

## Report of the Director of the National Science and Media Museum to the meeting of Regeneration and Economy Overview and Scrutiny Committee to be held on 13 March 2018.



Subject:

National Science and Media Museum

Summary statement:

The attached report provides an update on progress against the National Science and Media Museum's 3 year plan.

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## 1. SUMMARY

1.1 The National Science & Media Museum has a 3 year plan from April 2015 – March 2018, designed to refocus its offer, with greater emphasis on Science, Technology, Engineering and Maths (STEM), and to re-invigorate its financial performance. This report summarises the progress being made to deliver that plan. The Council is investing £1m in the Museum over the three years.

## 2. BACKGROUND

- 2.1 In April 2015, the Science Museum Group (SMG) and City of Bradford Metropolitan District Council (CBMDC) signed a 3 year Beneficiary Grant agreement related to enhancing Science, Technology, Engineering and Maths. The agreement is supported by a 3 year Learning Measures document.
- 2.2 The SMG and CBMDC both agreed to invest £1m to enable the National Science & Media Museum to transition to a new model with a focus on STEM subjects and an enhanced learning programme to improve STEM learning and career outcomes in Bradford.
- 2.3 The development of a STEM learning framework with the necessary support systems will ensure students are more engaged in the learning process and graduate better prepared to thrive in today's global economy.
- 2.4 In order to measure the development and success of the learning activity funded by CBMDC and to demonstrate progress in meeting the investment objective as a series of targets were proposed, relating to:
  - Learning activity with a STEM focus
  - Creating a centre of excellence in enabling people to engage with STEM
  - Develop an interactive gallery.

## 3. OTHER CONSIDERATIONS

3.1 Council Officers are satisfied that the National Science & Media Museum is meeting the commitments it made in return for the three year investment. These and other achievements are explained in the report from the Museum's Director.

## 4. FINANCIAL & RESOURCE APPRAISAL

4.1 None.

## 5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 None.

## 6. LEGAL APPRAISAL

6.1 None.

## 7. NOT FOR PUBLICATION DOCUMENTS

7.1 None.

## 8. **RECOMMENDATIONS**

8.1 That the view of the Committee be fed back to the Museum Trustees

## 9. APPENDICES

- 9.1 Appendix 1 National Science and Media Museum (NSMM): Three Year Plan
- 9.2 Appendix 2 Progress report from the Director of the National Science and Media Museum.

## 10. BACKGROUND DOCUMENTS

10.1 None.

#### Appendix 1: National Science and Media Museum (NSMM): Three Year Plan

Report to Regeneration & Economy Overview & Scrutiny committee March 2018

The following targets were agreed in 2015/16 as the KPIs for the partnership agreement between CBMDC and NSMM. The amends in red italics were agreed in June 2017 as the additional targets for 2017/18.

#### 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	2017/18
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	Sustained offer Extend the STEM school offer to KS1 and KS3 with 4 adapted each with clear links to Science National Curriculum. 5 new science shows developed and tested in readiness for the Interactive Gallery opening in March 2017. Develop and train staff to deliver 7 exhibit extensions. Develop online pre and post learning resources for schools.	Sustained offer 1 new science show/workshop, developed and delivered <b>Proposed Target</b> Launch the 2 outstanding shows for Wonderlab. Develop a school learning package including show, demonstrations and activity linked for the arrival of the Soyuz capsule. Develop a further 3 talks for SOAS.
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	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	Sustain delivery of high impact STEM Network events for teachers. Proposed Target Delivery of 3 high impact STEM Network events for teachers. At least 70

		teachers at each event. Advisory Panel activity built into events.	teachers at each event. Advisory Panel activity continues to be built into events.
Create a database of schools/teachers delivering STEM	Data base set up	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 <b>Proposed Target</b> Issue 3 newsletters per year. Develop a relationship with one new school cluster in Bradford. Make contact with the remaining 59 Bradford Schools who have not yet engaged. Fully integrate data for all learning events to Tessitura.

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.

