibrant content that matches our audience and stakeholder expectations of us as a member of SMG.

At the National Railway Museum plans to engage our audience with stories of the railways will be progressed through the development of the Masterplan. We will also deliver the high profile *Mallard 75* season, including a summer exhibition – *It's Quicker by Rail* – and, through international collaboration, the display of all six surviving A4 class locomotives in York and Shildon.

At the National Media Museum joint programming between NMeM and the Science Museum will come to fruition with the first *Media Space* exhibition – featuring work by Tony Ray-Jones – travelling from London to Bradford. We need to bring new coherence to the Museum's narrative and, with a new Head of Museum in place, this year we will focus on identifying opportunities to improve this narrative through the Museum's collections, galleries and programme.

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 continue to be ambitious for the future. Last year we made good progress in achieving cost-savings and we will continue to make efficiencies wherever possible. We will continue to be entrepreneurial, making best use of our buildings, estate, collections, intellectual property and brand to enhance our income and 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

Mission: To make sense of the science that shapes our lives, help create a scientifically literate society and inspire the next generation.

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

In 2012 the Science Museum published its Strategic Ambitions 2012-2022. This document articulates a framework of priorities and key themes by which we will deliver our mission and vision over the next decade.

Museum of Science and Industry, Manchester

Mission: To explore where science met industry and the modern world began, and to understand the impact that Manchester science, technology, and innovation continues to have on all our lives.

Vision: To be internationally recognised for our creative exploration of how science, innovation, and industry created and sustain modern society.

National Railway Museum

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

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.

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 and public spaces
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 2013–2017 with more detailed information for the period 2013–14.

Detailed Objectives, Actions and Outcomes

Science Museum (SM)

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*

1.1 Reinvigorate our acquisitions programme and realise our ambitious plans for our collections

- Deliver an on-going programme of acquisition
- Undertake the next phase of our disposals plan in order to free up storage capacity
- Deliver on-going preservation, conservation, and collections care programmes at each site
- Move designated object stores from Blythe House to Wroughton
- Complete 50% of Blythe House paper-based material moves against 2012 levels
- Support the rationalisation and evacuation of MOSI stores for transfer to Wroughton
- Upgrade a minimum of one room/storage space per site, including storage compression where possible
- Develop a conservator internship framework.

1.2 Focus on the issues and agendas that really matter and remain at the forefront of scholarship and innovation

- Publish with Reaktion Books: *Making Things: Biography of James Watt; The Chemical Laboratory - The Crucible of Modern Science; Satellites book; Refrigerators book; Making Modern Communications* and publications arising from AHRC Fellowship
- Produce twenty refereed academic papers in journals or edited collections
- Establish an E-Journal for the publication of SMG and other relevant research
- Establish MSc programme with University College London and MRes programme with Kings College London Consortium
- Support expanded Collaborative Doctoral Awards and other research programmes, including recruitment of eight CDA students
- Deliver *Talk Science* and *Building Bridges* in partnership with academic partners
- Deliver audience research into engagement with objects, scientists and digital interpretation

- Run a project on the history of the public culture of science, funded under the AHRC Science in Culture scheme
- Run a project supporting community groups under All Our Stories HLF funding
- Run public history events that communicate research to a general audience
- Prepare for major *Making Modern Communications* conference
- Establish a curator mentor scheme.

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

2.1 Deliver a Masterplan that will guide new galleries, learning zones, new public spaces and visitor facilities

- Deliver *Media Space*
- Develop proposals for Medical Galleries and Maths Gallery
- Develop a vertical circulation strategy for the Museum
- Clear the Telecommunications gallery
- Make good the approach to *Making Modern Communications* and install lifts and lobbies
- Plan additional storage or public space for 1st Floor temporary exhibitions space
- Refurbish under 6s gallery *The Garden* to meet immediate H&S standards
- Develop plan for full-scale redevelopment of external courtyard space
- Improve front concourse and welcome display
- Develop plan for refurbishment of Groups entrance
- Deliver staircase improvements and new art commission on approach to *Media Space*
- Complete deployment of digital signage system
- Deliver audience research and advocacy to support Masterplan
- Establish an architectural apprentice post to support Masterplan and temporary exhibition programme.

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

3.1 Present world class special exhibitions

- Large Hadron Collider/CERN exhibition
- Psychology exhibition
- 3D Printing Antenna Feature
- Opening *Media Space* Programme, including Tony Ray-Jones exhibition and *Universal Everything* commission
- Development work on major temporary exhibitions planned to 2016-17.

