

**SCIENCE
MUSEUM
GROUP**

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Science Museum Group
Plan 2018-22

2018/19

1. Introduction

In December 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 Strategic Priorities. It covers a 4-year time period, rolling forward each year to cover the next 4-year period, with the sharpest focus on the current year. This plan is the second year of planning against these Strategic Priorities. It is primarily for internal reference. This Plan does not aim to be comprehensive; the scale and diversity of our activities precludes this. Instead it focuses on agreed priorities that deliver progress and change in accordance with SMG Strategic Priorities. The plan represents a snapshot in time, and our intentions should funding be successful. As the plan rolls forward on an annual basis, it will be updated to reflect the outcome of funding applications as well as new developments or changes in circumstance. Each Museum and Group-wide department may produce its own, more detailed plans for local use; plans for sections, teams and individuals will sit underneath these.

2. SMG Strategic Priorities

Vision, mission and values

The long-term strategic priorities that drive SMG activity in this period are founded upon a vision, mission and values that are shared across the organisation. Our mission, Inspiring Futures, acts as our 'North Star' to ensure consistency in all our discussions and decisions. Each Museum also has a distinctive focus that reflects its own remit.

SMG vision **A society that celebrates science**, technology and engineering and their impact on our lives, now and in the future

SMG mission We inspire futures by:

- **Creative exploration of science**, technical innovation, and industry, and how they made and sustain modern society;
- **Building a scientifically literate society**, using the history, present and future of science, technology, medicine, transport and media to grow science capital; and
- **Inspiring the next generations** of scientists, inventors and engineers.

SMG values We will:

- Think big
- Reveal wonder
- Share authentic stories
- Ignite curiosity
- Be open for all

Strategic priorities

Core priorities

- 1 Grow '**science capital**' in individuals and society
- 2 Grow our **audiences** and exceed their expectations
- 3 Sustain and grow our **world-class collection**

Supporting priorities

- 4 Extend our **international reach**
- 5 Transform our **estate**
- 6 Harness the potential of **digital**
- 7 Increase **income**

3. Summary

Over the period of this plan we continue to make major progress towards the achievement of our vision. The One Collection project, which includes the largest capital development project the Group has undertaken in 20 years, will be largely complete. By 2022 this project will have delivered a new, purpose-built National Collections Centre at Wroughton, digitised the majority of our artefact collection (c. 320,000) and transferred these from Blythe House to the new facility. At the Science Museum we will have completed the first phase of our masterplan with the opening of the Medicine Galleries in 2019 and be well underway with the next phase running up to 2023. The Special Exhibition Gallery will be open at MSI and running a programme of major ticketed exhibitions. NRM will have undergone its biggest transformation since opening, with the redevelopment of the Great Hall due to open 2021, and NSMM will be close to completing the new object rich Sound and Vision Gallery planned to open 2022. We have made clear in our priorities that we wish to extend our international reach. In particular, over the period of this plan, we are seeking to grow our touring exhibitions programme and extend our reach, in particular continuing the work we have started in China.

SMG plays a central and irreplaceable role in deepening and expanding science literacy in the UK. Building on the 5-year Enterprising Science research project, we plan to launch the Academy of Science Engagement in 2018. We will continue to embed the Science Capital Principles into our work and will be the sector leading practitioner. We will retain the Trans-Pennine STEM ambassador hub contract and further extend our work via a network of over 2500 active volunteers. We will continue to build up the content in our new Group-wide Learning Resources website, and by 2019 establish a website for children and families to learn about STEM, based on the principles of Science Capital. Our new unifying brand will be fully rolled-out at all our sites by December 2018; and with the roll-out of the CRM system complete, we will continue to embed development of long-term relationships with our visitors.

A particular focus has been on our supporting priorities and getting our core infrastructure right, so we can become more agile and fast paced, easily refresh infrastructure, consolidate services across the Group, reduce costs in the long-run and make the estate more manageable. We have made significant progress with our web estate, and by spring 2018 will have completed the first phase of the Digital Strategy with an entirely rebuilt technology infrastructure forming the foundation of future initiatives. The focus then moves to making our content available where audiences are most active; providing access to deeper narrative content and engaging audiences through online participation. The first phase of the ICT strategy was completed at the end of 2017-18 with the establishment of a modern ICT estate. From 2018 onwards we will begin to add value to the investment made through better business intelligence, improved data management, automation and integration. In terms of our physical estate additional investment will continue to be made in remedial works required across the estate as part of a ten-year programme of activity, alongside ongoing maintenance activity.