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	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. <b>Proposed Target</b> Maintain partnership with FLASS team to deliver Family Learning opportunities in the Museum. Deliver a programme of training on science capital with key STEM partners across the City. Deliver CPD training to teachers on Science Capital as part of the STEM Network Events.
British Science Week	Establish new programme; deliver workshops and activities throughout the week 1000 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 <b>Proposed Target</b> Deliver workshops and activities throughout British Science Week for schools and families. Give schools and families access to scientists during British Science Week. 3000 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	Joined with above	Sustained delivery of workshops and activities Growth in instances of participation <b>Proposed Target</b> Delivery of the Bradford Science Festival 2017. 15,000 Instances of Participation. Festival delivered in partnership with key stakeholders. Plans in place to grow the Festival to a week-long in 2018.
Build relationships with other STEM providers	Assessment of current providers, including Bradford Council, STEMNET, University, College. Integrate Learning activity to leverage impact	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. <b>Proposed Target</b> Continue to lead the Bradford District STEM Network. Work in partnership with the Network to deliver the Bradford Science Festival.

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	Delivery of a new Interactive gallery in March 2017.	Delivery of new interactive gallery *accurate programme will be confirmed in 2015 <b>Proposed Target</b> Gallery opened in March 2017. Increase Educational
		Booked Group Numbers to 36,000
Project initiation, with project team, detailed programme and delivery plan		
Content development		
Appointment of design team		

#### Appendix 2: National Science and Media Museum

# Report to Regeneration & Economy Overview & Scrutiny Committee March 2018

This is the final year of the three-year partnership between the National Science and Museum (NSMM) and the City of Bradford Metropolitan District Council (CBMDC). Over the last three years the Museum has realigned to create the foundations for a new STEM focus for the Museum, re-training staff to deliver a STEM focused learning offer, changing the public programme and establishing new networks.

The last 12 months have seen a significant transformation of the Museum. On 23 March 2017 we re-launched the Museum with its new name – *National Science and Media Museum* – new brand, new website and the new interactive gallery – *Wonderlab*. The changes have been very well received, with positive and enthusiastic feedback from visitors, and extensive regional and national press coverage. Staff have also been noticeably energised since the launch.

Visitor figures in the first full month of operation following the relaunch (April 2017) were a staggering 55% ahead of the same period in 2016. We welcomed 32,200 visitors over the Easter holidays compared to 26,800 the previous Easter.

The exit survey data from April to December 2017 shows that physical visits to the Museum were up 30% compared to the first nine months of the previous year. Looking at the type of visitor, the growth is due to a very high volume of visits made in family groups (197,000 visits – higher than any of the previous five years). One third of visitors in this period have been to see or do something specific. This is a record high proportion. The most mentioned specific reason has been to visit *Wonderlab*. Eight out of ten visits during the first nine months have included a visit to *Wonderlab*.

The overall proportions of new, regular and lapsed visitors have not changed, nor has the proportions from Bradford MDC, further-afield or overseas. The increase in volume of visitors means we <u>are</u> getting more new visitors from further-afield but only in proportion to the growth in local repeat visits.

#### 1.0 Wonderlab - £1.8 mill interactive gallery

The new gallery opened on 23 March, giving the Museum a world-class STEM based, hands-on learning experience for children aged 7-14, with their parents and teachers. Over 20 exhibits offer opportunities to manipulate, control and experience light and sound, giving visitors the chance to understand the scientific principles that underpin the Museum's collections of photography, film and television.

*Wonderlab* has a fully equipped Studio where interactive, immersive science shows are delivered. Each show includes at least one experience where the entire audience participates and visitors are encouraged to think scientifically and notice the science in their lives.

To provide additional support for schools' visits, the gallery that was once *Magic Factory* has been converted into a new area called *Makespace*. This is a simple, flexible area that will be adapted for different uses throughout the year. During term-time it is used predominantly by schools as a place to leave their coats and bags and to congregate to eat their lunches. During holiday periods *Makespace* will be used to host workshops and other activities, giving us more room during busy periods and more flexibility with what/how we work with different

groups. The Learning team are also developing ideas for some new 'tinkering' workshops for this area.

#### 2.0 New STEM focus

One of the primary strategic objectives of the partnership was to ensure the Museum realigned around the STEM agenda and created a new STEM-focused offer for schools and families in Bradford.

