

Appendix 2: National Media Museum: Summary of activity 2016-17

Report to Regeneration & Economy Overview & Scrutiny committee March 2017

A huge amount of work and consultation has taken place since 2013 to revise the National Media Museum (NMeM) and establish a sustainable future, realising opportunities for audience growth and building a stronger reputation. The last 12 months has seen us embed some of the strategic principles that we have adopted to deliver the new vision, with a clear focus on the STEM agenda and a priority to improve relationships with local communities. We have also been working to deliver the first phase of the Masterplan for the Museum: a new name, a new brand, a new website and the first new gallery – *Wonderlab*.

Please note that at the NMeM operates a Financial Year April to April, so at time of writing it is not possible to provide the final figures for 2016-17. However, the current indication is that our School Booked Group numbers are significantly up compared to 2015-16. However our overall visitor numbers are down compared to 2015-16. This decline follows a national trend that has seen a dip in attendance to Museums across the country, with a few exceptions.

The following summarises some of the key projects and activity that have been delivered in 2016-17, with particular focus on the Masterplan projects and the Learning Activity associated with the Council's investment in the Museum. It excludes the full programme of exhibitions, films, Lates and other collections and cultural activities.

An amended version of the National Media Museum Plan is also attached for information, showing the revisions that were made after the first year to increase the level of activity and impact during the second year. This was agreed following the very successful first year of implementation and over-achievement of targets in some areas.

1.0 New name/new brand

The name National Media Museum has long been identified as a problem for the Museum. Our own research, as well as that carried out by ALVA, suggests that we are still better known by some variant of our previous name than by our current name. The current name is often understood by the public to suggest a focus on journalism. It reflects neither our core collections in photography, cinematography or television, nor our refocus on the science and culture of image and sound technologies.

We have undertaken significant research around developing a new name for the National Media Museum that reflects our new mission. This has included several stages of focus group testing. In 2015 we conducted extensive research and testing towards a new name for the Museum. Two qualitative projects, with both existing and potential visitors, involved focus groups in Bradford and the region to understand the implications of any name change and to test attitudes towards a short set of options. Two quantitative projects involved nationwide Omnibus surveys to understand perceptions to a set of naming options and to better understand the Science Museum brand equity outside of London and the South-East of England. Findings from our research and concerns from stakeholders also confirmed that the term 'National' provided a quality mark, and should only be removed if it could be replaced by something demonstrably stronger. Further focus group work was carried out in October 2016 to test ideas and assumptions.

Alongside the decision to refocus the National Media Museum on the science and culture of image and sound technologies, bringing our mission more in line with the other Science

Museum Group (SMG) museums, a number of recent developments within SMG have provided the impetus to act on a brand review for the whole group. We have therefore worked with a Brand agency to complete a brand review as an aligned and coherent body of work, as well as developing a shared visual language across the four Museums that make up the Group. This will help to project the Science Museum Group as a cohesive family of museums with a shared vision, while retaining our four distinctive individual Museum identities and missions.

This Agency has also worked with us to develop:

- A new name for the National Media Museum
- A new distinctive visual identity and design standards for the (new name for) National Media Museum and coheres with the Science Museum Group new visual identity
- A digital brand to ensure that the overhaul of SMG's online estate is in line with the above

We will announce the new name and brand for the National Media Museum at the beginning of March, to coincide with the launch of *Wonderlab* – the new Interactive Gallery.

2.0 Wonderlab - £1.8million interactive gallery

The new interactive gallery will open on 23 March. The aim is to create a STEM based, hands-on learning experience for children aged 7-14 with their parents and teachers. This gallery is the first phase of the Masterplan that will transform the Museum and significantly improve the quality of the visitor experience.

The scope of the project includes both the delivery of a new gallery and an associated programme of new learning activities, leading a change in the way we engage with our audiences. The content of both will encourage scientific thinking and the investigation of light and sound, the science which underpins our Collections. Ultimately, visitors will recognise the relevance of light and sound to their daily lives, and by extension the collections we hold.

A central focal point exhibit is *Science on a Sphere*. This sphere and associated projection system is an audio visual display which can draw on live data sets which model the surface of the sun, ocean temperatures and population growth to name but a few. In its default mode, our system will show the Sun, creating both a visual and conceptual centre to the gallery. This system at NMeM is only the second to be installed in the UK.