The biggest part of SMG income is Grant in Aid (GIA) from the UK Government via our sponsor department, the Department for Culture, Media and Sport. GIA declined in recent years (by 30% in real terms between 2010 and 2015). In order to fulfil our goals on behalf of our visitors we are prioritising income generation to an even greater degree with a focus on diversifying and growing sustainable unrestricted income. In particular we are focusing on the expansion of our corporate events business; continued delivery of Wonderlab: The Statoil Gallery; exploration of both individual and corporate membership schemes; development of revenue generating programmes which combine our world class learning resources and our commercial offers; developing our ticketed and touring exhibitions; and a focused and consistent effort to generate income from the existing surplus land at the National Collections Centre.

In terms of our people we are focusing on strategic resourcing - ensuring we have the right people doing the right roles, engaging them in our ambitions and valuing their contribution; growing our volunteer base and building on our apprenticeships programme.

4. CORE PRIORITY 1

GROW 'SCIENCE CAPITAL' IN INDIVIDUALS AND SOCIETY

SMG's offer and reputation for lifelong, informal STEM learning and engagement is the best in the world

Use the principle of Science Capital to describe and shape our learning content and programmes across all sites

Owner	Site	Deliverable
Susan Raikes	SMG	1.1 Deliver the Academy of Science Engagement from September 2018. 1.2 Embed Science Capital principles across all SMG Learning activity by 2018, and wider Museum activity by 2020. 2018/19: All SMG learning team staff trained in principles and learning content reviewed by March 2019. 1.3 Deliver booked education group targets 2018-19 - SM: 450,000; MSI: 72,500; NRM: 38,500; Locomotion: 6600; NSMM: 36,000 1.4 Deliver group-wide programmes - Year of the Engineer throughout 2018 at SM, NRM and MSI; programme in support of Soyuz tour complete by September 2019. 1.5 Establish a group-approach to 'Making and Tinkering' spaces by May 2018.

Develop world-leading digital learning resources that are a go-to destination for educators, students & families

Owner	Site	Deliverable
Susan Raikes/John Stack	SMG	1.6 Add to the Learning Resources site in line with the Learning Resources Strategy: August 2018 two apps and 15 intro gallery films added to the site. 1.7 Develop by March 2019 a proposal for a dedicated group-wide children and families website.

Refocus the Outreach team to work on encouraging visits to our Museums by under-represented groups and achieving financial sustainability

Owner	Site	Deliverable
Susan Raikes	SMG	1.8 Outreach activity to sustain cost neutral status achieved March 2018 1.9 Secure continuation of Trans-pennine STEM Ambassador Hub contract March 2018. By March 2019: 2500 active STEM Ambassadors in Hub working with schools, community groups and supporting onsite museum programmes; all priority schools using 'Excellence in STEM'.

Deliver a successful Wonderlab offer at our Museums in London, Bradford, Manchester and York

Owner	Site	Deliverable
Susan Raikes	SMG	1.10 Wonderlab: The Statoil Gallery 290,700 general visitors 2018-19; Educational group visitors 110,000 2018/19. 1.11 NSMM Wonderlab: Supports achievement of overall museum visits target of 455,000 and education group visits of 36,000 1.12 Deliver Wonderlab at NRM by 2021 as part of the Great Hall redevelopment

Deploy audience research to improve our offer, with particular emphasis on education groups and under 8s

Owner	Site	Deliverable
Susan Raikes	SMG	1.13 Qualitative measures for booked Learning programmes in place across SMG with results of first survey reviewed by March 2019
		1.14 Develop a vision for SM under 8s offer with initial outline ideas March 2019
		1.15 Develop and establish Group-wide pre-school strategy, and families strategy, with action plans in place by March 2019

Increase sustainable programming for adults at non-peak times.

