

Science Museum Group Priorities 2014-15

Introduction

The Science Museum Group's ambitions remain high with Masterplans being implemented or developed across the Group. Each Museum has a set of strategic ambitions which have been discussed and agreed by the Board of Trustees. These underpin the priorities for 2014-15 set out in this document. The Science Museum published its ambitions in *Strategic Ambitions 2012-22*. This year it will be updated and expanded to include the strategic ambitions for the whole group.

Financial resilience

With the real terms cut in Grant in Aid of 30% between 2010 and 2015, a critical priority for the Group is increasing financial resilience, with a sustainable operating cost base, and the ability to withstand further reductions in government funding. This will be achieved through both savings and increasing income from other sources.

A savings goal of £3.7m has been identified and approved, with specific targets assigned to each strategic area of activity. Plans to deliver the first 25% of these savings are underway. During 2014-15, detailed plans will be developed and implemented to secure the remaining 75% of the savings required by April 2015.

The Group has increased its investment in fundraising and commercial activities. During 2014-15 our focus will be on fundraising for our Masterplan and exhibition activities, but we will also focus on increasing unrestricted income to support core operating activities through new initiatives. The commercial team has been reorganised to ensure there is sufficient focus on new business opportunities and to meet the target of a 25% increase in commercial profits by 2016.

Digital Strategy

We will deliver our digital strategy across the Group: making better use of object and visitor data; embedding digital into the culture of the Group; building partnerships with digital sector leaders; continuing with experimental work; and ensuring the experience of our websites is to the same standard whichever device people are using to access them.

Audiences

Each Museum has identified long term priorities for audience development. At the Science Museum the focus is to increase diversity, visits by independent adults and better serve the scientific community, whilst cherishing existing audiences. At MOSI the aim is to grow target audiences, including a young culturally active adult audience, and nurture the existing family audience. The main areas for audience growth at the NRM are families who want an educational experience for their children, and adult visitors attracted to the history and nostalgia of the railways. NMeM is aiming to grow its audience as a whole, and in particular target family audiences during the holidays and engage local community groups.

National and International Strategy

The national and international strategies will be delivered by: sharing programming more across the Group; jointly developing exhibitions and programmes across SMG sites and/or with outside organisations; launching a touring exhibitions programme; building the European partnership network; developing SMG's relationships in Brazil; and seeking opportunities to generate income from our expertise and resources. We will deliver creative learning programmes that inform, inspire and enhance science literacy nationally, including high profile projects such as *Building Bridges* and *Enterprising Science*, and will collaborate with universities to ensure we remain at the forefront of scholarship and innovation. We aim to work with key partners to advocate for STEM communication and engagement as a driver of economic growth, and to maximise the reach and impact of such activity across the UK.

Science Museum Priorities for 2014-15

Mission: To make sense of the science which 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

Progress our four science themes for the decade through the public programme

Climate change and sustainability:

- *Unlocking Lovelock: Scientist, Inventor and Maverick* opens April
- Rubbish Archive opens June
- Science on a Sphere trained scientists deliver events throughout the Spring
- Review and refresh the content of the *Atmosphere* gallery

Medicine

- **Appoint Architect and Design Team for the new Medicine galleries in summer 2014 to complete concept design by spring 2015**
- New feature exhibition in *Antenna* on appetite opens March 2015
- Four *Live Science* residencies
- Three *Who Am I?* gallery updates

Informatics

- **Information Age gallery with associated learning programme and digital resources opens September**
- **Reach scheme design stage for Mathematics galleries by March 2015**
- **Associated 5 year nationwide citizen mathematics project under development ready for launch September 2016**
- **Design team appointed summer 2014 for a renewed and expanded *Launchpad*, encompassing a new maths exhibit; gallery environment design complete by March 2015, leading to 2015-16 opening**
- *Churchill and Science* opens January 2015

Understanding the universe

- **Cosmonauts opens November**
- We will start the design for our new time and measurement gallery

Make the most of our estate

- **Planning and design work for a new Research Centre complete and construction started in preparation for opening to the public in Autumn 2015**
- **Identify and implement commercial opportunities in the use of our Estate**
- Develop a comprehensive storage strategy for the Group to maximise the potential of the Wroughton site and improve storage conditions

Grow key parts of our audience

- Grow the independent adult audience, both in number and proportion compared to 2012-13
- Showcase the collections of the National Media Museum in *Media Space: an exhibition on the works of Joan Fontcuberta* opens August; *The Distributed Image*

opens November; and programmes in the *Media Space Studio* include *In Search of Perfect Sound* in May; *The Shelter Archive* in October; *Broomberg & Chanarin* in March 2015

- Deliver *Lates* to 44,000 visitors
- Tour *Collider* to MOSI and international venues
- Tour *Only in England* nationally and/or internationally
- Tour *Science Museum Live: The Energy Show* round the UK from April to June
- Host *Open for Business* photography exhibition

