

# SCIENCE MUSEUM GROUP

# SMG PLAN SUMMARY 2020-21 AND BEYOND (REVISED AUGUST 2020)

<b>SMG vision</b>	A society that celebrates science, technology and engineering and their impact on our lives, now and in the future
<b>SMG mission</b>	We inspire futures by: <ul style="list-style-type: none"><li>• Creative exploration of science, technical innovation, and industry, and how they made and sustain modern society;</li><li>• Building a scientifically literate society, using the history, present and future of science, technology, medicine, transport and media to grow science capital; and</li><li>• Inspiring the next generations of scientists, inventors and engineers.</li></ul>

## Introduction

This document provides an overview of the SMG Plan as updated in August 2020 in response to the pandemic. At the end of 2016 the Board of Trustees of the Science Museum agreed the strategic priorities for the Group for the period 2017–30. The SMG Plan is set out against these priorities. It is primarily for internal reference and focuses on activity that delivers progress and change. Further detail on activities can be found in the appendix to this document.

SMG closed all sites to the public on the 18<sup>th</sup> March 2020 due to the Coronavirus pandemic. No on-site activity took place beyond that required to fully complete the site shutdowns. The only exception was the continuation of the construction of Building ONE at the National Collection Centre. As a result of the shutdown the original plan for 2020–21 was no longer achievable with both capital and non-capital projects significantly delayed and visitor and income targets now unattainable.

SMG is now in a process of remobilisation with 9 workstreams in place covering: People (including internal communications); Operations (including Collections); Estate; Masterplan; Commercial; Support Services; Content and Programming; Visitor Re-engagement; Digital Content. Each site has worked towards an achievable re-opening date between late-July and mid-August. This revised plan focuses on priorities for delivery after opening and does not detail remobilisation plans.

Visitor numbers will be severely impacted for the remainder of the year, along with our education group numbers. A key priority will be to secure the trust and confidence of visitors and our exit surveys will be conducted online to ensure we can continue to obtain feedback. Plans for programming have been cancelled or deferred in many instances to allow time for visitor re-engagement and expenditure to be managed. Masterplan activity is being rescheduled with construction sites restarting from May onwards, with the majority active from July. Other non-capital project timescales are under review with some activity reprioritised or alternative mechanisms for delivery, such as virtual, under development. Income generation will be heavily impacted by reduced visitor numbers and social distancing rules. The focus in 2020–21 will be on ensuring that we have the right commercial position for 2021–22. Development activity will also focus on building for the future growing visitor giving income month on month, developing pipelines for sponsorship and securing sponsorship for our Festivals.

Support services have enhanced plans to meet the needs of the organisation. Steps already planned within our ICT environment to support online communications and working were rapidly speeded up. Adoption of these platforms for business as usual along with their further development is a priority. In terms of our people there is an increased focus on wellbeing provision to reflect the current and future needs of the organisation and we will continue to focus on developing a workforce that better reflects the communities we serve.

We remain committed to our vision and values. As part of our work to reopen the museums, we have appointed Open for All champions for every workstream to ensure that equity is put at the heart of our remobilisation planning and our commitment to implementation of our Open for All values. Likewise, we continue to drive forward our sustainability priorities as an organisation, and as a leading voice in science engagement.

## Strategic Priorities: Deliverables 2020-21 and beyond

### 1. Grow 'science capital' in individuals and society

#### 1.1 Deliver science capital initiatives:

**1.1.1** Academy of Science Engagement – reaching contractual target of 700 teachers and museum educators and 250 STEM professionals for the academic year 20/21

**1.1.2** ASDC Science Capital in Practice Programme - completed by July 2021

#### 1.2 Achieve learning visitor targets:

**1.2.1** Booked education group visits in line with forecast (forecast at 25 June '20: 66,000) across the Group for 2020-21

**1.2.2** 25,600 visits to SM learning outreach events by March 2021

**1.3** SMG Equity Framework in place by summer 2020, supported by local community partnership plans at each site by March 2021

**1.4** Work up costed Open for All Plan (strands one and two – create places open to everyone; engage everyone with science) by September 2020

### 2. Grow our audiences and exceed their expectations

**2.1** Reopen museums over July and August 2020 to agreed timescales in line with government guidelines and achieve forecast visit numbers (@ 25 June: 783,000).