#### 2.1 Schools

The target for the year for Education Booked Group numbers for 2017/18 is a stretch target of 36,250 (33K last year, 31K the year before). To date the figures are:

Month (2017)	Target	Actual number of
		booked individuals
April	1070	1588
May	3140	3193
June	2760	3858
July	2010	3631
August	1560	1469
September	3580	1332
October	3810	3693
November	4470	6734
December	1420	2210
January (2018)	4450	2268
February	3240	
March	4740	
Total	36250	

September was below target as the date for the Soyuz launch was pushed back 2 weeks, resulting in some cancellation of school bookings. This was compensated by the very high number of school visits in November.

We have developed a strong relationship with all of the Primary Schools in the clusters BD5 and EXCEED (BD7). There are three other clusters we are beginning to work with through individual schools, with the aim to develop into full clusters. These are SHINE (BD9), the Catholic Primary schools, Keighley and BD3 clusters.

We have currently worked with 164 schools out of 212 across Bradford District. Before this partnership began we had worked with 90 schools. We continue to target those schools who have yet to engage with the Museum.

#### 2.2 STEM Learning activity

We launched with two new shows to support *Wonderlab* in March:

*Bring the Thunder:* meets national curriculum outcomes for KS2 and KS3 and gives pupils the opportunity to learn about the science of sound by creating a thunderstorm, blowing smoke rings with giant air cannons and taking part in a laser gun shoot-out!

*Light it Up:* meets national curriculum outcomes for KS2 and gives pupils the opportunity to learn about taking pictures in space and the use of fibre optics.

Two further shows aimed at a family audience were launched in June and July. These are:

*The Enchanted Wood:* aimed at a younger audience, introducing the science of light and shadows. Visitors embark on a multi-sensory, storytelling adventure about the local Bradford story of the Cottingley fairies.

*Waves of Imagination:* is aimed at an older family audience and is designed to encourage families to explore the science in our everyday lives.

To launch the Science on a Sphere exhibit, a demonstration about space has been developed: *Exo-Planets and the hunt for Future Worlds*. Hidden planets millions of light-years away from us are revealed through the power of shadows and light captured by satellites.

For February half term the Museum collaborated with *Nintendo* to deliver *Yo-Kai Watch* Half Term Takeover. *Yo-Kai Watch* is a 3DS video game and cartoon, hugely popular in Japan, and the partnership was *Nintendo*'s official launch of the game in the UK.

Throughout the week families were invited to design their own games console then attach it to a coded Makey Makey which enabled them to control *Yo-Kai* characters. Families also enjoyed building 3D *Yo-kai* characters, were given the opportunity to play the *Yo-Kai Watch* game with support from the *Nintendo* team and enjoyed a challenging trail around the Museum which encouraged families to explore the collections. Completed trails were rewarded with a free *Yo-Kai Watch* (*Nintendo* provided 10,000).

For October half term the theme of *Mission Space* aligned with the Museum hosting the Soyuz Capsule (see 4.0). Families made rockets and tested them, made model Mars Rovers, took part in an Astronaut Training Camp and completed challenges to see what it takes to be an astronaut. A new show called *Exploring Space* was developed that allowed families and schools to learn about telescopes, satellites and rockets, and what chemistry and colour can tell us about distant planets.

15 STEM Ambassadors from across Bradford underwent training to learn how to work with Space Cases. These are educational science cases developed by the European Space Agency. The ambassadors delivered these activities with schools and families for 10 weeks while the Soyuz capsule was in residence.

The Soyuz tour was sponsored by Samsung, and 1400 pupils from 7 Bradford secondary schools received outreach from the Museum team with a visit from the newly developed Samsung Space Descent Bus, including a VR experience. A further 300 pupils came to the Museum for a special Space Day, and met people working in the space industry.

#### 2.4 STEM Networking Events and other activity

In May we hosted the STEM network meeting and STEM networking event for teachers. 72 teachers from across the district (with 5 travelling from York) attended. The next STEM Network meeting was held on 19 October, which was run as part of Inspiring Bradford Week. 70 members attended. The third meeting took place on 8 February 2018 with 74 members in attendance.