Owner	Site	Deliverable
Susan Raikes	SMG	1.16 Integrate Masterclasses into cultural events linked to masterplan galleries and temporary exhibitions.

5. CORE PRIORITY 2

GROW OUR AUDIENCES AND EXCEED THEIR EXPECTATIONS

We understand and consistently meet or exceed our visitors' expectations; we reach and reflect the communities we aim to serve

Consistently deliver exhibitions and programmes at all sites that are critically acclaimed and popular; Share public programme content, skills and expertise across SMG sites

Owner	Site	Deliverable
Jonathan Newby	SM	Exhibitions and programmes
		2.1 2018-22 Deliver one major ticketed exhibition and 2 free exhibitions including one contemporary science exhibition per year - 2018-19 exhibitions include: <i>The Sun</i> (ticketed) followed by tour and <i>Last Tsar</i> .
		2.2 Deliver Who AM I? Gallery updates and Tomorrow's World updates
		2.3 Complete the Soyuz Capsule Tour and associated learning programme 2019.
Sally MacDonald	MSI	Exhibitions and programmes
		2.4 Maintain exhibition programme in run up to opening of Special Exhibition Gallery (SEG) in [2021]. 2018/19 exhibitions: Electricity the Spark of Life; Soyuz Capsule Tour; MSF Immersive Experience.
		2.5 Develop future exhibition programme for the SEG [2021] onwards – at least one exhibition opening per year, a mixture of charged for and free, with touring capability.
		2.6 Develop and agree strategy for Public Realm and site permeability and continue to engage with external stakeholders to secure resources
		2.7 Develop proposal in 18/19 for Experiment Gallery refresh with Hive under 5s offer
		2.8 Grow reputation and reach of Manchester Science Festival 2018-2022
		2.9 Complete Art Science strategy June 2018. Deliver June 2019 onwards subject to funding.
Jo Quinton-Tulloch	NSMM	Exhibitions and programmes
		2.10 2018-22 Deliver a changing exhibition programme. 2018/19 exhibitions: summer – <i>Action Replay</i> ; winter – exhibition linked to the <i>Bradford's National Museum</i> research project; spring – young-adult focussed exhibition
		2.11 Deliver the festival programme: Bradford Science Festival 2018; Widescreen Weekend in 2018 and the Yorkshire Games Festival in 2019.
Judith McNicol	NRM	Exhibitions and programmes
		2.12 Deliver one spring/summer season of programming per year - 2018/19: Year of the Engineer programme.
		2.13 Work with the rail industry to produce an exhibition called <i>Testing</i> , opening Q3/Q4 2018/19.
		2.14 2019-22: Deliver programme in response to closure of the Great Hall including Highlights Display, 'Engineered' exhibition and off-site delivery.
		2.15 Make improvements to Station Hall in preparation for Masterplan and Great Hall closure in 2020

Deliver the objectives and targets for visitor numbers, demographics and quality of experience set out in each Museum's Audience Development Plan to 2020; review and refresh Audience Development Plans every 3 years

Owner	Site	Deliverable			
	2.16 Visit No.s	2018-19	2019-20	2020-21	2021-22
Jonathan Newby	SM	3,215,000	3,350,000	3,370,000	3,300,000
Sally MacDonald	MSI	675,000	695,000	730,000	800,000
Judith McNicol	NRM York	730,000	730,000	450,000	610,000
Judith McNicol	Locomotion	175,000	175,000	175,000	175,000
Jo Quinton-Tulloch	NSMM	455,000	495,000	500,000	505,000
<i>Any discrepancies in totals due to roundings</i>	SMG	5,250,000	5,445,000	5,234,000	5,409,000
Museum Directors	2.17 Deepen relationships with audiences with CRM system and new Brand now in place.				
Roger Highfield	2.18 Complete Brand roll-out at MSI, NRM and Locomotion by December 2018				

6. CORE PRIORITY 3

SUSTAIN AND GROW OUR WORLD-CLASS COLLECTION

SMG's collection is the best in the world for our fields; well understood, well housed and accessible (physically and digitally), and used effectively by SMG and others for research, display, learning and pleasure.