Surrounding the 'Sun' and radiating out from it will be the other 20 exhibits, some with multiple activities. Visitor will be able to manipulate, control and experience visible light and audible sound as well as explore exhibits which go beyond the range of the human senses and also use technology to reveal aspects of light and sound we can't experience first-hand. The selection of exhibits combine tried and tested 'off the shelf' exhibits, with responses to creative briefs and artist commissions. This will provide a rich mix of experiences showcasing connections to the themes of our collections, as well as highlighting the scientific skills of curiosity, close attention and creativity.

3.0 New Website

The relaunch of the NMeM website will take place in March 2017. This is part of a complete redevelopment of the SMG web offer, with the NMeM website being the first to go live. It will provide the Science Museum Group's audiences with a world-leading online experience that enables visitors to make the most of their museum visit, supports research into the

collections, and provides resources for educators and learners. The online experience will also support increase revenue generation and audience data capture, and communicate the benefits of collaborating with, working for and supporting the Group.

Once the core website is built we will start to commission new content that aligns with the Museum's refreshed direction of travel and to establish a global, online destination for the NMeM's subject areas. This will be an ongoing endeavour.

4.0 New STEM focus

One of the primary strategic objectives of the re-vision has been to ensure a cohesive STEM focused offer for schools and families, drawing on the Museum collections and expertise. In 2016/17 this has involved developing new programmes and targeting new audiences. The following are some of the examples of activity and progress to date.

4.1 STEM School Programme

A refreshed school programme that is completely STEM focussed has been developed. The programme includes:

- Light and the Eye – pupils enjoy watching a live eye dissection and then take part in a workshop using ultra violet light to create images.
- Lights, Camera, Action – an interactive show where pupils learn about light we can and can't see, reflection and shadows.
- Sound Workshop – Hands on experiential workshop where pupils work in small groups developing their scientific skills of questioning and testing to solve a problem.
- Optical Toys – a look into the science behind animation. This is often paired with the animation workshop.

4.2 Summer Family Programme

The Learning team worked in close association with the Exhibitions team to deliver *In Your Face*, the summer 2016 family exhibition. The learning programme has changed compared to previous years to prepare both visitors and Explainers for the change in delivery when *Wonderlab* opens. This has included a more flexible pick-and-mix offer of interactive demonstrations, displays and activities as well as 'science busking' with Explainers carrying ipads, while roaming the galleries and public areas of the Museum, taking the shows to where visitors are.

Linking with the Families Information Service, we were able to offer Bradford out-of-school clubs and holiday programmes an opportunity to book a day with us, as well as receive a discount on the IMAX and in the shop. As a result our booked group numbers increased compared to the previous two years.

	August 2016	August 2015	August 2014
Booked Group Numbers	1700	600	700

We have continued to work in partnership with Police Camps. This organisation runs week-long school holiday camps for children who have been identified as needing additional support when not in school. In August 2016 we welcomed 600 young people aged 9-13 to the Museum for a programme that included an IMAX screening, *In Your Face* activities and a chance to make their own camera obscura. A further 300 Police Camp children visited the Museum during the October half term.

4.3 STEM Networking Events

We are keen to build our network of STEM partners and have therefore hosted a number of STEM networking events. In October 2016 we partnered with *Twinkl* who produce online learning resources for schools and have an existing network of STEM contacts. 160 teachers from Bradford and across West Yorkshire attended. *Punk Science* from London and *White Rose Maths* were the key note speakers. All members of the STEM Network, the STEM Ambassador Hub and other partners hosted stalls providing teachers with further information and guidance on STEM teaching.

4.4 School, Community and Outreach Activity

A pilot initiative called *Tech Bradford* is being led by the People & Innovation Board of Bradford's Producer City Board initiative. The Learning team supported the first *Tech Bradford* event in July 2016. The event, held at the Innovation Centre, hosted young people from Bradford secondary schools. They took part in a 'Meet the Geek' session and a consultation to inform future development of *Tech Bradford*.

The Learning team were also involved in the Science Summer School in London in July 2016. Over 300 pupils from across the country were invited to a 3 day summer school which was supported by Professor Brian Cox. The Science Museum delivered science shows and the National Media Museum hosted 5 workshops where pupils were able to create light diffraction glasses and build their own camera obscura.

Throughout July the learning team welcomed 36 young people taking part in the National Citizen Service programme. The young people were given a tour of Insight, met staff from across the museum to discuss career routes and delivered a pitch to on their social action project for feedback.