#### 2.2 Deliver cultural programme including:

**2.2.1** SM: Extend *Driverless* to March 21; *Brass, Steel, Fire* (Sep 20) *Audience of the Future* interactive experience off-site (early 21); *Down with Carbon/Artificial Trees* (April 21); *Zimingzhong* (May 2021)

**2.2.2** *The Sun* to continue from opening – November 20; Manchester Science Festival Climate Science programme (February 21); *Top Secret* (March 21); *Use Hearing Protection* (2021)

**2.2.3** NSMM: Wonderlab Live (Summer 20); Ideas Hub (March 21); Multi-platform Bradford Science Festival (October 20); Smaller-scale Widescreen Weekend (October 20); Bradford's National Museum Project – Belle Vue Studio refresh (December 20); Yorkshire Games Festival (February 21); in-house 3-screen cinema operation; *Sound Season* (August 21)

**2.2.4** NRM: Trans-Siberian Railway exhibition (March 21); Celebration of Kyoto Railway Museum / NRM sisterhood agreement (2021)

**2.2.5** Locomotion: Rowland Emmet sculpture (opening – Spring 21); Re-focused event programme that moves away from large scale events in place by spring 21

### 3. Sustain and grow our world-class collection

#### 3.1 Deliver ONE Collection Project:

**3.1.1** Continue to process Blythe House collection- all 300,000 appropriate objects digitised by January 21; at least 60% of SMG object collection digitised by 2021.

**3.1.2** Building ONE handed over from the contractor November 20; first objects arriving Spring 2021

**3.1.3** Continue NCC internal moves processing of c. 20,000 objects. Finish processing/cleaning objects July 22, object moves August 22 – October 2023.

**3.1.4** Deliver collections engagement strategy including in 2020-21: 11 online stories; podcasts and animated videos/ 'Stories from the Stores' YouTube videos; Art Commission sessions start March 2021.

**3.2** Deliver revised 20-21 targets for Collection Review programme 2019–22

**3.3** Complete decant projects: SIM Air and Space by October 2021 subject to approvals; SIM Store 4 decant by March 2021 subject to schedule confirmation.

**3.4** Achieve new research grant awards (in-kind and on-costs) to the value of £90k (£300k stretch) in 20-21 and deliver current funded research projects in line with revised project timeframes.

**3.5** Deliver Covid-19 collecting project achieving first formal accessions by March 21

## Strategic Priorities: Deliverables 2020-21 and beyond

### 4. Extend our international reach

- 4.1** Initiate new collaborations with China as the first priority: Complete *Superbugs* China and India tour, in line with revised timetable; develop space-themed IP package targeting the 'retailtainment' sector by March 2021; tour Robots to Hong Kong SAR October 2020; and develop and deliver China-related programming and content at SMG museums.
- 4.2** Achieve £158k net profit in 2020–21 through Cultural and Commercial Partnerships including exhibitions, other visitor experiences and consultancy.
- 4.3** Support UK government-led initiatives and interests in international events (including *COP 26* - UN Global Climate Change Summit Glasgow 2021) and seek to secure additional funding for international working aligned with government priorities.

### 6. Harness the potential of digital

- 6.1** Support delivery of the Group's mission in response to the pandemic by extending the reach of SMG content through our websites and digital channels: at least 460k visits per month to SMG content by March 2021.
- 6.2** Develop the Audiences of the Future mixed reality experience with partners; Launch the AR mobile app summer 2020 and deliver live experience at a third-party venue in early 2021 contributing to the achievement of the wider project's target audience of 100,000 across all platforms/venues
- 6.3** Deliver the first phase of the AHRC-funded Heritage Connector initiative by March 2021 and commence Wikipedia initiative with Wikipedian-in-residence from July 20.

### 5. Transform our estate

- 5.1** SM Phase 2 Masterplan programme (2019–2023): Complete IMAX Refurbishment by December 20; redevelop Science Museum East Hall programme by September 20; Deliver Technicians Make it Happen by December 21 *subject to further planning*; further develop full Phase 2 Masterplan following Board consultations.
- 5.2** SIM Masterplan: Special Exhibitions Gallery open Easter 21 (*subject to confirmation*); Power Hall repair and reinterpretation revised programme by September 2020; 1830 Warehouse urgent works timetable tbc once works restarted.
- 5.3** NRM Vision 2025: South Yard RIBA stage 1 complete by January 21; Station Hall Refresh complete by April 2022 (RIBA stage 3 May 21); stable block urgent repair works complete by October 2020; Wonderlab open spring 2023 (RIBA Stage 4 complete by January 21); Central Hall design phase complete by June 22 (indicative opening 2025); Open Store & Great Hall design phase complete July 22 and January 25 respectively. *Timescales dependent on interface with York Central progress; funding; and authorisations to spend and procure.*
- 5.4** Locomotion Masterplan: Conservation repair programme to historic part of the site complete by November 20; Building 2 indicative programme: design phase completed by September 21; construction by May 2022, Open September 22.
- 5.5** NSMM Masterplan: Sound and Vision Galleries funding resubmission to revised funder timetable.
- 5.6** Complete the programme of capital infrastructure works identified for delivery in 2020/21 to revised schedule