Inspire the interest of future generations in science and engineering

- Extend the number of schools and teachers reached, with a target to be visited by two thirds of schools in London by 2018
- Through *Enterprising Science* deliver nationwide Teacher Training and impact research with Kings College London
- Deliver Year 2 of *Building Bridges* with research partner Sheffield Hallam and the five partner boroughs.
- Extend partner borough model to MOSI and NMeM
- Deliver STEM ambassador events at each site including *That Could be Me* a STEM careers exhibition to open December
- Deliver a cross-site computer science offer in line with Government ambitions, Year of Code and curriculum changes

Be at the forefront of scholarship and innovation

- Publish the second issue of the new e-journal in the autumn
- Nine students from year one of the Collaborative Doctoral Partnership programme continue research; six students start year two of the programme in October 2014; and year three call launched in June, for eight studentships commencing October 2015
- Deliver year two of *Enterprising Science* research project into impact and science capital with Kings College London.

Implement our digital strategy

- Deliver improved access to collections information relating to *Information Age* as part of the MMX project
- Build long term relationships with digital sector leaders
- Continue experimental work, including an experimental participatory offer and smart phone offer as part of *Information Age*
- Improve the website including further improvements to the Visit Us section
- Embed digital skills and thinking into the culture of the Museum

Museum of Science and Industry Priorities for 2014-15

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.

Progress the Masterplan for our site

- **Progress fundraising on first three Masterplan projects:**
 - **Public Realm: Conclude negotiations with Network Rail on impact of Ordsall Chord; launch agreed mitigation works according to project timeline**
 - **Temporary Exhibition Gallery: agree delivery timeline**
 - **Historic Station Projects: Stage 1 bid to regional HLF early in 2015**
- **Fully scope the next three Masterplan priority projects** detailing location, footprint, project aim, objectives, indicative programme and budget: Interactive galleries to include a Pattern Pod as part of SM Mathematics Project; Contemporary science galleries; Modern Manchester galleries
- **Complete work to the front gates, welcome and entrance improvements, cafe and shop**
- Develop commercial strategy to support the Masterplan

Develop a vibrant cultural programme that connect our audiences with our collections, story and contemporary science

Exhibitions programme:

- **Open two high profile contemporary science special exhibitions in partnership with the Science Museum: *Collider* in May; *3D Printing* in October to launch at Manchester Science Festival 2014**
- **Establish a Memorandum of Understanding with the Wellcome Collection for regular programme collaboration**
- Open two Highlights Gallery exhibitions: *Cycling* in July; and an Artist-in-Residency in February 2015
- Participate in city-wide Asia Triennial Manchester festival in autumn
- *Open for Business* exhibition opens May
- Develop a three year public programme and progress the First World War project for 2015

Programmes, festivals and events will include:

- Manchester Science Festival in October, featuring three headline creative works
- Contemporary science programme for the new Science Platform including annual family events, parallel *Collider* events and Manchester Mini Maker Faire
- Complete *#Hooked* Citizen Science by October and launch 2014 citizen science experiment
- Site-wide enhanced holiday offer for families with themes driven by our story, exhibitions and contemporary science (e.g. Steam, Sweat and Sewers)
- Development and delivery of the new science show programme for schools

- *IF: Inspiring Futures* HLF volunteer programme – 15 placements filled in year one and a further 15 following the launch of year two in February 2015
- Strengthen connection with STEM, aligning with and shaping wider SMG Learning projects, including the themes of coding, mathematics and the maker movement
- Build schools audience, with the aim of being visited by two thirds of schools in Manchester by 2018
- Develop and deliver the Audience Plan, confirming growth plans for target audiences, including a young culturally active adult audience and nurturing existing family audience

Develop an unrivalled and inspiring science and industry collection that supports the MOSI narrative and SMG collections research ambitions

- Reorganise collections storage at MOSI and Wroughton and vacate the rented store in Salford by March 2015
- Agree and implement new Acquisition and Disposal Policy
- Embed a research culture through AHRC-funded collaborative doctoral studentships, with two in place in 2014, and apply for at least one further studentship to commence in 2015

National Railway Museum Priorities for 2014-15

Vision: The NRM is the prime showcase in the world for the huge impact railways and their technology have had in the past and will have in the future on the people, the economy, the society and the environment of Britain and the wider world

Maintain our collection and increase research and scholarship based on our collection

- **Develop a research strategy driven by collections, which underpins our public programme**
- Re-launch The Institute of Railway Studies in collaboration with the University of York
- The restoration of *Flying Scotsman* will be mostly complete and ready to start mainline operations by Riley & Sons by summer 2015
- Complete a cosmetic restoration of locomotive *Winston Churchill* for an exhibition marking the 50th anniversary of Churchill's death
- Work with Great Central Railway and Leicester City Council to develop detailed plans for a new Railway Museum at Leicester North which will bring more of our collection to new audiences – subject to fundraising by Great Central Railway