In October, the Museum hosted Bedtime Stories in collaboration with a cluster of primary schools located in Bradford 5. Our Audience Developer has been building strong links with the head teachers and Parental Involvement Workers at these schools as a means to encourage visits from the schools and also to gain access to the families using the schools as trusted gatekeepers. The event was attended by around 1400 parents and children most of whom were unfamiliar with the Museum.

4.5 Google 'Day out at the Museum' project

This very successful project ran in June and November 2016. We have also received confirmation from Google that the SMG bid to run the project in 2017 has been successful and will be delivered in all four SMG Museums.

This project provides outreach to schools in areas of high deprivation. Pupils from Key Stage 2 and their families are invited to a school assembly to watch a science show and find out about the Museum. The children are then provided with a special day at the Museum with transport, shows, activities, access to scientists and goody bags provided. The children are encouraged to come back with their families for the Google Family Day to show what they have learned and done.

In 2016, 11 schools in Bradford were involved with this project, with an outreach programme delivered to over 3000 pupils, and 600 of them benefitting from a 'day at the museum' experience. The Family Days attracted a new and diverse audience (research showed 52% of families had never visited the Museum before) with 3200 family visitors across 2 days.

5.0 STEM Ambassadors Hub

In Autumn 2016 the Science Museum Group submitted and was successful in a bid to lead a regional STEM Ambassadors 'Trans-Pennine' hub encompassing Greater Manchester, West Yorkshire and North Yorkshire, comprising a network of over 2500 ambassadors. The bid unites the three national museums of the Science Museum Group based in the north to create a power house for STEM engagement. The contract started on 1 October 2016, will last for an initial 18 months, with an opportunity to extend for a further 2 years.

The STEM Ambassadors programme was launched in July 2002, inspired and supported by the then Minister for Science, Lord Sainsbury, and the Department of Trade and Industry (now Business, Enterprise, Innovation and Skills). Within five years the newly created STEMNET had recruited over 20,000 individuals from a range of STEM backgrounds, who were active through the programme, volunteering to support activities with young people through schools and colleges. The programme now has over 33,000 volunteers, with 65% under the age of 35 and around 40% women. STEM Ambassadors is an established brand, widely recognised by employers, individuals working within STEM environments, schools and colleges, government and funders.

In August 2016, STEM Learning and STEMNET merged, with the merged entity (under the STEM Learning brand) assuming management of the STEM Ambassadors programme on behalf of the BEIS. It was described as 'a significant opportunity to enhance the benefits of engagement with the programme for STEM Ambassadors themselves and employers supporting them, by offering an even wider range of effective ways to engage with schools, clearer development pathways and clearer articulation of the benefits they receive from volunteering through this route.'

This is a significant opportunity to leverage the existing relationships of the National Media Museum, the Museum of Science and Industry in Manchester, and the National Railway Museum in York to form a unique STEM learning eco-system across the region. We will work with primary and secondary schools, employers and other partners to embed the STEM ambassador programme across Greater Manchester, West Yorkshire and North Yorkshire.

Specifically in Bradford the new contract has enabled the appointment of three new staff to support and deliver the STEMNET contract across West Yorkshire.

6.0 Film Operation

6.1 Widescreen Weekend (13-16 October 2016)

This was the second year of delivering Widescreen Weekend as a standalone festival and it was a very successful event, delivering over target admissions of 3419, and a growth from the previous year. This year the festival was expanded by a day to provide a programme for student filmmakers, including a student competition. There were over 500 submissions to the competition, and 70 students attended the daytime programme, an encouraging start with room for growth.

Delegates attended from as far as LA and Melbourne and enjoyed a varied programme exploring the past, present and future of cinema technology. Guests enjoyed new Cinerama restorations *Russian Adventure* and *The Golden Head* (accompanied by an interview with its star Jess Conrad), 70mm shows of *Aliens*, *Vertigo* and *The Agony and the Ecstasy* and insights into new film technology through Virtual Reality demonstrations and a panel debate with virtual reality filmmakers.

The festival received good national and regional press coverage including Radio 4's *Front Row*, Yorkshire Post, Radio Leeds and The Guardian Guide.

6.2 Yorkshire Games Festival (9-13 November 2016)

In 2016 we launched the very first Yorkshire Games Festival. Games and the Gaming is a fast growing industry in the UK, with Yorkshire home to more than 10% of that industry. The Yorkshire Games Festival aims to explore the best in contemporary game culture, design and development to help students and recent graduates develop skills, contacts and careers. Our vision is to be the biggest and best festival of gaming and digital effects in the UK; to provide a platform for emerging talent to take the next steps in their careers; and to be recognised by higher education as a must attend event for relevant courses.

