

Appendix 1: National Media Museum: Three Year Plan

Report to Regeneration & Economy Overview & Scrutiny committee March 2017

June 2016

Amends in red are the agreed additional targets for 2016/17

National Media Museum three year plan

The National Media Museum (NMeM) is undertaking significant change to move to a sustainable operating model that will provide greater financial security in the future and ensure that attendance to the Museum and the cinemas grows. The aim is to create a strong offer that can be managed with less resource, over a smaller footprint. Recent work has led to clarity in the mission and vision, with a shared understanding of the purpose and future focus of the Museum around the STEM agenda with the following aims:

- An improved visitor offer that will ensure the Museum becomes a recognised destination and visitor numbers increase
- A refocus on STEM, aligning with the Science Museum Group to maximise opportunities to share expertise and deliver to local audience needs
- A change in culture and practice at the Museum that will lead to stronger partnerships, better integration in the local community and stronger profile nationally and internationally
- An overall reduction in the operating costs of the Museum, resulting from a rationalisation of the Estate and strategic changes in operation
- An operating model that will be sustainable in the long term, allowing more flexibility in times of economic challenge

Learning team three year plan

Over the next three years the aim is to grow the Learning offer to increase impact and levels of participation with the NMeM collections and learning resources; establish the NMeM as a centre for excellence in engaging young people with STEM; build partnerships and stakeholder support, and establish a reputation that will ensure ongoing confidence, leading to more investment and funding to ensure the longer-term success of the Learning programmes.

In order to measure the development and success of the Learning activity, the following targets are proposed. The targets will be monitored and assessed each year, and may be amended or changed as the programmes develop. In all instances this will be to ensure that we grow the offer, build capacity and harness opportunities as they become apparent.

By 2018, our aim is to have doubled the number of schools from the Bradford district that have a learning experience with the National Media Museum.

1. Learning activity

Learning is embedded in every aspect of Museum activities and visitor experience. Specific growth in our learning activity will ensure that more schools are engaged with the Museum and we reach more students, their teachers and families.

Targets:

Activity	2015/16	2016/17	201/17
Review of Learning team to deliver high-footfall, high-impact themed programme; build partnerships and community engagement	Recruitment of 2 new posts	Sustained delivery	Sustained delivery
Create a bookable STEM-focused schools offer linking to the curriculum and utilising the collections	6 bookable STEM show/workshops developed and delivered	<p>Sustained offer</p> <p>1 new science show/workshop, developed and delivered</p> <p>Extend the STEM school offer to KS1 and KS3 with 4 adapted each with clear links to Science National Curriculum.</p> <p>5 new science shows developed and tested in readiness for the Interactive Gallery opening in March 2017.</p> <p>Develop and train staff to deliver 7 exhibit extensions.</p> <p>Develop online pre and post learning resources for schools.</p>	<p>Sustained offer</p> <p>1 new science show/workshop, developed and delivered</p>
Deliver onsite family programme: 2 themed half-term programmes; summer series of activities/events	Sustained STEM related themed activities during holiday periods to grow family audience	Sustained STEM related themed activities during holiday periods to grow family audience	Sustained STEM related themed activities during holiday periods to grow family audience

Create a teachers advisory panel/forum and host networking events	Advisory panel established; meet at least once	Sustained advisory panel; 2 networking events Teachers Advisory Panel and STEM Networking events are delivered jointly 3 times per year. Network events become high impact and offer training and advice for teachers on STEM. At least 50 teachers at each event. Advisory Panel activity built into events.	Sustained advisory panel; 2 networking events.
Create a database of schools/teachers delivering STEM	Data base set up	Build relationships, develop communication network; issue 1 newsletter. Relationships developed with schools and teachers locally, regionally and nationally. Develop a Bradford specific school marketing plan. Issue 3 newsletters per year.	Build relationships, develop communication network; issue 1 newsletter

In addition, as part of the Science Museum Group the Learning team at NMeM benefits from the sharing of expertise and involvement in national projects that deliver across all museums. The Enterprising Science Project will deliver teacher training, providing CPD to Bradford STEM teachers, as part of a national project. This externally funded programme runs until 2018.

The Learning team will also grow the reputation of the Museum nationally and internationally through attendance at conferences, presenting papers, and sharing the research and work through wider networks. The new Bradford-based projects will be show-cased to academics and peers, building further awareness and support. **Set as a KPI – Grow the reputation nationally and internationally through attendance at 2 conferences per year, presenting papers and sharing research and work.**

2. Centre for excellence in engaging with STEM

By 2018 the NMeM will be established as a hub for STEM engagement with all audiences in Bradford, with a focus on the opportunities to engage young people from disadvantaged backgrounds in STEM learning. Specific programmes will be devised that target local schools and communities, with research and impact analysis embedded in the projects. A focus on STEM learning will also lead to greater collaboration with other STEM organisations and providers of education and training in the local area and nationally.

Targets:

Activity	Measure 2015/16	Measure 2016/17	Measure 2017/18
Become a Board member of a Centre of Excellence in Bradford	Join Board	Be an active Board member	Be an active Board member
STEM partnership project that engages with community and/or school groups, involving local and national partners	One partnership project established. This is funding dependent but there are already proposals being considered	Ongoing delivery working with Bradford based organisations to increase the science capital of young people in Bradford. Build at least 2 new relationships with Bradford based organisations to increase the science capital of young people in Bradford.	Ongoing delivery. Research collated to provide evidence for impact; support for further projects
British Science Week	Establish new programme; deliver workshops and activities throughout the week 1000 instances of participation	Deliver workshops and activities throughout the week Growth in instances of participation Seek funding and deliver the Bradford Science Festival during British Science Week 2017. Festival delivered in partnership with key stakeholders. 15000 Instance of Participation.	Deliver workshops and activities throughout the week Growth in instances of participation
British/Bradford Science Festival	Deliver workshops and activities for British Science Festival, partnership with Bradford Uni, College etc; membership of working groups 1500 instances of participation	Build on 2015 success to embed Bradford Science Festival. Deliver workshops and activities Growth in instances of participation Joined with above	Sustained delivery of workshops and activities Growth in instances of participation

Build relationships with other STEM providers	Assessment of current providers, including Bradford Council, STEMNET, University, College. Integrate Learning activity to leverage impact	Develop partnership working to support shared activities, deliver STEM projects and programmes Continue to lead the Bradford District STEM Network. The Network to become a key stakeholder in the Bradford Science Festival. Deliver 1 collaborative event which will increase science capital for young people in Bradford.	Sustained working relationships; increased impact from projects
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In addition, the Learning team will work and partner with leading researchers from academic institutions to learn from best practice, involve Bradford based organisations with nationally relevant programmes, share findings and disseminate the work from Bradford to a wider field.

3. Interactive Gallery development

The first phase of the Masterplan will be the delivery of a world-class interactive gallery that supports the museum's core mission of illustrating the science, technology and art of the still and moving image. The project will deliver a new space with up to 30 interactive exhibits plus accompanying interpretation, a demonstration/show space, a programme of new workshops and science shows, and a set of on-line resources.

The following is a broad outline of the programme with some project milestones for the first year. Further detail will be confirmed as the project develops.

2015/16	2016/17	2017/18
Options appraisal completed to determine location, impacts of the project, phasing/timescales, outline costs	Ongoing development of project: Exhibit and content development Concept design Detailed design Delivery of a new Interactive gallery in March 2017.	Delivery of new interactive gallery *accurate programme will be confirmed in 2015
Project initiation, with project team, detailed programme and delivery plan		
Content development		
Appointment of design team		