Complete the *One Collection* project by 2023

Owner	Site	Deliverable
Jonathan Newby	SMG	3.1 One Collection programme 2018-19: <ul style="list-style-type: none">- Deliver collections engagement strategy- Commence collections inventory, mass digitisation, preparation and packing to plan- Commence build of Building ONE at National Collections Centre 2019-20: Complete and commission Building ONE, continue mass digitisation and packing, populate collections on-line 2020-22: Deliver object moves, launch on-line discovery tool 2022: Programme complete, public visits commence.

Prioritise our holdings through a rigorous programme of collections review and ethical disposal

Owner	Site	Deliverable
Sally MacDonald	SMG	3.2 2018/19: Resolve historic loan object cases from 15 lenders 3.3 2018-19: Publicly launch a Collection Review programme by June 2018 to improve and share our understanding of collections across the group, identifying significant material and potential disposals. In 18/19 complete baseline work across all sites, and process disposals from the Concrete Works at NRM. 3.4 Complete management of agreed priority collections hazard areas identified through Collection Hazards Matrix at each site (excluding rail vehicles) by March 2019. 3.5 Complete management of rail vehicle collection hazards by 2021/22, including inspections and follow-up actions for 60 rail vehicles in 2018/19.

Significantly increase the scope and pace of collections digitisation, using collections moves for gallery developments, exhibitions and research as prompts to populate the Collections Online service launched in 2016

Owner	Site	Deliverable
John Stack/Sally MacDonald	SMG	3.6 Large scale digitisation of object collections commences April 2018 with inventory work running from April 2018 to April 2020 and object photography running July 2018 – July 2020. 50,000 objects to be photographed in 2018/19 3.7 Medical collections large scale digitisation complete July 2020; rich media oral histories added to online medical collection phase 1 2018; phase 2 autumn 2019 3.8 Backlog of 40,000 items from digitised photography collection primarily at NRM and NSMM made available online by March 2019. 3.9 Addition of 3D scans to online collection starts 2019 through <i>London Science City</i> masterplan project

Seek out opportunities for significant acquisitions, with particular emphasis on contemporary science and technology

Owner	Site	Deliverable
Museum Directors Sally MacDonald	SMG	<p>3.10 Make significant acquisitions in accordance with collecting policies, including strategic collecting towards exhibition and masterplan developments.</p> <p>3.11 Grow research capacity and skills across the organisation to enhance collections knowledge and underpin acquisitions strategy by:</p> <ul style="list-style-type: none"> - Implementing the SMG Research Strategy. - Holding an annual SMG research conference, moving from SMG site to site. - Work with colleagues across SMG to ensure conferences, workshops and seminars are a normal part of the working life of all SMG museums by 2019. - Working across Group to submit research funding applications in support of the Museums' programmes. <p>3.12 SMGJ editorial team to work across SMG to build capacity so that by 2018, each SMG museum and relevant department submits at least one article to <i>SMGJ</i> per annum.</p>

7. SUPPORTING PRIORITY 4

EXTEND OUR INTERNATIONAL REACH

SMG has a very strong international profile and reputation for excellence that enhances our offer, promotes the UK and generates income

Undertake market analysis for designated regions and activities, and initiate new collaborations accordingly; China will be the first priority

Owner	Site	Deliverable
Helen Jones/Jonathan Newby	SMG	<p>4.1 Progress strategic approach to working in and with China:</p> <ul style="list-style-type: none">- Develop a greater understanding of the STEM education and engagement sector in China with a view to extending the Science Museum Academy of Science Engagement internationally.- Work with partners in China and elsewhere to develop an exhibition on Chinese science potentially for SMG in the UK in 2022 or later: initial scoping report to be completed by the end of June 2018.- Deliver some China-related public programme/s, e.g. Science Museum Lates. <p>4.2 Open 'Treasures of Time' in Hong Kong December 2018 as a collaboration between Hong Kong Science Museum, SM and Palace Museum Beijing.</p> <p>4.3 Tour Superbug exhibition clone in China/and or India subject to funding outcome 2018.</p> <p>4.4 Explore the potential for collaboration with Chinese partners that will support the redevelopment of the Great Hall at the NRM</p> <p>4.5 Extend our networks including with relevant UK agencies; and including Taiwan and the Special Administrative Regions of Hong Kong and Macao:</p> <ul style="list-style-type: none">- build and strengthen effective relationships with Chinese government bodies, including the signing of formal co-operation agreements- Participate in programmes by government and other public bodies to develop cultural and heritage skills in China