3.2 Create a compelling series of debates and seminars and sustain our reputation for programming quality

- Refurbish IMAX auditorium and deliver pilot lecture series in the space
- Rationalise *Media Space*, Arts and Dana programmes
- Deliver on-going Contemporary Science Programme
- Deliver at least two footfall festivals.

3.3 We will deliver high impact and inclusive programmes for increasingly diverse audiences

- Establish a Youth Engagement strategy
- Extend Explainer apprenticeship scheme
- Increase delivery of live programming to under-represented audiences
- Consolidate partner initiatives with London Boroughs
- Develop participatory practice for Learning programmes
- Explore the options for further extended opening hours and implement if financially viable.

3.4 We will inspire and inform audiences, and increase science literacy

- Deliver learning experiences through development and delivery of live programming including 770,000 Direct Learning Experiences
- Maintain position as number one museum for booked educational visits
- Develop live programming for *Media Space* focusing on new Higher and Further Education audiences.
- Deliver Lates programming

- Develop online resources for education group leaders to deepen groups' engagement with objects
- Initiate nationwide teacher Continuing Professional Development programme
- Increase market reach of Learning programmes and products.

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

4.1 Collaborate with others, both nationally and internationally, for the benefit of our audiences and to promote the political and cultural impact of science

- Develop and deliver a partnership agreement between the UK and Brazil governments and SM, as a pilot for possible future partnerships
- Collaborate with international institutions to bring world class exhibitions to the UK including *Open for Business* in 2014
- Establish a touring strategy enabling touring of the Large Hadron Collider/CERN exhibition
- Re-establish staff exchange programme with other major museums across the world
- Support student interns in the Research & Public History department and establish a New Media internship programme.

4.2 Step up digitisation of collections and online engagement

- Deliver incrementally digitised content within MMX framework and as part of *Making Modern Communications*
- Digitise a sample selection of 18th and 19th century materials from the library's trade literature collection
- Support digitisation projects with research into audience use and engagement
- Include digital resources as standard part of learning offer for all audiences
- Deliver History of Science/Spectacular Science app
- Improve Contemporary Science online presence
- Complete redevelopment of Visit Us area of SM website
- Develop richer web presences for temporary exhibitions including for Large Hadron Collider exhibition
- Develop digital footprint for *Media Space* in London.

Key deliverables by 2016-17

Research:

- Be the UK's leading centre for the public history of science, technology and medicine
- Publish E-Journal for SMG research outputs and a publications series promoting our collections in the history of science, technology and medicine
- Be known as an international centre of excellence for audience research and advocacy.

Masterplan:

- Deliver *Making Modern Communications* Gallery (2014), Maths Gallery (2015), Medical Galleries and other galleries in line with the Masterplan
- Improve our non-gallery public spaces.

Temporary exhibitions:

- Deliver *Cosmonauts* (2014), *Climate Change* (2014), *Robots* (2015) and potentially *Music* (2015), *Civil Nuclear Power* (2016), *Science of India* (2017)
- Host and tour major temporary exhibitions including *Open for Business* (2014)
- Syndicate *Antenna* to other venues nationally and internationally.

Learning programme

- Deliver direct learning experiences for one million people and live programmes for all booked groups
- Deliver programme for large-scale in-house performance venue
- Lead the delivery of a nationwide teacher Continuing Professional Development programme.

Extending our reach nationally and internationally

- Implement our touring strategy
- Deliver an international staff exchange programme
- Deliver compelling online cultural and learning offers, including online presence for *Making Modern Communications* and other new galleries.

Outcomes

- New and diverse audiences that feel the Museum is a place for them
- Increased numbers of independent adult visitors
- An inspired and informed audience with increased science literacy
- Enhanced public understanding of the political and cultural impact of science
- SM recognised as truly international organisation
- SM recognised as being at the forefront of scholarship and innovation and serving the science community.

Museum of Science and Industry, Manchester (MOSI)

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*

1.1 An unrivalled and inspiring science and industry collection that supports the MOSI narrative and SMG collections research ambitions

- Dispose of large material from Brunel Avenue to achieve legal compliance and create swing-space for comprehensive review
- Deliver first phase of collections rationalisation and dispose of non-core objects
- Carry out organisational review of collections to ensure alignment with MOSI mission, vision and forward plans
- Develop targeted acquisition strategy
- Carry out data-mapping and migration of collections management data from EMu to MIMSXYG to facilitate future collections move to Wroughton.

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

2.1 Agree the 10 year Masterplan for the development of the site aligned to the central narrative

- Fit-out interim temporary exhibition space to house *Brains: the Mind as Matter*
- Improve the main welcome and entrance
- Run Design Ideas competition for public realm project
- Develop fundable proposals and funding timeline to support mid-term priorities.

