

# SCIENCE MUSEUM GROUP

## SMG Plan 2019–20

### 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 is primarily for internal reference and does not aim to be comprehensive. 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. 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.

The long-term strategic priorities that drive SMG activity in this Plan 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.

## 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 first year of the Academy of Science Engagement at SM and SIM – reaching up to 600 teachers and 250 STEM professionals in 2019–20
		1.2 Embed science capital principles across all SMG Museum activity by 2020. 2019–20: embed into SMG welcome sessions and monitor staff completing the online course
		1.3 Deliver booked education group targets 2019–20: SM: 435,000; SIM: 85,000; NRM: 33,750; Locomotion: 6,750; NSMM: 36,000
		1.4 Deliver Group-wide programmes 2019–20: Apollo/space at SM and NSMM (summer 2019); Soyuz tour programme complete by Sep 2019; explore group-wide approach to Festival and family programming

*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	1.5 Explore ways to extend the geographical spread of and the numbers of people reached by the Outreach team by Mar 2020
		1.6 Develop a local community engagement plan for each museum by Mar 2020
		1.7 Meet contractual targets for STEM Ambassador engagement by Mar 2020. Take decision on future contract by Dec 2019

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

Owner	Site	Deliverable
Susan Raikes	SMG	1.8 Wonderlab: The Equinor Gallery 2019-20: 300k general visits; 111.5k Educational group visits
		1.9 Work towards Wonderlab at NRM as part of the Great Hall redevelopment; develop ideas for SIM Wonderlab through Masterplan

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

Owner	Site	Deliverable
Susan Raikes	SMG	1.10 Develop a new Learning Strategy for SMG by Oct 2019
		1.11 Develop SM early years programme through delivery of Experitots programme activity (generating 6K of income over two years commencing Jan 2019) and associated research and training
		1.12 Develop SMG-wide family learning and early years frameworks and deliver Masterplan 'Playlab' Gallery research by Mar 2020
		1.13 Deliver new STEM-focussed charged for schools programme at NRM (£23k income year 1) from Sep 2019

*Increase sustainable programming for adults at non-peak times.*

Owner	Site	Deliverable
Susan Raikes	SMG	1.14 Implement the findings of the Lates Review at SM achieving £36k income and 40.5k visits over 2019–20

## 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	<p>Move to delivering an exhibition cycle from 2020 consisting of four exhibitions opening spring (smaller charged), summer (free), autumn (major charged) and winter (free contemporary science). In 2019–20 deliver:</p> <p>2.1 <i>Autonomous Vehicles</i> (Jun), <i>Intelligence</i> (Jul), <i>RPS Science Photographer of the Year</i> (Sep) and <i>Zeitgeist</i> (Sep), <i>Chinese Clocks</i> (Mar 2020)</p> <p>2.2 Apollo 10 Display Update, display of Soyuz (return May) and <i>Fly me to the Moon</i> Festival May–Aug 2019</p> <p>2.3 <i>Technicians Make it Happen</i> (5–7 year exhibition) Apr 2021 – complete design and procurement phase 2019–20</p>
Sally MacDonald	SIM	<p>Move to delivering an exhibition cycle following the opening of the Special Exhibition Gallery in 2020 made up of two exhibitions per year either charged for or fully funded. In 2019–20 deliver:</p> <p>2.4 <i>The Sun</i> (Jul), Manchester International Festival art installation (Jul).</p> <p>2.5 Family friendly programme to draw audiences during site closure</p> <p>2.6 Implement options for development and use of 1830 warehouse for income and programming activities (Jul/Aug)</p> <p>2.7 Implement findings of the review of the Manchester Science Festival (Oct)</p> <p>2.8 Refresh of Experiment Gallery graphics (Jul)</p>
Jo Quinton-Tulloch	NSMM	<p>Deliver exhibition cycle of an annual family focused exhibition in the summer and smaller scale spring and winter exhibitions with associated programming. In 2019–20 deliver:</p> <p>2.9 Space themed summer exhibition and programme; <i>Robert Paul: Showman</i> (Nov); a young-adult focussed exhibition (Mar)</p> <p>2.10 Bradford Science Festival 2019; Widescreen Weekend in 2019 and the Yorkshire Games Festival 2020</p> <p>2.11 Two half term family programmes in partnership with an external Brand</p> <p>2.12 Move the 3-screen cinema operation to SMG management by 31st Oct</p>
Judith McNicol	NRM	<p>Deliver exhibition programme with partnership opportunities relevant to the future masterplan. In 2019–20 deliver:</p> <p>2.13 <i>Year of the Engineer</i> programme over holiday periods.</p> <p>2.14 <i>Open Moments in Motion</i> (May) (followed by tour of the Group)</p> <p>2.15 <i>Open Brass, Steel and Fire</i> (Sep) (transferring to SM 2020)</p> <p>2.16 Make improvements to Station Hall in preparation for redevelopment of Great Hall and Open Store planned for 2021</p> <p>2.17 Complete Locomotion site refresh Sep 2019</p> <p>2.18 Exhibition and event programme at Locomotion rooted in the collection</p>