The Festival took place over five days. The first three were aimed at 16-25 old students studying games related courses or those new to the games industry. Headline speakers included John Romero (co-founder of id Software and creator of *Doom* and *Quake*) and Rhianna Pratchett (writer of *Tomb Raider*).

The final two days were an opportunity for a wider audience to enjoy the Games Festival's Family Weekend. Opportunities for game play were available across the whole museum including Minecraft Workshops, a Nintendo Zone and a showcase of games created by companies and developers in the Yorkshire Region. YouTube sensations *Yogscast* headlined the weekend, giving a presentation on both days on *How to be an Entertainment Star on YouTube*.

7.0 Great Exhibition of the North

The NMeM was a key partner in the city's bid to host the Great Exhibition of the North, Unfortunately Bradford was not selected to host the Great Exhibition – Newcastle/Gateshead is the winning city. However, we received very positive feedback from DCMS, especially about the Museum's contribution to the submission.

There will be other opportunities to host satellite events and deliver associated activities, potentially even using some of the ideas that were proposed for the Bradford bid. Furthermore the bidding process has been very positive, bringing cultural organisations and businesses across the city together, and raising the profile of Bradford nationally. But more significantly, there is a legacy pot of money (£15mill). We continue to liaise with DCMS about further opportunities to bid for this fund.

8.0 Future plans

8.1 Bradford Science Festival

Building on previous Bradford science festivals and following the success of the British Science Festival and the associated Fringe Festival in 2015 there is an appetite in Bradford to deliver a regular science festival that engages the whole city, and becomes recognised in the national calendar.

The National Media Museum has begun the development of an inspiring and innovative annual science festival, with the ambition to deliver in partnership with key stakeholders including the University of Bradford, Bradford College, the City of Bradford Metropolitan District Council and members of the Bradford District STEM Network.

A vision for the festival has been developed, and the launch weekend is scheduled for 15/16 July 2017. This will provide the opportunity to establish strong city-wide partnerships, test an

approach and attract support from funders and sponsors. The ambition is to springboard from a weekend festival in 2017 to a week-long festival in 2018 and beyond.

The Bradford Science Festival is an opportunity for the National Media Museum to continue to embed a STEM focus and realise its ambitions of becoming a centre of excellence for STEM and STEM engagement, increasing access to STEM for families, especially under-represented young people, and inspiring curiosity in science for all.

8.2 Sound & Vision Galleries

The next phase of the Masterplan is a suite of new, object-rich, permanent galleries that will show-case and celebrate the very best of the NMeM collections. A project team are currently developing content for the new galleries, researching opportunities for display and undertaking national and international research trips to learn from best practice across the world. The next phase will involve consolidation from a long list of ideas and objects into a cohesive set of narratives. Audience research and evaluation will help to shape the ideas.

An application will be submitted to the HLF towards the end of 2017 for funding to support the project. The overall budget is currently anticipated to be in the region of £5million.

9.0 Economic Impact 2015-16

An Economic Impact Assessment of the Museum for the latest *full* financial year, 2015-16, was carried out in association with Bradford Council. It showed that the Museum's spend on staff and suppliers, and the spend of visitors (reaching the city, parking, food, etc.) had an overall impact of £25.6 million, with £22.4 million of this directly benefiting Bradford.

9.1 Visitor spend

In 2015-16 we attracted 460k visitors to the Museum. According to data gathered from our monthly exit surveys, 42% of these were local visitors (with a BD postcode), 43% were day visitors within a one hour drive time around the District, while 15% were overnight visitors. Each type of visitor has a different impact profile in terms of their spend in the District (with local visitors having the lowest impact and overnight visits having the highest). Using the model developed by the Association of Independent Museums and DC Research this gives an overall impact from visitor spend alone of £20.5 million.

9.2 Museum spend

The Museum spent a total of £4.8 million in 2015-16, on wages and supplies. Our employees are based equally both inside and outside of the District: hence their spending on goods and services impacts both within and beyond the District. Almost a million pounds of economic activity is generated with the District by our staff.

Similarly our suppliers are based within and outside the District, with just over £1 million of economic activity generated by the museum using local suppliers on its maintenance, cleaning, events and exhibition and project build.