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

3.1 A vibrant cultural programme that connects with visitors

- Deliver an annual events programme with a unifying theme covering all school holidays

including Mini-Maker Faire, steam train experience and Contemporary Science events

- Deliver enhanced presenter-led programme including two new science shows
- Develop a new MOSI-curated exhibition
- Deliver 2013 Manchester Science Festival, including feature exhibition and *Citizen Science* project
- Review steam train operations
- Use media wall to support live performance, exhibitions and Science Festival
- Finalise audience plan and audience engagement strategy.

3.2 Day-to-day business functions support the cultural programme and meet visitor needs

- Carry out organisational review of business functions to ensure a joined-up world class visitor operation
- Benchmark operations against rest of SMG and peer organisations
- Renew focus on customer service and cleaning
- Provide seven day a week cover for core support functions
- Improve security capabilities and rehearse crisis plans
- Train and support a joined-up volunteer team
- Review opening hours
- Carry out organisational review of learning delivery to all audiences and ensure alignment with MOSI mission, vision and forward plans.

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

4.1 Be extrovert and build stronger external relations with stakeholders and collaborators

- Build MOSI representation among SMG, North West museums, UK and international sector
- Embed Masterplan stakeholder engagement practice across the organisation
- Through Ordsall Chord advocacy secure support for MOSI heritage assets and Masterplan priorities
- Build relationship with new owners of ITV Granada site
- Build engagement with Salford City Council.

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

6.1 Fully integrate MOSI with SMG

- Complete operational integration of MOSI systems, policies, procedures and structures
- Develop a financially sustainable business model, ensuring efficiency in operations with high levels of financial awareness across the organisation.

Key deliverables by 2016-17

Collections and research

- Evacuate Brunel Avenue store, dispose of collections not moving and transfer remaining collection items to Wroughton or store on-site
- Complete collections rationalisation programme
- Implement targeted acquisition strategy.

Masterplan

- Prioritise phase 1 and phase 2 Masterplan projects, fundraise, design, and implement
- Create and deliver an exciting 3-year forward exhibition plan
- Agree Public Realm Masterplan, fund and deliver initial projects
- Take forward minor capital improvements plan.

Cultural Programme

- Implement three year plan of shows for temporary exhibitions and gallery interventions
- Agree Manchester Science Festival future strategy
- Enhance on-gallery show spaces developed in key exhibition spaces, including Warehouse for the World and Historic Station rooms
- Fully embed Audience Plan ensuring all programme and exhibition development is rooted in audience research and delivers strategically identified growth audience segments.

Meeting visitor needs

- Implement organisational review to ensure the Museum has the operational infrastructure functioning at the standard required to run a year-round, 7-day a week cultural attraction that reaches audience and income targets whilst providing an outstanding experience for its visitors
- Increase MOSI profile with audiences in Manchester, the North West and wider UK.

Building external relations

- Publish MOSI Strategic Ambitions
- Seek investment from Ordsall Chord advocacy for Masterplan priorities.

MOSI Integration

- Complete financial integration with the rest of SMG in 2014-15
- Improve organisational understanding of commercial imperatives and growth in revenues and margins.

Outcomes

- Programme is recognised for excellence, innovation, creativity and relevance to audiences
- Collections research and management recognised as innovative and contemporary
- We are delivering the MOSI vision and laying the foundation to provide life enhancing experiences to visitor
- MOSI recognised as a key player in the Manchester cultural scene and for best-practice within the sector.

National Railway Museum (NRM)

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*

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

- Complete cosmetic restoration of Borough Market Junction Signal Box; the *Stirling* tender; TVR 28; Class 306 EMU; Class 47 locomotive
- Refit Archive & Library and image stores to accommodate drawings and image collections
- Review cellulose acetate photographic negatives in store at Blythe House
- Digitise oral history archives in partnership with Friends of National Railway Museum
- Embed new operating plan at Wroughton and dispose of surplus material stored at Foundry Lane and Concrete Works
- Relocate Railtrack and GNER archives to Wroughton store
- Continue apprenticeships in heritage skills at York and Shildon.

1.2 Increase access to our world class knowledge and collections

- Continue programme of conservation delivered through the exhibitions and loans programme
- Enhance family history offer and provide mediated curator-led sessions via Search Engine
- Develop digital strategy and digital preservation strategy
- Carry out pilot Archives / Library digitisation project
- Incrementally increase online access to collections via the Archives and Image project and other initiatives

1.3 Increase our knowledge about railways and their impact on our world, with a world-class reputation for scholarship

- Carry out developmental review of NRM academic programme, including Institute of Railway Studies (IRS)
- Deliver Art History MA project
- Deliver a programme of research and teaching through the IRS
- Undertake a Collaborative Doctoral Programme in association with academic partners and other institutions

- Embed a culture of scholarly and academic research into NRM public programmes, including delivery of research workshops open to the public
- Enhance the international profile of the IRS through published papers and participation in international conferences.