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

Owner	Site	Deliverable
Museum Directors	SMG	2.19 Achieve visitor number targets 2019–20: SM 3.26m; SIM 630k; NRM 699k; Locomotion 184k; NSMM 470k
Museum Directors	SMG	2.20 Work to the newly established Visitor Plans and achieve increase in likelihood to recommend ratings 2019–20
Jonathan Newby	SM	2.21 Implement first year of the Inspiring Service Framework at SM, improve mystery shopper results following establishment of baseline in 2019–20

## 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 2022*

Owner	Site	Deliverable
Jonathan Newby	SMG	2019–20: 3.1 Continue to process Blythe collection (target: to hazard check and inventory by Apr 2020 and digitise by Jun 2020, where appropriate, all 300,000 objects) 3.2 Start packing process at Blythe and prepare collections for transport from Jan 2019, ready for first moves May 2020 3.3 Begin processing NCC collection material Apr 2019, complete Mar 2023 3.4 Complete and commission Building ONE at National Collections Centre Jan 2020 3.5 Deliver collections engagement strategy including 5-10 new digital stories, 20 'enhanced' objects and social media outputs

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

Owner	Site	Deliverable
Sally MacDonald	SMG	3.6 Deliver Collection Review programme 2019–22. In 2019–20 complete SM and SIM Large objects; NRM Photographs at Blythe House; SIM-Aeronautics; NSMM Thames TV reviews 3.7 Complete management of rail vehicle collection hazards by 2021–22

*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*

Owner	Site	Deliverable
John Stack/Sally MacDonald	SMG	3.8 At least 60% of object collection digitised by 2021, and in-year targets achieved 3.9 Medical collections large scale digitisation complete Jul 2020; complete addition of rich media oral histories to Collections Online Nov 2019 3.10 Integrate 3D digitisation player into Collection Online website by Mar 2019 3.11 Backlog of 40,000 items from digitised photography collection primarily at NRM and NSMM made available online by Nov 2019

*Foster a research culture and strategic research activity and seek out opportunities for significant acquisitions*

Owner	Site	Deliverable
Sally MacDonald	SMG	3.12 SMG research department to provide training and develop opportunities to enable strategic research objectives to be met. 33% of colleagues in roles with research potential to attend training in 2019–20 3.13 Each SMG museum and relevant department to continue to submit at least one article to <i>SMG Journal</i> per annum 3.14 Achieve research grant income (including in-kind) of £1 million per annum from 2019–20 3.15 Establish an SMG-wide fellowships, associateships and exchanges scheme by Mar 2020, with four in place the first year 3.16 By Dec 2019 investigate the potential for establishing a centre for the study of a major area of concern

