

Eureka!
2020

STRATEGIC DIRECTION





Background

In 2017 Eureka! will mark a quarter century of delivering extraordinary play-based learning experiences to millions of children and families throughout the UK from its base in Halifax.



As we approach this significant milestone, great change is afoot all around us. Extensive investment in the town and some of its key cultural assets over the next few years, made possible primarily through the West Yorkshire Transport Fund (WYTF), but also Heritage Lottery Fund, Arts Council and a host of other funders, is going to position Halifax as an exciting and attractive destination for visitors.

This will bring substantial benefit to the regional and local economy and community and offers a unique opportunity for Eureka! to benefit from some of the WYTF funding to secure enhancements to our site and facilities and to resolve the issues related to the management and maintenance of the heritage assets on our site.

We have been through two master planning exercises in the past six years but have been somewhat hampered in our ability to move things forward due to uncertainties and ongoing discussions about our site and its positioning within the larger context of Halifax development. With greater clarity on the aspirations of the borough, and the changes and investment that is taking place in Halifax over the next few years, including the Station Gateway project, improvements to roadways and public transport, the Piece Hall redevelopment, expansion of Square Chapel, new library and a host of other initiatives, it seems a good time to revisit and re-establish our strategic direction for the next five years.

Eureka! 2020 builds upon the success we have achieved in the past decade in terms of audience growth, redevelopment of exhibitions, new and innovative programming, partnerships and financial stability. It incorporates the outcome of discussions held in October 2013 and 2014 at board/staff strategy sessions when our vision, mission and strategic priorities were reviewed alongside organisational strategies to ensure sustainability. Eureka! 2020 will serve as the basis for our annual planning through the strategic framework and priorities document and operational plans and will establish practical measures for improved performance which cut across departments.

Our strategic direction must be guided by our vision and mission and, most importantly, the centrality of the visitor experience, whether onsite or through outreach initiatives. Our core focus is on delivering extraordinary play-based learning opportunities to children from birth to 11 to help them understand themselves and the world around them. Our approach is multi-disciplinary and holistic with an emphasis on familiarity and relevance to everyday experience.

STEM is of primary importance and underlies the experience at the most fundamental level. The themes of health and wellbeing and environmental sustainability have taken on increasing importance in our provision for several years and will be integral to our strategic direction as it relates to existing and new physical facilities, outdoor development, exhibits, programming and partner working.

Eureka! 2020 will support the vision of the Leeds Economic Partnership, supporting their goals to enhance the economic output of the Leeds City Region and its contribution nationally, and contributing to the development of a skilled and flexible workforce. As a key player in the tourism/leisure sector, Eureka! 2020 will build on our status as the UK's national children's museum and enhance our already significant contribution to the regional visitor economy.

About us

- Our **Mission** is to engage children from birth to 11 in a range of play-based learning experiences which facilitate their emotional, intellectual, physical, social and creative development.
- Our **Vision** is to bring extraordinary opportunities for creative play and learning to all children.
- Our **Aspiration** is to provide a context and environment in which children make connections - neurological, cognitive, social and experiential - which help them make sense of the world and to instil a lifelong love of learning.

Experience Context and Environment

The Eureka! environment is playful, imaginative, creative and engaging. It builds on the experiences that are familiar in children's everyday lives but also exposes them to a world of fantasy and imagination, encouraging them to extend their natural curiosity and sense of discovery to believe that anything is possible. There are unexpected moments of surprise and discovery as children and adults alike journey through the galleries and participate in programmes, workshops and demonstrations. Whilst science underlies the overall experience, all topics are explored from a holistic perspective in themed immersive galleries or multi-faceted workshops which cut across disciplines. Our aim is that all of our visitors, child and adult alike, will leave Eureka! delighted, more knowledgeable and eager to come back!

We will focus on growing three strategic areas:

1

Strengthen our reputation as the UK's national children's museum and science discovery centre

Implement our long term masterplan for Eureka! Halifax

2

3

Increase our offsite delivery and extend our geographical reach

Guiding Principles

- **Content:** STEM, Arts, Literacy, Heritage, Community, Environment – the "WHAT"
- **Delivery:** Play, Imagination, Innovation, Discovery – the "HOW"



Core Values

Captivating – Eureka! exists to capture children’s imaginations, inspiring them to learn, develop and grow in confidence within a playful and engaging space.

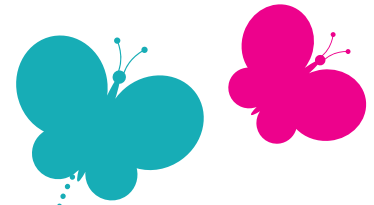
Involving – Eureka! is for everyone. Every community, every family and every child, regardless of background or ability, is invited to spend time playing and learning in a nurturing yet challenging environment.

