

**INVEST TO SAVE BUDGET
DRAFT PROJECT IMPLEMENTATION PLAN**

1. Project Details

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|------------------------|--|----------------|--------|
| Date | | Project Number | DCMS69 |
| Project Name | National Museums Online Learning Project | | |
| Project URL | | | |
| Lead organisation | Victoria and Albert Museum | | |
| Pilot/Project Location | n/a - online | | |
| Partners | British Museum Imperial War Museum National Gallery National Portrait Gallery Natural History Museum Royal Armouries Sir John Soane's Museum Tate The Wallace Collection | | |
| Sponsors | | | |

2. Contact Details

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|---|--------------------|-------------|---------------|
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3. Project Description & Objectives

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| Description of the project and a brief statement of objectives |
| <p>The National Museums Online Learning Project aims to get our websites better used, especially by schools and lifelong learners, and to create confident web users. By focusing on what is already online, and by creating activities from webquests to Creative Journeys, we will encourage people to engage with our extensive online content simply, effectively and creatively. The project will also prompt more consistent provision across national museum and gallery websites and will model a way for the nationals to work together to improve their public services.</p> <p>Additionally, we aim to increase the awareness of webquests in the museum sector and the importance of developing ways of using online museum collections; increase the numbers of people using the partners' websites, and research and disseminate information about how people use and learn from museum and gallery websites.</p> |

4. Key Milestones & Planned Spend

This information is produced by the Application from data you have entered.

ISB & Partnership Planned Spend

| Milestone Description | Due Date | ISB Planned | | Partnership Planned | |
|--|------------|-------------|---------|---------------------|---------|
| | | Capital | Current | Capital | Current |
| Start of project | 1/04/2006 | | | | |
| Appointment of Project Leader and Technical Advisor | 30/06/2006 | | A1 | | |
| Delivery of curriculum audit report of partners' websites | 30/06/2006 | | B1 | | |
| Delivery of adult learning audit report of partners' websites | 30/06/2006 | | B1 | | |
| Delivery of technical audit report of partners' websites | 30/06/2006 | | B1 | | |
| Delivery of baseline figs report for site usage | 30/06/2006 | | B1 | | |
| Report on initial consultation with key people and organizations | 30/09/2006 | | - | | |
| Report progress to DCMS | 30/09/2006 | - | - | - | - |
| Appoint 6 subject/phase coordinators | 30/09/2006 | | A1 | | |
| Appoint administrator | 30/09/2006 | | A1 | | |
| Appoint partner university for research programme and publish brief | 30/09/2006 | | C1 | | |
| Publish technical and accessibility standards for the project | 30/09/2006 | | - | | |
| Identify people who have been inspired by the contents of partner museums and galleries | 30/09/2006 | | - | | |
| Identify groups and individuals to test webquests and other modules | 30/09/2006 | | E1 | | |
| Initial training for partner and project staff | 31/12/2006 | | 10,000 | | |
| Publish branding brief and commission design | 31/03/2007 | | - | | |
| Deliver materials to support curriculum (including 12 webquests), teaching and learning and assessment | 31/03/2007 | | E1 | | |
| Deliver front-end and formative evaluation, including trial of and reporting on webquests. | 31/03/2007 | | C1 | | |
| Make decisions on implementation based on research outcomes | 31/03/2007 | | - | | |
| Delivery of branding | 31/03/2007 | | 35,000 | | |
| Deliver 4 trial participatory activities including two Creative Journeys | 31/03/2007 | | E1 | | |
| Deliver report on how web stats can contribute to assessment of learning | 31/03/2007 | | C1 | | |
| Deliver all general web pages | 31/03/2007 | | E1 | | |
| Identify groups who will deliver training to teachers on the use and creation of webquests. | 31/03/2007 | | B1 | | |
| A1 Staff costs 2006-07 | 31/03/2007 | | 100,000 | | 50,000 |
| B1 Consultancy costs 2006-07 | 31/03/2007 | | 100,000 | | 10,000 |
| C1 Research (including monitoring and evaluation) 2006-07 | 31/03/2007 | | 25,000 | | |
| D1 Administration costs | 31/03/2007 | | 10,000 | | |