## 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, followed by Saudi Arabia and the Middle East*

Owner	Site	Deliverable
Helen Jones/ Jonathan Newby	SMG	4.1 Launch <i>Superbugs</i> China tour Jun 2019 and India tour Sep 2019 - four venues in each country
		4.2 Refine approach to touring exhibitions in China with a new strategy in place by Mar 2020
		Develop and deliver China-related programming at SMG museums. Major live initiatives include:
		4.3 <i>Moments in Motion</i> exhibition, NRM May 2019 followed by Group tour
		4.4 <i>Clocks from the Palace Museum</i> , SM Mar 2020 with associated AHRC funded research into digital display techniques
		4.5 Establish links with the Chinese rail industry and explore potential collaborations to support the NRM masterplan by Mar 2020

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

Owner	Site	Deliverable
Michelle Lockhart/ Jonathan Newby	SMG	4.6 Seek to secure a further piece of consultancy work in 2019–20 drawing on expertise in interactive galleries. Work towards achieving an income of £350k annual profit from consultancy by 2021–22 (2019–20 150k)
		4.7 Deliver the touring exhibitions programme as a breakeven activity, with one exhibition added to the portfolio per year

*Work closely with UK public sector agencies to add value to each other's work and help maintain the UK's soft power ranking; and devise specific programmes to promote UK innovation and manufacturing*

Owner	Site	Deliverable
Helen Jones	SMG	4.8 Support UK government-led initiatives wherever appropriate and practicable. Significant live initiatives (to be firmed up): Antimicrobial resistance initiatives, focused on externally-funded tour of <i>Superbugs</i> to China and India, 2018–2022; UK-China People to People dialogue 2019; G20 summit, Riyadh, 2020
		4.9 Seek to secure additional funding for international working that is aligned with government priorities, notably through the Industrial Strategy and the Soft Power Strategy and the Comprehensive Spending Review case

## 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 and estate projects, developing future phases of investment, 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 London Science City Gallery: Open Sep 2019
		5.2 Complete shop refit and expansion May 2019
		5.3 Open Medicine Galleries Oct 2019
		5.4 Phase 2 Masterplan programme (2019–2023): Progress audience research, develop brief and feasibility work on Playlab, prepare outline proposal by Sep 2019
Karen Livingstone/ Sally MacDonald	SIM	5.5 Special Exhibitions Gallery – 2019–20 complete procurement and commence construction; open Oct 2020
		5.6 Prioritised conservation repair programme across site including the Power Hall, 1830 warehouse and viaduct; and Power Hall interpretation refresh and steam to be delivered to revised programme and budget following consideration by Board in Mar 2019
		5.7 Wonderlab: Take forward findings from options appraisal and brief taking place in 18–19
		5.8 Work with Manchester City Council to agree lease transfer of Lower Campfield Market by Jun 2019
Karen Livingstone	NRM	5.10 Take forward Masterplan programme as defined in the more detailed planning work taking place in 2018–19.
		5.11 Develop Wonderlab, Great Hall and Open Store, South Yard projects to RIBA Stage 2 by Sep 2019
		5.12 Launch architectural competition for central gallery, assuming positive outcome of York Central planning decision and funding discussions, May 2019 with appointment of architect announced by Sep 2019
Karen Livingstone	Locomotion	5.13 Conclude feasibility study for new vehicle store, develop brief and procure design team by Q3 19–20 – dependent on overall Masterplan sequencing, priorities and funding position
		5.14 Complete a conservation repair programme to the historic part of the site by Jul 2019
Karen Livingstone	NSMM	5.15 2019/20: Sound and Vision Galleries – take forward option to be agreed by Board of Trustees.

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

Owner	Site	Deliverable
Karen Livingstone	SMG	5.16 Complete the programme of capital infrastructure works identified for delivery in 2019–20
		5.17 Tender for new Term Maintenance Contract/s across SMG with contract awarded by Jul 2020

## 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

Deliverables are framed by the Digital Strategy 2018-21

#### *Increase audience reach (see p.5 for collections digitisation deliverables)*

Owner	Site	Deliverable
John Stack	SMG	6.1 Increase online visits and in particular increase total reach of SMG content through our websites and digital channels: <b>at least 450k visits per month</b> to SMG content by March 2020
		6.2 Develop a suite of initiatives across 2019–22 that will bring the digitised collection to new audiences, engaging more deeply with star objects – by Nov 2019 re-work Brought to Life alongside Medicine Galleries project
		6.3 By Jun 2019 develop a comprehensive content framework that will guide future content production, evaluation and distribution, extending beyond the Group's web estate