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

2.1 Public spaces are safe, well maintained, functioning and delivering World Class Service and life enhancing experiences

- Improve access to exhibits in the Great Hall in line with the Masterplan
- Deliver enabling works to improve locations of commercial offer in Great Hall
- Assess viability of soundproofing improvements in the Edmondson Room in Search Engine
- Deliver tactical amendments to displays as vehicles are moved or other opportunities arise.

2.2 Re-development of permanent exhibition spaces to increase access to knowledge and collections and deliver life enhancing experiences

- Complete Masterplanning exercise, including the Great Hall
- Deliver audience research and advocacy to support Masterplan
- Enhance miniature railway in South Yard
- Work in partnership with Durham County Council to explore opportunities for the further development of NRM Shildon, which will meet the needs of both partners
- Explore conservation and logistical requirements for movement of Gaunless Bridge and movement of large NRM and SM objects to NRM Shildon.

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

3.1 Deliver vibrant programme of exhibitions and complementary events drawing on previously hidden collections with high public awareness

- *Beeching 50* season
- *It's Quicker by Rail* exhibition as part of the Mallard 75 season
- Search Engine exhibition on railway catering
- *Open for Business* project

- Archive conference on family history in partnership with The National Archives
- Develop exhibition and complementary events programme to celebrate significant historic anniversaries including *Mallard 75* at York and Shildon.

3.2 Deliver learning experiences through development and delivery of live programming and online products

- Deliver public programmes to complement exhibitions
- Deliver a family Christmas offer
- Deliver 334,000 direct learning experiences
- Host and deliver North Yorkshire region for National Science week
- Continue to develop an under 6s offer
- Develop on-line resources for teachers
- Develop teacher events and themed educational visits.

3.3 Deliver learning experiences to new and diverse audiences

- Develop and implement audience plan
- Create strategy to deepen connections with local audiences
- Develop and deliver deaf and SEN offer to include use of Makaton and special events.

3.4 Develop a strategy for interactive experiences within the museum galleries

- Develop programme of onsite driver experiences
- Deliver *Mallard 75* simulator experience in summer 2013.

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

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

- Continue operation of *Oliver Cromwell* and *Sir Lamiel* on the main line and preserved lines in partnership with 5305 Locomotive Association and Great Central Railway
- Complete the overhaul of *Flying Scotsman* in line with March 2013 announcement
- Operate revenue-earning service of *Deltic*, *Class 37* and *Class 47* in partnership with TOCs, heritage railways and KOYLI Volunteer Group
- Continue partnerships with Mid-Hants Railway, Great Central Railway and Bodmin & Wenford Railway for the care and operation of NRM locomotives.

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

- Operate and maintain *Lord Nelson* and *Cheltenham* and deliver cosmetic overhaul of *Winston Churchill* at Mid Hants Railway
- Enhance partnership with Great Central Railway and Keighley & Worth Valley Railway
- Develop archive projects with Signalling Records Society and Midland Railway Trust
- Revive the *Worktrack* library placement scheme with Askham Grange open prison
- Continue partnerships with transport museums overseas, in particular: Japan, Sierra Leone, Germany and Portugal
- Develop strategic partnerships with the modern railway industry
- Build relationships with science, museum and education institutions – nationally and internationally.

4.3 Deliver content rich experiences beyond the Museum's walls

- Develop external lecture and conference programme as part of *Beeching 50* season and other public programmes
- Increase market reach of Learning programmes and products
- Participate in Climate Science Outreach project with SM
- Develop richer online collections interfaces
- Continue to improve online content offer for Art Gallery programme, Search Engine Gallery and curatorial blogging.

Key deliverables by 2016-17

- Care and preservation of collections
 - Review engineering and conservation capacity to deliver a long term strategic conservation plan
 - Complete cosmetic restoration of *Winston Churchill* by 2015
 - Ensure vehicle collection under cover and protected from deterioration and continue programme of treatment of vehicles currently in deteriorated state
 - Upgrade Learning coaches for long term use
 - Rationalise image and archives collections and improve storage environment, including long term store for SMG acetate and nitrate collections
 - Develop and care for signal box collection in association with Network Rail, Institution of Railway Signal Engineers and Heritage Railways Association.

Research and collections access

- Review and audit all collections
- Review and implement detailed collecting plan
- Collect and house Designated archives, and catalogue to ISAD(G) standard.