Expert – Our collective knowledge of children’s development, playful learning and exhibition design results in rich and meaningful experiences grounded in solid research and contemporary approaches.

Pioneering – Eureka! was the UK’s first children’s museum and set the gold standard for playful learning experiences in museums and galleries throughout the country. We continue to sustain this approach, looking to the future, taking risks and always being one step ahead of the sector.

Plan Measurement and Metrics

This plan includes multiple performance metrics that can be monitored by staff, trustees and other relevant stakeholders. As companion documents, the annual strategic framework, business plan and departmental plans provide key yearly goals and measures which will align with Eureka! 2020.





Outcome 1

Experience Excellence

We create extraordinary play-based learning experiences where imagination, discovery and exploration lead to learning, self-confidence and resilience.

Overarching Indicator of Success:

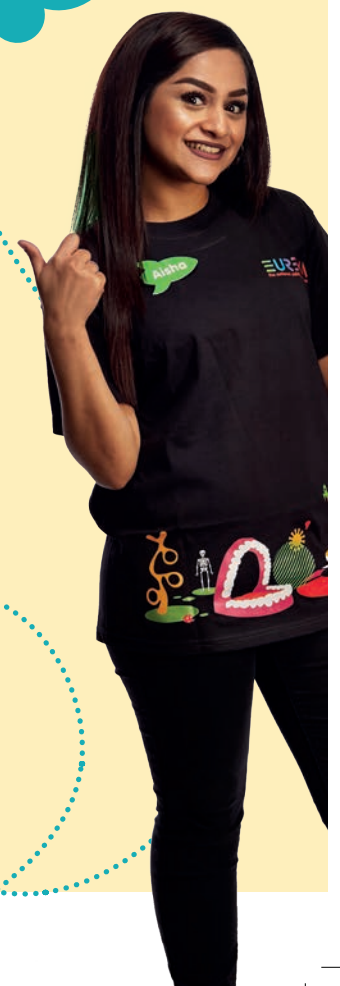
Our experience creates a series of Eureka! "mini-moments" which help children make connections and inspires them to continue their journey of learning and discovery.

Goal 1.1

Create and enhance galleries, exhibits, programmes, operations and facilities to engage and challenge children from birth to 11 and their families.

Indicators of Success:

- The exhibitions and programmes experienced by visitors demonstrate a multidisciplinary, playful approach, are topical and relevant and developed in partnership with children and families, academia and other relevant individuals and organisations.
- Visitor numbers and positive feedback has increased as a result of ever-improving experiences that can be attributed, in part, to investments in the physical plant and amenities and updated or expanded exhibits which have increased the connections children make in different aspects of their lives.
- The execution of the masterplan, collaboration with other local and regional cultural stakeholders and our contribution to the growth of Halifax as a destination results in Eureka! being recognised nationally as a must-visit educational attraction for families.





Goal 1.2

Bespoke experiences for different audiences with unique needs and expectations expand our brand to demonstrate the relevance and significance of playful learning across all age ranges, backgrounds, circumstances and abilities.

Indicators of Success:

- Increased access and equity of experience is achieved for children, young people and families who are affected by disability, disadvantage and other factors which make it less likely for them to benefit from the Eureka! experience.
- Corporate events, training programmes, apprenticeships and Continuing Professional Development (CPD) for relevant sectors draws an expanded audience by demonstrating the benefits of our playful approach to learning.
- The growing recognition of the importance of parent-child interaction to build strong bonds, and support children's development, health and wellbeing underlies the development of gallery-based experiences and programmes.

Goal 1.3

Delivery of off-site experiences expands through outreach, training and professional development, pop-ups and satellite facilities.

Indicators of Success:

- Eureka! outreach is recognised as a leading learning experience for school children, community and family groups on a local, regional and national basis.
- Training and professional development opportunities for university and college students, trainee teachers and museum workers are delivered nationally.
- Engagement through pop-ups, permanent installations and satellites extend the Eureka! experience beyond our geographic base, resulting in broader reach, brand building and enhanced revenue streams.





Outcome 2

Financial Sustainability and Organisational Growth

We operate within a balanced budget, maintain an operational reserve and grow earned and contributed revenue, minimising risks to achieve our longer term goals.

Overarching Indicator of Success:

The board and staff are both creative and commercially savvy in their delivery of transformational play-based learning experiences.

