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**Forming, storming, norming
performing!**

Forming, storming, norming, performing!

- Trucker's titles for team development fits the Millennium Commission's Project stages.
- UK Government wanted to celebrate the Millennium with 12 Landmark Project and 100s of large to small projects.

Competition

Four bidding rounds. Successful bids fell into five areas:

- science and technology;
- the environment
- education;
- communities;
- regeneration.

Funding money was for capital costs only: the centres were required to be self-supporting.

Each project must also have at least 50% partnership funding

Government Post 143 July 2000

'Most of the centres have not yet opened, and it will be some Time before it is clear whether there are long term difficulties.....

Even those that meet their visitor number targets **may not be financially comfortable**. It has been predicted that the shortfall for UK Science Centres as a whole could reach in excess of £50m per year.....

Many centres are currently focussed on launch, **and less on continued survival.**'

Forming. £250m investment.

W5 @Odyssey	The Deep (Hull)
Glasgow – Science Centre, Imax and Tower	Intech
@Bristol – Science Centre, Imax and Wildwalk	Big Idea – Irvinestown
Newcastle Centre for Life	National Botanic Gardens Wales
Magna	The National Seed Bank (Kew)
The Eden Centre	Sensation
Doncaster Earth Centre	Making It!
Our Dynamic Earth	ECOS
Thinktank	

Storming...within 4 years

Glasgow – Science Centre, Imax and Tower	Tower stopped working Redundancies
@Bristol – Science Centre, Imax and Wildwalk	Imax and Wildwalk closed Redundancies
Magna	Redundancies
Doncaster Earth Centre	Closed
Big Idea	Closed
ECOS	Temporarily Closed
National Botanical Gardens Wales	Faced closure

2014

W5 @Odyssey	The Deep (Hull)
Glasgow Science Centre Redundancies 2008, Tower reopens 2014	Intech - rebranded Winchester Science Centre
@Bristol	Big Idea — Irvinestown
Newcastle Centre for Life	National Botanic Gardens Wales Rescued by Welsh Executive
Magna – restricted opening	The National Seed Bank (Kew)
The Eden Centre Staff reduced by 114 in 2014	Sensation
Doncaster Earth Centre	Making It! – restricted opening
Our Dynamic Earth	ECOS - offices
Thinktank - restructured	

Why?

- Loss of Vision – Lack of continuity
- Focussed on opening and not survival
- Business Plan overstated visitor numbers / income
- Lack of audience research – no empathy
- Centres over staffed
- Honeymoon affect
- Attraction unable to attract repeat visitors
- Management too slow to respond to change
- Loss of revenue – too dependent on admissions
- Building design - operational issues
- Insufficient capital to reinvest

Science Centre Design



Norming

- Centres with diversified income or supported survived.
 - Centre for Life – rental income
 - Thinktank – rental income
 - @bristol – car park income
 - Magna – corporate functions
 - Eden Centre – pop concerts etc
 - Glasgow, Dundee, Sensation – Scottish Executive support
 - W5 – Northern Ireland Executive support – ceases 2015 and now cross financed by commercial activities

Wider Issues

■ Tough Competition

- Museums granted aided – frequently free, started to copy 'hands on approach'
- Science centres took to 'block buster' temporary exhibitions & events programmes to attract repeat visitors
- Widen their focus to entertainment/edutainment

■ Working Together

- Science Centres started working together on projects and lobbying
- Studied impact

■ Refurbishment

- Found ways to develop capital funds

Odyssey

Landmark Project for Northern Ireland



Science Centre (W5), Imax, Arena, Retail Area
Aimed to act as a catalyst for urban regeneration

Regeneration Old Shipbuilding Qtr



Derelict land

Odyssey

Strategic and Business Plan

- Values driven framework
- Strategically working years ahead
- Strategically working with Government
- Demographics, segmentation and very accurate forecasting
- Tight staffing/expenditure
- Repeat visitor model
- Audience development – strategic outreach
- Informed by evaluations and data collection
- Expecting the unexpected

Changing the Model

BLOCKBUSTERS



REFURBISHMENT



Investing

REFURBISHMENT

2008-2011



- £150k per annum capital fund matched funded a grant to lever £1.2M over 3 years
- Three 500 sqm temporary exhibitions June to Sept:
 - Wind, Wings and Waves
 - Nature Quest
 - Senses
 - Moved to refurbished ground floor and two major exhibition areas

Planning ahead 2012 to 2014

FUNDING, PROCUREMENT, INSTALLATION



Regeneration 14 yrs on.....



Odyssey

Regeneration 2014



Titanic Belfast –
Visitor attraction

Public Records Office

Offices- CITI Bank

Film Studios

Science Innovation
Centre

Further Education
College

University
Engineering Centre

Hotel

Apartments

Lessons

- Continuity – start up to operational.
- It's a Business - You have to be prepared for good times and bad , and be able to react quickly.
- What are your desired outcomes and outputs – do you have a long term goal? Have a clear sense of the business you are in.
- Who? Who are your supporters and detractors? Do you share the same vision? Can you bring your detractors round.
- Why! You must have a very clear sense of why...why this? Why not that?
- Consider focussing on what is 'nice' and what is 'necessary'.

Lessons

- Have empathy – an intimate connection with the feelings of the customer/audience. You should truly understand their needs.
- It's not about You! It's about your target audience.
- Impute - People base their opinion on the signals that businesses convey. To convey the best signal then the product/experience must be of the highest quality.
- Research, collect data, evaluate, analyse and think...to help you
- Plan ahead.
- Be passionate ! If you're not passionate about your business then why should anyone take you seriously?

Thank you for listening.



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