**Dynamic Earth Updated Strategy (Summary)**

**Introduction:**

Dynamic Earth’s new 10-year strategy will define our ambition in response to the planetary emergency and a growing need for better, more inclusive science learning about the challenges resulting from humanity’s impact on the environment. It will also underpin development of a more resilient organisation that can succeed in the post-Covid era.

**Background:**

*The Earth – a pale blue dot hanging in the infinity of space, and our only home.*

Since opening in 1999, Dynamic Earth has engaged over 5 million people with the story of the Earth, how it works, its place in the Universe and the evolution and diversity of life found within its different biomes. But as the negative consequences of human impacts on the environment come to dominate our relationship with the Earth, it is important that we adapt our content and programmes to remain relevant to diverse audience groups.

In addition, the role of science in our daily lives is becoming more prevalent and advances in science and technology are creating new opportunities and new challenges for people of all ages and all backgrounds. As an educational charity, we have an obligation to help people develop the skills and confidence to participate in an increasingly science-focused future. And in our role as a science centre, we must create meaningful, inclusive and inspirational science experiences that reflect the needs of society as well as the ambitions of our funders and supporters.

**Context:**

A Board strategy day and staff consultations facilitated by the Culture Builders in late 2019 / early 2020 identified a shared interest in shifting our organisational focus to reflect the planetary crisis while securing a financially resilient future for the organisation.

Our relationships with our key funders depend on our ability to deliver significant life-long educational and community-focused engagement. To this end, the new strategy must ensure that our reputation and identity as a place for quality science learning for all ages is maintained and enhanced. Another shared ambition, already explored in collaboration with the More Partnership, is to become a more philanthropically-focused organisation. As such, we must evolve to become somewhere that people want to be associated with, not just as visitors, but in everything we stand for and strive to achieve.

In response, we have prepared a new Purpose Statement, a new Vision and Mission statement with 5 strategic objectives that will guide the next 10 years of operation. These objectives take a holistic approach and cut across existing departmental boundaries. They aim to balance successful commercial activity with our core purpose under a more inclusive and more unified outward message. The strategy will be underpinned by a revised business model that delivers commercial imperatives that promote our organisational values combined with a sustainable approach, in line with the new vision and mission.

**New Organisational Purpose Statement:**

“In the face of a climate and ecological crisis, Dynamic Earth aims to inspire, inform and empower people of all ages and all backgrounds with an understanding of the Earth and its future.

Through our unique centre in Edinburgh, and learning programmes that reach people across Scotland and beyond, we tell the Earth’s story based on the latest scientific evidence and strive to help all our participants make informed decisions about the actions they can take for a sustainable environmental future.

We encourage people to engage with science in fun and meaningful ways, and inspire young and old to see themselves as the problem-solvers of the future. We work with partners in academia and industry to showcase the work that underpins our understanding of our impact on the environment.

Our approach is to highlight solutions to the challenges we face and to encourage a positive and evidence-based outlook for the future.”

**New Vision:** To be the generation that creates a positive future for us and our planet.

**New Mission:** To empower people with understanding and empathy for the Earth.

**Strategic Objectives with key deliverables:**

1. **Create** a resilient and sustainable organisation.

*We will achieve this by:*

* Constructing 1- and 3-year rolling business plans that deliver financial security with aligned commercial and charitable goals.
* Implement our agreed set of fundraising objectives and work towards becoming a philanthropic organisation.
* Developing a sustainability action plan that will reduce our GHG emissions and environmental impact in line with the Race to Zero pledge, as well as lower operational costs in the longer-term.
* Continuing to develop commercial activities and maximise returns from our events business, shop and online retail business, café and car park.

1. **Develop** our centre and exhibition.

*We will achieve this by:*

* Establishing a 10-year roadmap for redevelopment of the visitor experience within the exhibition and throughout the centre based on the future relationship between people and the planet.
* Constructing an on-going programme of maintenance, renewal and operational practice that complements our sustainability action plan, enhances the customer experience, integrates a health and safety culture, and promotes well-being of staff.
* Exploring opportunities for hosting temporary exhibitions that extend our engagement programmes and open up new commercial opportunities.
* Rethinking the use of space within the entire footprint of Dynamic Earth to maximise engagement opportunity and commercial returns in the long term.

1. **Engage** with the widest possible audience.

*We will achieve this by:*

* Evolving our brand identify to visualise and encapsulate our updated mission and vision.
* Improving and enhancing cohesion in external communication strategies for all audience groups and stakeholders.
* Constructing marketing and communication plans utilising new technologies and up to date market intelligence.
* Reviewing audience development strategies and identifying areas for growth and diversification across our participant groups.
* Ensuring our offer has accessibility, equality and inclusivity at its heart.

1. **Value** our staff, customers, partners and supporters.

*We will achieve this by:*

* Reviewing company-wide training and internal communications so that we can improve organisational coherence, maintain excellent customer service, enhance science engagement consistency, and successfully deliver our new mission and vision.
* Ensuring team structures, capacities, staff recognition processes and remuneration policies enable success.
* Working towards embedding equality, diversity and inclusion within our recruitment and working practices, and the make-up of our staff and Board of Trustees.
* Developing our patron, membership and sponsorship programmes to enhance our relationships with key supporter groups.

1. **Deliver** outstanding science engagement.

*We will achieve this by:*

* Reviewing and evolving the key learning objectives across the exhibition and our wider engagement offer to ensure that they deliver the new mission effectively.
* Enhancing our mixed-delivery engagement model so that on-site, on-line and outreach opportunities work together to maximise our reach and impact across all audience groups.
* Developing learning programmes more collaboratively across the SSCN and in line with Scottish Government strategic objectives and frameworks, particularly for school audiences.
* Ensuring diverse audience groups are well served via tailored, relevant and inclusive learning experiences in our What’s On and outreach programmes.
* Creating new opportunities for external input from teachers, scientists, industry representatives and community organisations to ensure we are meeting the needs and expectations of key beneficiaries.