Produce an engaging and informative public programme, according to our five year plan, which engages new audience segments with our overall narrative of the railways

- **Revise the learning offer to align better with the overall public programme and the new National Curriculum**
- Open temporary exhibitions: *Open for Business* in May; *Trainspotting* in September; and commemorate the 50th anniversary of Churchill's death in January 2015 with an exhibition centred around a recreation of his funeral train
- Deliver series of football weekends during the year including Tour de France, a music festival, and a 'track bashing' event
- Collaborate with York Theatre Royal to include restaging *The Railway Children* and a new community theatre piece
- Use commercially-generated income to improve interpretation of the collection at Shildon and pay for more regular visiting locomotives

Progress our Masterplan

- **First stage of capital development will be commercial developments in the South Yard: work to extend the miniature railway will be completed by December 2014**
- Engage with development of plans by Network Rail and York City Council for the York Central site to ensure it supports the development of the NRM Masterplan
- Carry out feasibility and costing work on future stages of the Masterplan

Create an efficient and effective organisation and focus on opportunities to raise additional income

- Introduce the York wheel, extend the miniature railway and create a new catering offer in *Valiant* vintage carriage
- Review options for further operational efficiencies

National Media Museum Priorities for 2014-15

Mission: To explore the science, technology and art of the still and moving image, and its impact on our lives

Vision: A dynamic and inclusive museum, internationally recognised for its world-class collections and for using them in engaging, meaningful and inspiring ways

Develop and implement our plans for future financial sustainability

- **Develop the emerging Masterplan for the Museum through a feasibility study to reach a costed preferred option by the end of 2014**
- Complete relocation of staff into the main body of the museum from Princes House
- Establish a fundraising plan to deliver the Masterplan and begin implementation at the start of 2015
- Begin working with a new commercial partner to deliver its cinema programme

Care, development and sharing of our Collections will set new standards

- Collecting policy reviewed in light of the new mission and vision
- Increase access to the collection through documentation and digitisation
- Deliver and host an international conference on the strategic acquisition, development and management of archives in November

Every visitor will have a consistent cultural experience, and engage with a physical or virtual environment of the highest quality

- Implement the Audience Plan to ensure our programme meets audience needs and supports our ambition to grow audiences
- Create a cohesive, integrated narrative for the Museum through research and development of proposals
- Heighten the Museum's presence within the City through lobbying partners to improve the external visitor journey

Changing perceptions and practice through participation, community engagement and partnerships will enrich our work and our visitor offer

- Create a strategy and programme for engaging volunteers, students, interns and apprentices with the Museum
- Deliver *Le Grand Depart Festival Tour du Cinema* in April and associated display in June 2014
- *Nature, Camera, Action: the technology behind amazing wildlife films* (working title) opens July
- Mark the centenary of the outbreak of the First World War by presenting online a selection of rare photographs of the war from the National Photography Collection
- Deliver the transfer of the Joan Fontcuberta exhibition from Media Space to the National Media Museum in November
- Develop and deliver programming in *Media Space*, which showcases the collections of the National Media Museum

Festivals

- Deliver the 21st edition of the Bradford Animation Festival 18th-22nd November
- Review the festival offer with internal and external stakeholders to deliver clear customer propositions which are both unique and commercially viable
- Deliver two family half-term festivals in February and October, in partnership with a major brand

Learning will be part of everything that we do, with a focus on science and technology, drawing inspiration from our collections

- **Develop educational programmes to align with new National Curriculum focussed on science, deepening engagement with the collections and the ideas they hold, and be visited by every school in Bradford by 2018**
- Develop high quality holiday programmes that focus on STEM with science inclusion and learning outcomes aligned to the exhibition programme, delivering engaging learning experiences
- Refresh community working – increasing numbers on site and enriching content for all

Budget

	2013.14		2014.15
	Budget	Forecast	Budget
Grant in Aid	39,560	39,560	38,874
Unrestricted income	6,319	7,741	8,788
Restricted income and sponsorship	10,991	10,824	6,306
<i>Total income</i>	<i>56,870</i>	<i>58,125</i>	<i>53,968</i>
Use of reserves for specific projects	3,500	3,500	1,505
<i>Total available funds</i>	<i>60,370</i>	<i>61,625</i>	<i>55,473</i>
Operating expenditure	40,134	39,170	38,563
Project expenditure	18,836	21,514	14,755
Contingency	1,400	0	2,155
<i>Total expenditure</i>	<i>60,370</i>	<i>60,684</i>	<i>55,473</i>
Surplus / (deficit)	0	941	0

Visit Number Budgets

Science Museum: 3,225,000

Museum of Science and Industry, Manchester: 700,000

National Railway Museum: 702,000

Locomotion: 183,000

National Media Museum: 503,000

Performance measures

A small number of strategic performance indicators and associated targets will be identified, reflecting the direction of travel for each Museum.

Performance information for planning and operational management will continue to be collected, but systems for collection, reporting and use are subject to review.