Public spaces and permanent exhibitions

- Implement proposals from Masterplanning exercise
- Deliver exchange of Agenoria for US 4-4-0 in partnership with California State Railroad Museum, Sacramento
- Commence development of larger, improved museum at Shildon incorporating a new building covering a broader transport theme.

Exhibition and events programme

- Embed special exhibition programme with high public awareness
- Develop a Railway Architecture exhibition
- Embed public offer programme with 5 year planning
- Establish high quality real and virtual driver experiences on the NRM sites
- Ensure delivered elements of Masterplan have fully integrated learning offer and outcomes.

Learning

- Deliver 430,000 direct learning experiences p.a. by 2016
- Deliver a dedicated space for an under 6s offer
- Achieve Investing in Volunteers accreditation for NRM Volunteers programme
- Ensure every booked educational group has a facilitated learning experience through live programmes.

Extending reach nationally and internationally

- Deliver programme of operation of *Flying Scotsman* and display at SMG Museums until 2021, subject to completion of restoration work
- Establish NRM brand presence at partner sites
- Deliver Apps based on NRM content
- Establish new industry partnerships to spread brand awareness and raise public awareness of railway stories that are relevant to lives today
- Deliver an on-going programme of online innovation.

Outcomes

- Visitor numbers increased to over 1 million at York with a more immersive and interactive experience
- Audiences visit the Museum for its reputation as a must-visit destination in North Yorkshire
- Shildon operates as a transport heritage, collections, engineering and display centre with increased visitors
- The Museum is recognised as a centre of excellence with world-class reputation for scholarship
- The Museum influences and shapes the management and appreciation of industrial heritage nationally and internationally.

National Media Museum (NMeM)

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*

1.1 A unique, unrivalled and inspiring media Collection

- Implement collections digitisation strategy including plans for the digitisation of the National Photography Collection
- Create a strategy and programme for volunteer work on the collections
- Establish plan for dealing with and rationalising stored collections at Wroughton and NMeM
- Complete disposal of material from Black Dyke
- Complete BBC Collection acquisition
- Complete Impressions Gallery acquisition discussions
- Commence accession and conservation of the Harryhausen collection.

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

2.1 Inspiring galleries and spaces (including virtual spaces) that are telling stories in a distinctive way

- Open *Media Space* in London and successfully transfer shows from London to Bradford
- Survey the collections, galleries and programme to identify opportunities for a cohesive, integrated narrative for the Museum, including improved internal visitor journey
- Deliver the BFI *Mediatheque* project
- Lobby local partners to improve external visitor journey – arrival into the City, signposting etc.

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

3.1 Exciting world class programming that connects with audiences and inspires engagement

- Complete and implement Audience Plan to ensure programme meets audience needs and is interpreted and communicated appropriately
- Deliver programming in *Media Space*, London and Bradford which has the national collections at its core
- Deliver programming and activity in Bradford that engages with local communities
- Deliver 19th Bradford International Film Festival, WideScreen Weekend and 20th BAF

- Deliver an on-going exhibition programme - *Tom Wood*; Centenary of Indian Cinema; *Moving Stories*; Tony Ray-Jones exhibition and *Open for Business*
- Deliver October (Dr Who) and February half term programme of activities to large numbers
- Deliver community participation projects which increase engagement with the collection and programme
- Deliver commercially viable festivals, seasons and exhibitions aligned with the Audience Plan
- Develop alternative content, both in gallery and cinema spaces, with the emphasis on STEM outcomes
- Increase and improve quality of live programme offer to achieve 130,000 instances of participation and support STEM learning
- Increase market reach of Learning programmes and products.

3.2 An inspiring and sustainable cinema operation

- Develop film products and seasons which serve our audiences through the emerging Audience Plan and align with the overall Museum offer
- Develop film products and seasons which respond to external opportunities
- Carry out further business planning around use of the IMAX space, including commercially viable alternative uses
- Implement efficiencies and improve business planning to ensure sustainability.

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

4.1 Greater regional, national and international profile and recognition as an authoritative voice about media

- Develop relationship with the BFI and other partners in the creation of the Yorkshire film hub
- Increase media awareness of the Museum realised through the public programme and uses of the collection
- Engage with peers, academic institutions and stakeholders to raise the Museum's profile as an organisation with which to work
- Continue with Cine Yorkshire, subject to outcome of BFI hub discussions, and develop links with City Park programming.

4.2 Extending our reach nationally and internationally

- Seek to tour exhibitions onward from London and Bradford nationally and internationally

- Deliver *Media Space* content to NMeM online audiences in a coherent and aligned way
- Deliver tactical improvements to the Museum's online content offer including the offer relating to the exhibitions programme, learning programme and curatorial blogging.