Grow our touring exhibitions programme and consultancy business according to a sustainable business model

Owner	Site	Deliverable
Jonathan Newby	SMG	<p>4.6 Add at least one exhibition to the portfolio per year from SM and one every 3 years from MSI, based on current forward programmes.</p> <p>4.7 Deliver a breakeven touring programme as a minimum</p> <p>4.8 Complete consultancy work for Queensland Museum and Science Centre Interactive Gallery opening summer 2018</p>

Strengthen networks for communication and advocacy of SMG international working

Work closely with UK public sector agencies to add value to each other's work and help maintain the UK's soft power ranking

Owner	Site	Deliverable
Helen Jones	SMG	<p>4.9 Agree by April 2018 an international working communications plan.</p> <p>4.10 Consider how SMG might further support UK Government agendas and initiatives internationally (e.g. Industrial Strategy; Mendoza Review of Museums in England; the GREAT campaign) and how this might be reflected in the next Spending Review.</p> <p>4.11 In 2018/19 we will:</p> <ul style="list-style-type: none">- contribute to the UK-Brazil Year of Science (form to be agreed)- plan an exhibition on Japanese industry and innovation that will be part of a UK-Japan season in 2019/20

Devise specific programmes to promote UK innovation and manufacturing

Owner	Site	Deliverable
Jonathan Newby	SMG	4.12 Tour <i>Wonder Materials</i> to a second venue in 2018 and see 4.10

8. SUPPORTING PRIORITY 5

TRANSFORM OUR ESTATE

Our buildings, public spaces and facilities will be welcoming and inspiring places to visit, effective and accessible housing for the collection, and great places to work.

Deliver agreed masterplan projects, and develop future phases, using best practice in procurement standards, and focusing on value for money and customer service; Work with a wide range of partners and stakeholders to ensure that SMG Museums deliver optimum benefits for the places where they are located as well as for museum users; Use masterplan projects to drive programmes for academic research, collection digitisation and acquisitions, and online content, and for increased efficiency, sustainability and social inclusion.

Owner	Site	Deliverable
Karen Livingstone	SM	5.1 Complete <i>Levels 4 and 5 Events Space</i> : Open January 2019
		5.2 Complete <i>Supporters Centre</i> : Open February 2019
		5.3 <i>London Science City Gallery</i> : Complete construction 2018-19; Open June 2019
		5.4 <i>Medicine Galleries</i> : Complete construction 2018-19; Open September 2019
		5.5 <i>Masterplan Phase 2: 2019-2023</i> : outline developed 2018
Karen Livingstone	MSI	5.6 Special Exhibitions Gallery – 2018-19 complete design work and tender main contract; open 2020/21
		5.7 Implement programme of gallery refreshes in advance of full scale masterplan developments – Textile Gallery refresh complete July 2018; Power Hall refresh delivered 2019.
		5.8 2018/19 Develop a Strategic Brief for the 1830 Warehouse to identify viable options
		5.9 Deliver an 18-month conservation programme to include Power Hall roof, 1830 warehouse and viaduct repairs commencing in April 2018
		5.10 Develop and agree strategy for Public Realm and site permeability and continue to engage with external stakeholders to secure resources
Karen Livingstone	NRM	5.11 Great Hall and <i>Wonderlab</i> – Commence work 18/19 in accordance with MRG approved project timetable assuming HLF stage 1 approval; Open 2021
		5.12 2018/19: Start more detailed planning of Masterplan programme in relation to North Central and South Yard
		5.13 2018/19: Prepare for architectural competition for central gallery in readiness for outcome of York Central planning decision due winter 2018/19
Karen Livingstone	Locomotion	5.14 2018/19: Develop overall masterplan for Locomotion
Karen Livingstone	NSMM	5.15 2018/19: Sound and Vision Galleries - Submit HLF Stage 1 Application June 2018; appoint team and progress curatorial vision and design to RIBA 4. Opening 2022

Develop skills in project and programme management across the organisation

Owner	Site	Deliverable
Karen Livingstone	SMG	5.16 2018-19 Continue to develop integrated approach to Masterplan and Estate programme and portfolio management, identifying mechanisms to streamline processes.