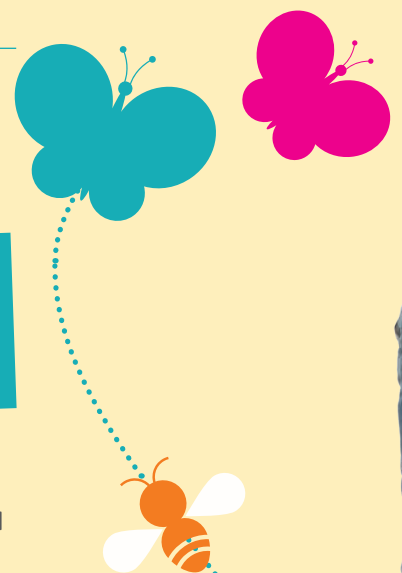
Goal 2.1

Earned revenue sustains the core experience and supports growth and development.

Indicators of Success:

- Eureka! has experienced consistent growth in visitor numbers of 4.5% per annum and has reached an annual onsite attendance of 362,500 visitors per year and a 20% increase in admissions income.
- Our offsite attendance has grown through our outreach* activities to 100,000 per year.
- Our commercial income from trading subsidiaries, ancillary activities and non-visitor based income is contributing 30% (currently between 20 and 25%) to our bottom line.

* any Eureka! branded activity delivered to audiences outside of the museum either in person, digitally or via other channels which engage the participant in a Eureka! activity or event.





Goal 2.2

Our organisation-wide fundraising focus supports our charitable activities, growth of our maintenance and development fund, enables large-scale capital projects and paves the way for implementation of our masterplan.

Indicators of Success:

- Our integrated capital and revenue fundraising plan has succeeded in providing the museum with the philanthropic resources necessary to support delivery of our charitable remit, growth and expansion, sustainability and capital projects.
- Partnerships created with government, academia, trusts & foundations, non-profits and businesses have resulted in programmatic growth, extended reach and sustainable funding.
- One-third of the funding required to implement our 10 year masterplan is secured.

Goal 2.3

Effective communication, marketing and interaction with stakeholders drives attendance, earned and contributed revenue, partnerships and builds the Eureka! brand.

Indicators of Success:

- A proactive sales and marketing approach driven by staff, exhibits and programme, has increased awareness, attendance, revenue and donations to stated goals.
- Website, social media, outreach, targeted campaigns and PR are primary marketing and communication tools.
- Our national profile and credibility of the Eureka! Experts brand results in increased media, consultancy and fundraising opportunities.



Outcome 3

Dedicated and Empowered People

We attract, support, empower and reward staff, volunteers and trustees who take a proactive customer-oriented and team-based approach to serving our visitors.

Overarching Indicator of Success:

We are an empowered and inspired team reaching well beyond stated expectations.

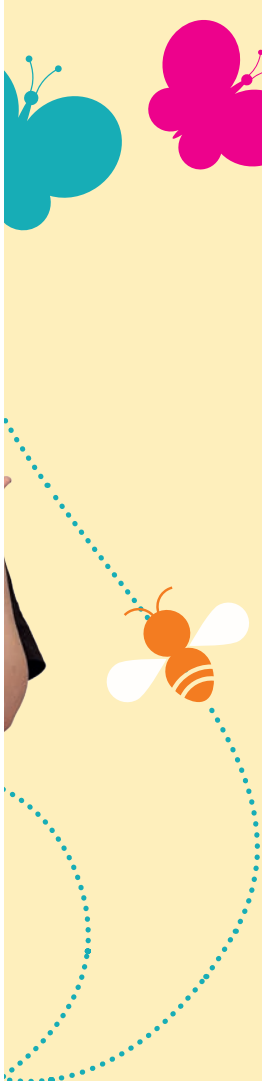
Goal 3.1

Staff work in support of, are empowered by and are evaluated against our strategic plan outcomes, guiding principles, core values and experience metrics.

Indicators of Success:

- Staff are supported and empowered to perform their duties with clear expectations and defined responsibilities.
- Staff grow through practice, resources, professional development, conference participation and community involvement.
- New initiatives are undertaken with appropriate staff, resources and support.





Goal 3.2

Volunteers are valued, welcomed and integral to our experience.

Indicators of Success:

- A sustainable programme has been established and is led by a trained volunteer coordinator.
- A strong volunteer base creates efficiencies that are utilised effectively and add significant value to the organisation.
- Volunteers represent the diversity and demographics of our community and include students, general public of all ages, and professionals from corporate, academia and technical workforces.

Goal 3.3

Trustees provide strategic and policy guidance, are engaged in securing financial sustainability, offer experience and intellectual resources, and represent local, regional and national leadership.

Indicators of Success:

- Trustees are engaged and active on the board and participate in relevant subcommittees.
- Trustees, through ambassadorship, stewardship and engagement build our brand, increase attendance and create new partnerships.
- Trustees personally support Eureka! as donors and engage with existing and prospective donors directly and indirectly.



Registered charity: 292758

Contact us:

Eureka! The National Children's
Museum, Discovery Road
Halifax
HX1 2NE
www.eureka.org.uk
01422 330069
info@eureka.org.uk