- Increase instances of participation in learning activities by 4500 year on year.

Cinema operation

- Develop further partnerships and private sector support
- Deliver a sustainable business model for the Film operation
- Deliver a film programme that responds to audience needs and aligns to the Museum's public offer.

Regional, National and International Profile

- Increase media awareness of the Museum and establish Museum as first port of call for comment on its remit
- Develop stronger national and international partnerships and more private sector support
- Develop the Museum as a source of civic pride and engagement amongst local communities.

Extending our reach nationally and internationally

- Continue touring existing exhibition programme
- Deliver an on-going programme of online innovation.

Outcomes

- Even stronger and more distinctive collections
- More sustainable and suitable galleries that reflect our audiences' expectations, including improved special exhibition galleries and flexible spaces
- A coherent, on-brand visitor journey inside and out
- A shared exhibition programme which showcases NMeM's world class collection through its programme
- A web presence that reflects the Museum's status
- Stronger connections with and appeal to all audiences, including under-represented audiences
- The best place in the North to enjoy cinema
- Increased visitor numbers from target segments.

Key deliverables by 2016-17

Collections

- Deliver significant digital access to key parts of the collection
- Continue to close gap in photographic collections and update other collections
- Progress collections rationalisation and dispose of all non-core objects
- Increase recognition for the collection through significant outward loans
- Survey recommendations for future use of galleries and storage of collections implemented
- Deliver public outputs and digital access to Harryhausen material.

Galleries and Public spaces

- Implement findings of collections and galleries survey to deliver visitor focussed product
- Develop analogous spaces in Bradford to those in London to enable coordinated exhibitions programme
- Develop spaces to accommodate audiences at peak times while being less expensive to run
- Deliver exhibitions with fully integrated learning offer and outcomes.

Exhibitions and Programmes

- Broaden the appeal and reach of the Museum offer and increase visitor numbers
- Increase partnership working with a wide range of community groups
- Deliver a regular programme of events featuring contemporary practitioners from across the Museum's remit
- Develop wider additional programming links with other locations through JANet and other means
- Deliver more media-rich live interpretation to 142,500 visitors, supported by volunteers, an improved adult evening offer and an improved groups offer reaching 65,000 people

Pan-Science Museum Group

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

- Look for international opportunities in public programme planning and development at each SMG Museum
- Establish an international touring exhibitions programme, starting with the Large Hadron Collider exhibition from summer 2014
- Agree and implement a communications plan to raise the profile of SMG international work internally and among key external influencers, policy decision-makers, funders and other stakeholders
- Review products and process for commercial sale of gallery and learning resources
- Increase the quantity, quality and range of digital content available, to provide open access to it and facilitate its re-use by third parties across the broader internet
- Implement SMG wide Access Policy, supported by Access Plans for each site.

SMG Strategic Objective 5: *Make optimum use of our estate*

- Deliver all capital projects as per 2013-14 estates programme
- Pursue possible options for new storage buildings
- Continue the Blythe House refurbishment as per 10 year plan
- Deliver feasibility study for low energy film store
- Advance the plans for potential income generation opportunities (primarily lettings) through our real estate at Wroughton, SM and NRM
- Publish a full Asset Management Plan for NRM and NMeM which delivers a collective five year capital and planned maintenance strategy for both Museums
- Work towards accreditation in Environmental Management Standard 14001
- Prepare an energy policy to reduce energy consumption throughout the estate
- Establish carbon reduction working groups
- Continue to undertake improvements to improve the energy efficiency of building services
- Fully embed our Information Risk security policy
- Deliver improvements to ICT resilience.

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

6.1 Income generation and efficiency savings

- Work with SM Foundation to grow income from a pool of major donors
- Deliver profitable alternative programme for the IMAX Theatre space (for potential use in all Museums)
- Fully integrate commercial know-how within the exhibitions and gallery programme to maximise commercial opportunities where appropriate
- Continue to implement change management programme.

6.2 Workforce development

- Launch talent development programme for core museum roles
- Deliver tailored Leadership Development at MOSI and NMeM Leaders
- Commence SMG Leadership Development Programme 2014
- Launch New Management Development Programme with open places for cultural sector
- Extend learning and development programmes to MOSI
- Streamline recruitment process.

6.3 External Affairs

- Secure high profile media partnership and major broadcast collaboration to demonstrate the relevance of the Museums and the collection
- Maximise our exposure within arts media to open up new adult audiences for SMG
- Set the media agenda by organising consortium projects with partners
- Complete SMG brand rollout and renew brand alignment push at each Museum
- Increase digital activity around all SMG's activities and outputs by building digital skills and capacity throughout the organisation.