Deliver efficient and fit-for-purpose back-of-house facilities and integrated estate management

Owner	Site	Deliverable
Karen Livingstone	SMG	5.17 Deliver the programme of capital infrastructure works identified for delivery in 2018-19

9. SUPPORTING PRIORITY 6

HARNESS THE POTENTIAL OF DIGITAL

SMG digital offer is acknowledged as one of the best in the world and its websites are a global destination for their subjects

Increase audience reach (see p.6 for collections digitisation deliverables)

Owner	Site	Deliverable
John Stack	SMG	6.1 Online visit targets: 10% year-on-year long-term growth 2018-19: 11.38m; 2019-20: 11.95m; 2020-21: 13.15m; 2021-22: 14.46m
		6.2 Complete development of “narrative” formats as part of Medicine Galleries project and second phase of SM website development 2018/19.
		6.3 Implement annual online user survey and more sophisticated digital metrics by 2018
		6.4 Make content available where audiences are active (YouTube, Google Cultural Institute etc.)

Enhance the audience experience

Owner	Site	Deliverable
John Stack	SMG	6.5 Complete refresh of online estate with relaunch NRM and Locomotion websites April 2018

Enable audience participation

Owner	Site	Deliverable
John Stack	SMG	6.6 Deliver a crowdsourcing project as part of NRM Great Hall project 2019.
		6.7 Deliver digital aspects of participation projects for Medical Galleries by 2019

10. SUPPORTING PRIORITY 7

INCREASE INCOME

Sustainable unrestricted income from a variety of sources is significantly greater than in 2015-16 and is used efficiently to realise SMG's vision

Implement the recommendations and targets of the SMG Income Plan agreed in 2016; areas identified as having potential for growth include:

- Our events business, especially using the new custom-built facilities at the Science Museum;
- Our educational activities;
- Greater exploitation of our estate, particularly at the National Collections Centre;
- Membership/subscription schemes;

Owner	Site	Deliverable
Jane Ellis	SMG	7.1 SMG total unrestricted income target 2018-19 (excl. GIA): £25.148m Specific initiatives: 7.2 Wonderlab – £ 1.584m (£1.797m incl. retail) 7.3 The Sun exhibition – £1.4m; total project forecast £1.57m (incl. retail) 7.4 National Collections Centre estate – £0.952m 7.5 Levels 4 and 5 ready to start hiring January 2019. 2018/19 income: £0.227m 7.6 Develop a new corporate membership offer, generating an additional £50k in 2018/19

Increase revenues through digital channels;

Owner	Site	Deliverable
Jane Ellis	SMG	7.7 Implement chosen retail and SSPL e-commerce options 2018-19 for delivery in 19/20.

Use the new CRM system to provide a holistic customer offer that encompasses both the free and paid-for elements and encourages increased spend-per-head;

Owner	Site	Deliverable
Jane Ellis	SMG	7.8 Spend per head 2018-19: SMG – £4.47 SM: £4.84 MSI: £3.07 NRM: £5.99 Locomotion: £0.98 NSMM: £2.87 7.9 Develop a proposal for individual membership for consideration by income Advisory Board by December 2018. If viable, soft launch in 2019/20.

Develop commercial skills more widely across the organisation.

Owner	Site	Deliverable
Jane Ellis	SMG	7.10 Develop visitor revenue groups at all sites, with ongoing oversight by group-wide Visitor Income Group.

11. ENABLING ACTIVITY

People and Culture

In order to deliver the SMG Strategy we need to ensure we have the right people, doing the right roles; working in a culture that supports entrepreneurialism, income generation and professionalism. Over the coming years we are focussing on strategic resourcing, engaging our people in our ambitions and valuing their contribution; growing volunteers and apprenticeships, and implanting improved ways of working to support organisational change.