STEM Ambassadors and Museum staff also supported Inspiring Bradford Week in partnership with Bradford Pathways. The teacher engagement event on 19 October also

gave teachers the chance to learn about science careers and the support on offer across the district from STEM Ambassadors.

On 23 May we ran a Bedtime Stories event in partnership with primary schools in the BD5 cluster and with Bradford Libraries. Over 1000 parents and children attended and we are now working on how we can replicate this offer to other clusters of schools across the district.

In June we launched National Bookstart Week in Bradford in partnership with Bradford Libraries, for the second year running.

The Museum also supported the Bradford Council-led Coding Week (linked to European Coding Week) with two sessions delivered for families after school and are looking for greater involvement in 2018.

There have been several e-newletter campaigns: May 2017 to 3300 people, promoting the STEM network and *Wonderlab*. July 2017 to 3344 people, announcing the forthcoming Soyuz capsule September 2017 to 3502 people, promoting Soyuz. January 2018 to 3686 people, promoting the new IMAX educational film *Dream Big*.

#### 2.5 British Science Week

In March 2017 the Learning team delivered an event during British Science Week in partnership with the Society of Dyers and Colourists. Four Bradford primary schools were invited to a day of events taking place in the Museum and at the Colour Experience looking at the science of light and colour. The British Science Association provided funding for some of the workshop activity and for a professional photographer to capture the day.

We are currently planning for British Science Week 2018. So far the programme includes:

Idle Primary school and Delius Special school are visiting for a KS2 school day on 9 March. The British Science Association are also supporting Delius to run additional family activities in school on 28 February to prepare for the visit.

We are planning a Year 8 Girls event in partnership with the STEM Ambassadors and WISE to deliver *People like Me*, this training is developed by WISE to engage girls into careers in science and engineering.

We are planning a further schools day on 12 March – so far Dixons March Bank, Fagley Primary, St William's RC and Parkland Primary have signed up for a full science packed day including – screening of *Dream Big*, Bio Mimicry with Zoo Lab, Meeting STEM Ambassadors working in Engineering and Wonderlab.

From 13-18 March we will offer standard Schools Days, which are already getting booked as schools are planning their activities for British Science Week.

#### 3.0 Bradford Science Festival

The Museum ran the Bradford Science Festival for the first time, launching with a Lates event on Friday 14 July, followed by a weekend of spectacular events and activities for family across three main sites: the Museum, City Park and The Broadway Shopping Centre. The ambition of the festival was to engage families and young people from Bradford, and to show the 'surprising science' in the City. The Family Weekend programme was made up of several distinct zones, including WaterLab, BradLab, Jurassic Zone and Robot Zone, and were populated by a mixture of partners delivering hands-on science experiments and activities, and some large-scale 'wow' moments delivered by national contractors.

BradLab was entirely made up of partners from the Bradford STEM Network delivering hands on experiments. The WaterLab took place in the Mirror Pool in City Park and proved extremely popular providing a 'science of water' area for under 5s, the Gurgle Splosher (a musical machine powered by water) and YouTubers 'Kids Invent Stuff' showcasing their Bradford Science Festival invention a pedal powered shower.

Some of the 'wow' moments included Titan the robot entertaining huge crowds in City Park, dinosaurs roaming The Broadway and a Crime Scene Investigation activity throughout the Museum. A Steel Band roamed around the City Park and the Museum adding a party vibe to the Festival. At the end of each day there was a volcanic cryo explosion in the centre of mirror pool in City Park watched by at least a thousand people.

It was impossible to predict the numbers we would engage with the Festival and we were very much using this launch as an opportunity to gather some baseline figures and data. A cautious target of 8,000 people over the course of the weekend had been set. The official figures for the Festival are outstanding with **34,575 visitors** attending across the weekend.

City Park footfall was up by 30%. Broadway footfall was up 15% on the Saturday and 30% on the Sunday. 45% of visitors were from outside of Bradford district.

The festival has been fully evaluated with research conducted with festival audiences, partners and staff involved in its delivery. This included both quantative and qualitative research (surveys, interviews and in-depth follow up telephone interviews). Some of the key findings include:

#### Audience engagement

Bradford Science Festival was successful in attracting a large and demographically diverse audience from the City of Bradford and beyond, creating a joyful and community spirited atmosphere and engaging visitors through the variety of practical, interesting and fun activities. Level of audience satisfaction and propensity to recommend were high.