MOSI integration

- Fully integrate MOSI systems, policies, procedures and structures with SMG
- Secure efficiency through a financially sustainable business model and high levels of financial awareness across the organisation.

Key deliverables by 2016-17

Extend our reach nationally and internationally

- Increase access to a wide international pool of knowledge, expertise and resources for the benefit of our audiences and users, of our own personnel and those of our collaborators;
- Significantly raise the profile and reputation of SMG Museums as a key international force among peers, funders and key opinion-shapers and decision-makers
- Use digital platforms to increase reach of SMG learning resources
- Ensure SMG sites give a nationwide reach to our STEM based learning offer
- Ensure SMG learning products and programmes shared across sites
- Every school in the UK to have a SMG Product or Programme
- Deliver compelling online cultural and learning offers that extend the reach of the Museums' content and reputation nationally and internationally
- Deliver an on-going programme of online innovation and establish ourselves as leaders in this area.

Make optimum use of our estate

- Implement Masterplan ambitions across all sites
- Develop the Wroughton site to act as the main SMG collections storage centre, including MOSI reserve collection
- Continue the storage rationalisation project, including delivery of a new film storage facility, refurbishment of a hangar for non-palletised objects and development of a clear plan for Blythe House/further completion of the Blythe House 10 year building plan
- Rationalise back of house areas at NMeM
- Income generation through lettings and site development opportunities, including real estate projects
- Obtain accreditation for Environmental Management Standard 14001
- Implement energy generation plans for each site.

Income generation and efficiency savings

- Continue to review operations and activities to identify further areas for cost reduction and efficiency

- Support the delivery of the Masterplan and exhibition programmes through a strong, sustainable network of funders who share our objectives and mission
- Deliver identified procurement savings and implement shared solutions
- Deliver savings identified in change management programme
- Continue to grow commercial income.

Workforce development

- Drive improved performance by continuing to invest in developing our people
- Drive performance by attracting and retaining talented people
- Support the building of flexible organisations and resourcing and support high performance.

External Affairs

- Raise profile of Director, Museum Leaders and curators
- A group wide TV documentary and a major SM broadcast co-production.

Outcomes

- SMG is financially sustainable
- Talented people make significant contributions to SMG's success
- SMG recognised as an employer that develops people
- SMG regarded as an exemplar in sustainable development
- SMG's cultural output is well represented and influential within a cultural agenda that is increasingly defined by digital conversations.
- Building assets of the SMG estate remain fit for purpose
- SMG recognised as a truly international organisation
- SMG the most recognisable group of its kind and a major contributor to the cultural debate.

Budget

| | 2013–14 budget | 2012–13 Outturn | 2012–13 budget |
|-------------------------------|-------------------|--------------------|-------------------|
| Physical visits | 5,249,000 | 5,149,000 | 4,966,000 |
| Income and costs (£m) | | | |
| <i>Grant in Aid</i> | 39.5 | 40.8 | 40.8 |
| <i>Unrestricted income</i> | 6.0 | 6.0 | 6.1 |
| TOTAL INCOME | 45.6 | 46.8 | 46.9 |
| <i>Operating expenditure</i> | 39.2 | 40.2 | 40.3 |
| <i>Projects bids approved</i> | 5.0 | 5.1 | 5.5 |
| <i>Contingency</i> | 1.4 | 1.0 | 1.0 |
| TOTAL COSTS | 45.6 | 46.3 | 46.8 |
| SURPLUS/(DEFICIT) | | 0.5 | |

High Level Corporate Risks

| Risk | Management |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Resources: Risks in 2013-14 of further cuts in government spending, and from limited access to reserves. | Develop budget-relieving fundraising opportunities and build commercial income including from our estates. |
| 2. Major project delivery: In 2013-14 the biggest challenges will arise from Flying Scotsman and Media Space projects. | Develop revised project management framework. |
| 3. Reputation: risk that negative PR arising from isolated incidences spreads and damages SMG reputation as a whole. | On-going development of group-wide PR strategy. |
| 4. Efficiency programme: risks from failure to deliver sustainable savings and impact on our ability to meet strategic objectives. | On-going development of a plan to reduce costs and achieve a balanced budget for 2014-15 and over the medium term. |
| 5. Scale of programme: Risk of overstressing the organisation's resources through very full programme/Masterplan developments and fewer staff to deliver. | Masterplanning group working to develop a medium term schedule of planned openings, combining capital and exhibition programmes to try and better plan the impact of work on resources. |