#### *Enhance the audience experience*

Owner	Site	Deliverable
John Stack	SMG	6.4 2019–20: Develop the Audiences of the Future mixed reality experience with partners; Deliver the experience at SM May – Dec 2020 reaching an audience of 100,000 across all platforms/venues
		6.5 Deliver one further Digital Lab project to support cutting edge digital experiences by Jul 2019

#### *Enable audience participation*

Owner	Site	Deliverable
John Stack	SMG	6.8 Implement CC BY-NC license by May 2019 as part of an open-by-default approach to digital content
		6.9 Deliver digital aspects of participation projects for Medical Galleries by Nov 2019

#### *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	6.10 At least 60% of object collection digitised by 2021
		6.11 Medical collections large scale digitisation complete Jul 2020; Complete addition of rich media oral histories to Collections Online autumn 2019
		6.12 Backlog of 40,000 items from digitised photography collection primarily at NRM and NSMM made available online by autumn 2019

## 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 Strategy 2018-19 – 2021-22:

Owner	Site	Deliverable
Jane Ellis	SMG	7.1 SMG total unrestricted income target 2019–20 (excl. GIA): £28.49m, growing to £31.266 2021–22
		Specific initiatives:
		7.2 SM <i>Illuminate</i> : profit target 2019–20 £225k and before depreciation £683k growing to £358k and before depreciation £817k 2021–22
		7.1 Supporters Centre events profit target 2019–20 £243k rising to £263k by 2021–22 (no depreciation)
		7.2 Open expanded Science Museum shop in summer 2019 with longer-term profit target of £430k by 2021–22
		7.3 2019–20 review of catering contracts and retender at SIM and SM with a view to achieving additional 100K income per annum
		7.4 Grow the STEM Circle corporate membership scheme, achieving income of £215k in 2019–20 and growing to £425k by 2021–22
		7.5 Grow Wonderlab profit to £481k 2019–20 and achieve £364k 2021–22 (reflecting other events in Museum) and seek to establish interactive galleries at SIM and NRM
		7.6 Achieve Patrons income target of £374k in 2019–20, growing to £400k by 2021–22
		7.7 Achieve Visitor Giving income target of £2.98m in 2019–20, growing to £3.293m by 2021–22
		7.8 Commence Imax refurbishment Feb 2020 and complete Q2 2020
		7.9 Grow consultancy and touring business to generate additional sustainable profit of £150k in 2019–20 growing to £350K per annum by 2021–22

Increase revenues through digital channels:

Owner	Site	Deliverable
Jane Ellis	SMG	7.10 Consolidate the four online shops to a single technology platform, integrated with the wider web estate and the Group's CRM by summer 2019
		7.11 Move e-commerce from a loss-making function to +£34k net profit by 2022–23. Net income target 2019–20 £373k (-£49k net profit – as the new platform only goes live from Q2)

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	7.12 Spend per head 2019–20: SMG – £4.12 (£4.58 21–22) SM £4.38 (£5.05 2021–22); SIM £3.02 (£2.82 2021–22); NRM £5.60 (£5.71 2021–22); Locomotion £2.48 (£2.42 2021–22); NSMM: £2.39 (£2.91 2021–22)



## ENABLING ACTIVITY

### *People and Culture*

Owner	Site	Deliverable
Sarita Godber	SMG	8.1 Revised People and Culture Strategy in place by Sep 2019 with particular focus on improving employee retention; realising our <i>Open for All</i> value; developing a reward strategy and enhancing learning and development (including a priority focus on developing leaders, business acumen, project management skills and developing an apprenticeship programme)