### 7. Increase income

- 7.1** Focus on ensuring that we have the right commercial position for 2021–22: short-term renegotiation of catering contracts; establish models for commercial attractions to return to profit 2020–21 (including refurbished Imax); Covid-secure strategies for corporate events; reduce B2C capital retail stock; deliver profit targets through Picture Library operations, licensing partnerships and online retail.
- 7.2** Rebuild Development income: Visitor Giving on track to achieve 2019–20 levels by late 2021–22; recognise £200k (total) in sponsorship agreements for Manchester and Bradford Science Festivals; achieve £940k in other unrestricted funds; develop sponsorship pipelines for 2021–22 exhibitions.

## Rising Priorities: Deliverables 2020-21 and beyond

### 8. Sustainability

- 8.1** Publish our SMG Sustainability Strategy & Policy by December 2020; announce a net zero target and global climate webinars by December 2020, in the run up to COP26
- 8.2** Embed a culture of sustainable decision making throughout SMG via continued delivery of our Carbon Literacy training programme in 2020–21 and the introduction of “Part 2” from August 2020
- 8.3** Engage visitors with a public programme on climate science and solutions to tackle climate change throughout 2020–21 including Manchester and Bradford Science Festivals, Carbon capture exhibition, and updating the content of Atmosphere gallery ahead of COP26.
- 8.4** Enhance the biodiversity at each of our five museums and our National Collections Centre, including planting at least 1,000 trees annually at the NCC, this year in partnership with the Woodland Trust during National Tree Week.

### 9. People

- 9.1** Revised People and Culture strategy in place by December 2020 reflecting changing landscape due to the Covid-19 pandemic
- 9.2** Deliver Open for All strategy: Review the way that we capture and monitor workforce diversity data by September 20 and develop local action plans by October 20; Work up costed Open for All Plan (strands 3 and 4: Grow a diverse workforce and build an inclusive culture) by September 2020.
- 9.3** Offer in place to improve the whole employment ‘life-cycle’ including engagement (March 20), wellbeing (March 21), learning and development (September 20)
- 9.4** Maintain the breadth of the volunteer programme achieving 15,000 hours of volunteer time in 2020–21.

## Enablers

### 10. Technology Environment

- Improve Group working and communications through IT solutions:
- 10.1** Deliver a new intranet solution for the Group: Phase 2 summer 20
  - 10.2** Digital First – Move to use of OneDrive and exit from Sharepoint 2010 October 2020
  - 10.3** Deliver Unified Communication Platform by December 2020

<b>Strategic Risks</b>	<b>Mitigations</b>
<b>1.</b> Coronavirus disruption	Steering Group of six members of the Executive is co-ordinating the Group's response to the outbreak, including through scenario planning, regular communications with Government and staff, and review of business continuity plans.
<b>2.</b> Financial sustainability and reliance on government subsidy	4-year budgeting-cycle; Income Strategy; expenditure monitoring/reforecasting; reserves and in-year contingency; rigorous cost control and maintenance of appropriate reserves; plans to reach a balanced operating budget position; weekly monitoring of coronavirus risk and commercial consequences.
<b>3.</b> Historic under-investment in infrastructure – physical and digital	Prioritised programme of capital investment; Ten-year capital investment plan maintained; Masterplan projects to include estate remediation works; upgrade of desktop estate; progress SMG Digital Strategy.
<b>4.</b> Failure to care, manage and develop the collection	Collections accessions and management budgeted; collections audit; collections review; National Collections Centre delivery and Blythe House decant; improved collections management systems and documentation.
<b>5.</b> Security (cyber and on-site)	Cyber: Maintenance of firewall and penetration scanning; Ethical phishing exercises; Mimecast email scanning; Cyber Essentials and compliance maintained. On-site: maintenance of security system and prioritisation of coverage; and emergency response and business continuity plans in place.
<b>6.</b> Business continuity planning	Exercise under way to update business recovery and disaster management plans across the group. Individual areas completed, full consolidate required along with a review to identify any crossovers and create a group level plan.
<b>7.</b> Building a compliance culture	Improved H&S protocols; training with new business systems; new intranet to improve communications; information management group overseeing changing regulatory environment; project management handbook and training developed.