#### Learning

The festival positioned science as 'fun' and 'inclusive', fostered a better understanding of its wide scope and practical applications, increased knowledge and stimulated interest in the subject.

#### **Pride in Bradford**

The festival built a strong sense of pride in the city and was perceived to be benefiting Bradford by improving the entertainment offer locally and promoting social cohesion and a positive image for the city.

#### Partnership development

Festival contributors were positive about their involvement with the event and were willing to continue supporting it.

#### 4.0 Soyuz TMA 19M

The Soyuz TMA 19M capsule took British astronaut Tim Peak to the International Space Station and back on his Principia mission in 2015/6. The capsule was subsequently acquired by the Science Museum Group.

NSMM was the first venue outside of London to host the Soyuz capsule and we were delighted to welcome Tim Peake to the launch event of this national tour. Alongside the display of the Soyuz capsule we had the *Space Descent* VR Experience, which is narrated by Tim Peake and gave visitors a visceral insight into the decent.

The capsule was a huge draw. We hosted it for almost 8 weeks from 27 September to 19 November. During that period we had 108,000 visitors, compared to 66,000 for the same period the previous year (and a 5 year average of 72,000). Of the 42,000 additional visitors year-on-year, 28,000 visited in the nine days of October Half Term (we were very busy!).

Data from our exit surveys showed that during the period it was here, 83% of visitors said they knew it was here before they arrived, and 70% said it was the reason behind their visit (including 49% who said it was the main reason for their visit).

#### 5.0 Film Operation

#### 5.1 Widescreen Weekend: 12-15 October

This year's Widescreen Weekend film festival was a great success and delivered a 15% uplift on admissions and a 27% uplift on box office income year on year. Professor Sir Christopher Frayling was the guest curator and delivered insightful introductions to the festival's opening and closing night films; *Dunkirk* and *Lawrence of Arabia*. Other festival highlights included special guests Kevin Brownlow, Gregory Orr (grandson of Jack L Warner) and BAFTA winners Jane Petrie and Anushka Naanayakkara. The festival programme included a 'Celluloid Saturday' programme with all screenings on photochemical films.

#### 5.2 Yorkshire Games Festival: 8-12 November

This was the second Yorkshire Games Festival, a five-day event celebrating games culture, design and production, which featured a conference programme packed with special guests, workshops, master classes; a fun-packed weekend for gamers of all ages; and a day just for schools. The festival delivered a 15% uplift in admissions, a good result for a still new festival.

The schools' day offered free activities for schools, with special events for KS2 and KS3 children to cover all elements needed to make a great game.

The conference is aimed at students and recent graduates, giving them unique chances to meet with industry professionals. Conference highlights included a Keynote from Bradford born Iki Ikram (Naughty Dog, Beyond FX), Dominic Matthews (Ninja Theory) and Louise McLennon (Frontier). Themes covered writing and composing music for games, creating a AAA sequel and 'Games for Good' including representing psychosis in videogames.

Families had the opportunity to play together during the Let's Play weekend including a huge variety of games, Minecraft workshops and the live comedy gameshow Wifi Wars. The weekend also showcases games from the thriving developer community in the region.

#### 6.0 Conclusion

This concludes the three-year agreement between BCMDC and NSMM. The agreed targets have been met and exceeded, with additional targets being set each year.

The support from BCMDC has enabled the museum to establish a new reputation grounded in STEM, develop a new profile in the city, re-engage with local audiences and create a solid foundation on which to continue to deliver the masterplan and future ambitions. There is now an established STEM network, support for STEM teachers and a Bradford Science Festival has been relaunched with support and momentum for future years.

The opportunity to work closely with BCMDC has also established a stronger shared understanding between the two organisations. It is a key alliance that holds significance for many of our stakeholders and potential funders.

The NSMM will continue to deliver impact across the District, as well as regionally and nationally, increasing visitors and working to embed high quality STEM learning in all activity, building a scientifically literate population and raising the aspirations of young people, inspiring the next generations of scientists and engineers.