### *Expand the volunteering programme*

Owner	Site	Deliverable
Sarita Godber/Sian Williams	SMG	8.2 Over 100,000 hours of volunteer time given in 2019–20 8.3 One Collection: volunteers will support digitisation, packing and collections engagement to meet collections processing targets 8.4 Deliver a national volunteering conference in 2019–20 and disseminate results of the heritage volunteering survey

### *Sustainability*

Owner	Site	Deliverable
Sarita Godber	SMG	8.5 Develop a sustainability policy by Sep 2019 to create a group approach to sustainability 8.6 Implement carbon literacy programme from Sep 2019 for colleagues to integrate sustainability into museum and commercial operations, business thinking and masterplan projects

### *IT Infrastructure*

Owner	Site	Deliverable
Jane Ellis	SMG	8.7 Deliver a new intranet solution for the Group by spring 2019. 8.8 Establish rolling desktop refresh programme including Windows 7 replacement 2019–20 8.9 Replace Wi-Fi access points across the Group

## Key strategic risks

Risk:	Financial sustainability and reliance on government subsidy
Mitigation:	Monitored Income Strategy; rigorous cost control and maintenance of appropriate reserves; plans to reach a balanced operating budget position; CSR strategy
Owner:	Finance Director
Risk:	Failure to care, manage and develop the collection
Mitigation:	Strategic acquisitions; collections audit; collections review; National Collections Centre delivery and Blythe House decant; improved collections management systems and documentation.
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:	Security (cyber and on-site)
Mitigation:	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 regularly reviewed and tested.
Owner:	Director of ICT and Heads of Operations
Risk:	Staff welfare; succession planning
Mitigation:	Regular staff surveys; Greater investment in pay and condition: Inspiring Service initiative to engage frontline staff
Owner:	Director of People and Culture
Risk:	Operational effectiveness and capacity to deliver
Mitigation:	Efficiency review to consider relative resource allocation; use of new technologies to improve efficiency; identify group efficiencies.
Owner:	Director of Masterplan and Estate
Risk:	Failure to maximise the advantages of group-wide collaboration
Mitigation:	Implementation of branding strategy; continuing focus on group-wide initiatives including One Collection and touring exhibitions; Roll-out of new intranet; development of a group-wide exhibitions programme
Owner:	Deputy Director and COO

## Summary of SMG Budget 2019-20

£000s	2018-19	2019-20	2020-21	2021-22	2022-23
GIA	37,469	37,469	37,469	37,469	37,469
Enterprises	16,768	18,728	19,366	20,792	21,320
Visitor giving	2,963	2,980	3,094	3,293	3,162
New Interactive Galleries	1,584	1,754	1,635	1,682	1,697
Other income	3,833	6,046	5,452	5,650	5,048
<b>Total unrestricted income</b>	<b>62,617</b>	<b>66,977</b>	<b>67,016</b>	<b>68,885</b>	<b>68,696</b>
Operating costs	-57,775	-61,659	-62,262	-61,649	-63,117
Operational investment	-2,600	-2,193	-2,193	-2,193	-2,193
Contingency (less reserves)	-1,000	-1,000	-1,000	-1,000	-1,000
	-61,375	-64,852	-65,454	-64,842	-66,310
<b>Operational surplus / (deficit)</b>	<b>1,242</b>	<b>2,125</b>	<b>1,561</b>	<b>4,044</b>	<b>2,386</b>
Project activity					
Income	4,502	3,174	4,558	3,964	3,454
Costs	-8,464	-7,496	-6,831	-7,079	-5,677
Net project activity	-3,962	-4,322	-2,273	-3,115	-2,223
Reserves movements		2,053	316	-339	-760
<b>Surplus / (deficit) before Masterplan</b>	<b>-2,720</b>	<b>-143</b>	<b>-396</b>	<b>590</b>	<b>-597</b>
Masterplan Activity					
Income	33,567	33,375	8,500	7,250	1,750
Costs	-32,686	-49,121	-25,255	-14,224	-19,042
Net Masterplan activity	880	-15,746	-16,755	-6,974	-17,292
Loan funding	0				
Reserves movements	1,840	15,890	17,152	6,384	17,889
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>