Expand the volunteering programme to support every major exhibition

Owner	Site	Deliverable
Kay Thompson	SMG	8.1 Over 100,000 hours of volunteer time given in 2018/19; increasing to 115,000 in 2019/20.
		8.2 One Collection: volunteers will support digitisation, packing and collections engagement at Blythe House, giving approximately 34,500 hours from July 2018 to December 2020.
		8.3 Take a leading role in the volunteer landscape – deliver an SMG Volunteering Conference 2018; deliver a national volunteering conference in collaboration with the Heritage Volunteering Group in 2019/20.

Deliver an efficient and successful apprenticeship programme

Owner	Site	Deliverable
Kay Thompson	SMG	8.4 Continue the apprenticeship programme making full use of the Levy pot across the Group as part of our resourcing and talent development.

IT Infrastructure

To enable the organisation to achieve its plans, a number of IT projects will be delivered. The existing ICT strategy was completed at the end of 2017-18 when we stabilised existing infrastructure, transformed the networks, platforms, systems and processes into a modern estate and reimagined the manner in which we digitally interact with our audiences. From 2018 onwards a new strategy will be adopted where we will begin to add value to the investment made through better business intelligence, improved data management, agile development, automation and integration.

Owner	Site	Deliverable – below direct from Jason
Jane Ellis	SMG	8.5 On-premise infrastructure migration to software-defined Data Centre – Phase 2 complete November 2018
		8.6 New finance system in place by October 2018
		8.7 Deliver Windows 10 Upgrade complete September 2019
		8.8 Deliver a new intranet solution for the Group by September 2019.

Risk

4 Key strategic risks

Risk:	Financial sustainability and reliance on government subsidy
Mitigation:	Strategic income plan; rigorous cost control and maintenance of appropriate reserves; holistic view of income-generation
Owner:	Finance Director
Risk:	Failure to care, manage and develop the collection
Mitigation:	Strategic acquisitions; collections audit; collections review; National Collections Centre masterplan development; One Collection project development.
Owner:	Group Head of Collection
Risk:	Historic under-investment in infrastructure - both physical and digital
Mitigation:	Permanent estates team in place; prioritised programme of capital investment; use Masterplan opportunities for estate remediation/improvements; medium-term investment in ICT; progress SMG Digital Strategy
Owner:	Director of Masterplan and Estate and Digital Director
Risk:	Operational capacity insufficient to deliver masterplans
Mitigation:	Advance planning across whole Group to assess capacity and resource requirements; utilise volunteering and external funding where appropriate; identify group efficiencies
Owner:	Director of Masterplan and Estate
Risk:	Core compliance with statutory obligations and H&S
Mitigation:	Implement recommendations for statutory compliance in estates function; contract review of term contractors; data management programme; in-house Legal Counsel review; staff training programme.
Owner:	Deputy Director and Chief Operating Officer

Summary of SMG Budget 2018-19

£000s	2017-18	2018-19	2019-20	2020-21	2021-22
GIA	38,475	37,469	37,469	37,469	37,469
Enterprises	15,504	16,768	18,392	17,223	18,933
Visitor giving	2,656	2,963	3,164	3,060	3,248
New Interactive Galleries	1,117	1,584	1,461	1,582	1,439
Other income	4,193	3,833	4,039	4,242	4,245
Total unrestricted income	61,945	62,617	64,525	63,575	65,334
Operating costs	-54,387	-57,775	-58,430	-58,827	-60,399
Operational investment	-3,250	-2,600	-2,280	-2,000	-2,000
Contingency (less reserves)	-500	-1,000	-999	-998	-997
	-58,137	-61,375	-61,709	-61,825	-63,396
Operational surplus / (deficit)	3,807	1,242	2,816	1,750	1,938
Project activity					
Income	7,050	4,502	1,755	2,848	350
Costs	-7,632	-8,464	-4,572	-4,597	-2,288
Net project activity	-582	-3,962	-2,817	-1,749	-1,938
Surplus / (deficit) before Masterplan	3,225	-2,720	0	0	0
Masterplan Activity					
Income	13,966	33,567	29,252	3,526	2,100
Costs	-12,146	-32,686	-38,096	-12,180	-3,141
Net Masterplan activity	1,821	880	-8,844	-8,654	-1,041
Loan funding	0	0	0	0	0
Reserves movements	-4,345	1,840	8,844	8,654	1,041
Net position	701	0	0	0	0

17/18 based on forecast