Science Museum Group Key Performance Indicators

(The coverage, definition and targets relating to a number of these KPIs will be reviewed in the course of 2013-14)

| SMG Key Performance Indicators | Metrics | Targets and Benchmarks |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 | | |
| 1. Collections care | 1.1 Proportion of areas meeting storage grade goals | SMG: Target to be confirmed following March 2013 survey results SM: 75% of collection to be stored and displayed in areas meeting minimum storage grade |
| 2. Research | 2.1 Total external research income/grant commitments received | SM: £500k NRM: £25k NMeM: TBC MOSI: £50k |
| | 2.2 Number of academic publications | SM: 20 papers, 2 books NRM: 2 NMeM: TBC, at least 1 MOSI: 2 |
| | 2.3 Number of academic conference papers/talks | SM: 20 NRM: 4 NMeM: TBC MOSI: 6 |
| SMG Strategic Objective 2: Implement clear audience strategies that focus on providing life-enhancing experiences SMG Strategic Objective 3: Strengthen our core narratives and deliver dynamic gallery displays and public spaces | | |
| 3. Satisfaction ¹ <small>1 the nature of the satisfaction KPIs is currently under review</small> | 3.1 % Very Satisfied with their visit 3.2 % Definitely likely to recommend a visit to friends and family | No lower than 3 year average |
| 4. Physical visit numbers | 4.1 Total number of visits into the Museums | SM: 3,180,000 NRM York: 754,000 NRM Shildon: 197,000 NMeM: 551,000 MOSI: 700,000 |
| 5. Virtual visit numbers | 5.1 Total number of online visits to Museum/SMG Websites ² <small>2 measured using Google Analytics tool</small> | SM: 6,634,000 NRM: 1,060,000 NMeM: 884,000 MOSI: 528,000 |

| SMG Key Performance Indicators | Metrics | Targets and Benchmarks |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SMG Strategic Objectives 2 and 3 continued | | |
| 6. Learning numbers | 6.1 Number of visits in booked educational groups | SM: 360,000 NRM ¹ : 37,100 NMeM ¹ : 54,500 MOSI ¹ : 67,700 |
| | 6.2 Number of instances of participation in on-site activities | SM: 620,000 NRM ¹ : 341,900 NMeM ¹ : 106,000 MOSI ¹ : 250,400 <small>¹ NRM/NMeM/MOSI targets subject to review</small> |
| 7. Delivering life-enhancing experiences | 7.1 Annual assessment of performance in delivering life-enhancing experiences drawing on quantitative and qualitative data | Improved quality of experience for target groups |
| 8. Core and growth audience segments | 8.1 Assessment of visitor profile – proportions and numbers | Audience profile developing according to audience plan objectives |
| SMG Strategic Objective 4: Extend our reach nationally and internationally | | |
| 9. Learning Outreach | 9.1 Number of instances of participation in off-site organised activities | SM: 150,000 NRM: none, on-site focus NMeM: none, on-site focus MOSI: none, on-site focus |
| 10. Loans | 10.1 Number of objects accessible on loan | 3 year average (benchmark) |
| | 10.2 Number of loan venues | 3 year average (benchmark) |
| | 10.3 Number of venues hosting our touring exhibitions and numbers visiting | NMeM: 1 |
| SMG Strategic Objective 5: Make optimum use of our estate | | |
| 11. Carbon reduction | 11.1 Qualitative and quantitative assessment of performance in reducing CO2 emissions in light of programme and activity | Due to carbon reduction programme CO2 emissions are lower than would otherwise expect from programme and activity |
| SMG Strategic Objective 6: Be an organisation that is extrovert, entrepreneurial, efficient and dedicated to the development of great people | | |
| 12. Staff satisfaction | 12.1 % agreeing with employee engagement questions within the Employee Opinion Survey | No Employee Opinion Survey is planned for 2013-14 |
| | 12.2 Qualitative assessment of Employee Opinion Survey results | |

| SMG Key Performance Indicators | Metrics | Targets and Benchmarks |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SMG Strategic Objectives 6 continued | | |
| 13. Income | 13.1 Capital donor commitments 13.2 Restricted revenue donor commitments for temporary exhibitions 13.3 Restricted revenue donor commitments for on-going programmes 13.4 Unrestricted revenue donor commitments 13.5 SMG Enterprises profit 13.6 Other income (including interest) | SM: £12,550k NRM: £500k NMeM: no target MOSI: £250k SM: £1,145k NRM: £75k NMeM: no target MOSI: £50k SM: £450k NRM: £410k NMeM: £250k MOSI: £220k SM: £270k NRM: £80k NMeM: £78k Visitor Giving: £1,690k £2,628k £921k |
| 14. Operating cost | 14.1 Operating cost per visit | Maximum of £7.91 |