| Milestone Description | Due Date | ISB Planned | | Partnership Planned | |
|---|------------|-------------|---------|---------------------|---------|
| | | Capital | Current | Capital | Current |
| (including travel) 2006-07 | | | | | |
| E1 Creation of web content 2006-07 | 31/03/2007 | | 100,000 | | |
| F1 Contingency 2006-07 | 31/03/2007 | | | | 20,000 |
| Education and/or curatorial time (in kind) 2006-07 | 31/03/2007 | | | | 40,000 |
| Technical staff time (in kind) 2006-07 | 31/03/2007 | | | | 40,000 |
| Accommodation, equipment and local administration costs (in kind) 2006-07 | 31/03/2007 | | | | 28,000 |
| Report progress to DCMS | 31/03/2007 | - | - | - | - |
| Report progress to DCMS | 31/09/2007 | - | - | - | - |
| Trial and report on participatory activities. Make decisions on implementation. | 31/03/2008 | | C2 | | |
| Publish project pages on all partners websites, and add webquests and participatory materials as prepared | 31/03/2008 | | E2, G2 | | |
| Deliver report on promoting project and websites | 31/03/2008 | | B2 | | |
| Deliver index and implement on all sites | 31/03/2008 | | E2, B2 | | |
| Deliver 60 webquests | 31/03/2008 | | E2 | | |
| Deliver 8 participatory activity modules and 20 creative journey videos | 31/03/2008 | | E2 | | |
| Deliver toolkit for teachers | 31/03/2008 | | E2 | | |
| Publish toolkit and other supporting material on partner sites | 31/03/2008 | | E2, G2 | | |
| Research use of project pages and activities | 31/03/2008 | | C2 | | |
| Revise webquests and activities in light of research | 31/03/2008 | | E2 | | |
| Promote project | 31/03/2008 | | 20,000 | | |
| Run and promote training | 31/03/2008 | | 20,000 | | |
| A2 Staff costs 2007-08 | 31/03/2008 | | 250,000 | | |
| B2 Consultancy costs 2007-08 | 31/03/2008 | | 50,000 | | 10,000 |
| C2 Research programme costs 2007-08 | 31/03/2008 | | 60,000 | | |
| D2 Administration costs (including travel) 2007-08 | 31/03/2008 | | 10,000 | | |
| E2 Creation of web content costs 2007-08 | 31/03/2008 | | 325,000 | | |
| F2 Contingency costs 2007-08 | 31/03/2008 | | | | 20,000 |
| G2 Branding and design costs 2007-08 | 31/03/2008 | | 20,000 | | |
| Education or curatorial time (in kind) 2007-08 | 31/03/2008 | | | | 90,000 |
| Technical staff time (in kind) 2007-08 | 31/03/2008 | | | | 80,000 |
| Accommodation, equipment and local administration costs (in kind) 2007-08 | 31/03/2008 | | | | 36,000 |
| Deliver 28 webquests | 31/03/2009 | | E3 | | |
| Deliver 8 participatory activity modules | 31/03/2009 | | E3 | | |
| Deliver 8 Creative Journey videos | 31/03/2009 | | E3 | | |
| Promote project | 31/03/2009 | | 35,000 | | |
| A3 Staff costs 2008-09 | 31/03/2009 | | 250,000 | | |
| B3 Consultancy costs 2008-09 | 31/03/2009 | | 0 | | 10,000 |
| C3 Research programme costs 2008-09 | 31/03/2009 | | 65,000 | | |
| D3 Administration costs 2008-09 | 31/03/2009 | | 5,000 | | |

| Milestone Description | Due Date | ISB Planned | | Partnership Planned | |
|---|------------|-------------|-----------|---------------------|---------|
| | | Capital | Current | Capital | Current |
| E3 Creation of web content costs 2008-09 | 31/03/2009 | | 250,000 | | |
| F3 Contingency costs 2008-09 | 31/03/2009 | | | | 28,333 |
| G3 Branding and design costs 2008-09 | 31/03/2009 | | 10,000 | | |
| Education or curatorial time (in kind) 2008-09 | 31/03/2009 | | | | 39,000 |
| Technical staff time (in kind) 2008-09 | 31/03/2009 | | | | 46,000 |
| Accommodation, equipment and local administration costs (in kind) 2008-09 | 31/03/2009 | | | | 36,000 |
| Deliver summative evaluation | 31/03/2009 | | C3 | | |
| Publish final research report | 31/03/2009 | | C3 | | |
| Establish ongoing life of project | 31/03/2009 | | | | |
| Disseminate project | 31/03/2009 | | | | |
| Report on progress to DCMS | 31/03/2009 | - | - | - | - |
| Totals | | 0 | 1,750,000 | 0 | 583,333 |

5. Management Arrangements

What arrangements are / will be in place for joint management of the project?

We will appoint a **Project Manager**, who will be responsible for managing project staff and delivering the committed outputs, reporting on progress and making recommendations on change.

All partners will be represented on a **Project Management Board** (PMB) which will consist of representatives of all Consortium members. The PMB will agree high level, strategic objectives of the project, the budget, the content and functionality. The Group will meet on a regular basis and will monitor progress, oversee the project and focus on achievement of the overall aims. It will report to the funding body via the lead partner.

The project will have an **Executive Committee** of about 3 or 4 people (made up of a representative of the lead body and of two or three other partners, to be agreed by the PMB) who will meet on a monthly basis to oversee the project. The Executive Group who will work on behalf of the PMB to take the project forward. The Executive Group will monitor the work of the Project Team, made operational decisions on behalf of the Consortium, decide content and monitor budgets and resources. They will consider recommendations from the Project Manager, make policy decisions, and monitor and evaluate progress of the project against its stated aims and take responsibility for quality of the outputs. They will agree appropriate spending within a framework agreed by the PMB. They will report to the PMB.

6. Monitoring and Evaluation

What do you see as the key achievements of the project? What difference will this make from the view point of the end user?

The key achievements will be:

- New, creative ways of engaging with museum online collections.
- More confident web use in schools and for lifelong learners.
- National museums and galleries working together to produce innovative

ways of using their online collections. For the end user, this means wider access to high quality online resources from a trusted source, and more creative ways of developing online skills.

7. Quantifiable Benefits

What quantifiable benefits are provided through this project? What arrangements have been / will be put in place to monitor and evaluate the success of the project?

Benefits to users will include easier access to over 200,000 objects, on 10 different websites; provision of high quality teaching resources; opportunities to participate, greater confidence in online learning; and an increased understanding of the rich content of national museum and gallery websites and of the ways of using websites to achieve personal objectives. We aim to produce 100 webquests for schools and 30 Creative Journeys to inspire people to make their own. Other benefits include:

- **Encouragement of critical thinking.** The resources developed through the project will enable users to personalise their learning and to develop skills of independent thinking and critical enquiry – essential for all citizens in the contemporary world. In fact, it is this conscious and deliberate encouragement of the capacity to think, as much as the focus on cultural resources, which will be a distinctive feature of the initiative, and will (we believe) enable it to make a valuable contribution to the wider e-government agenda.
- **Users are motivated by their own creative responses appearing on partner websites.** This project empowers visitors to make their own use of objects and collections in creative activity. This leads them to producing their own digital, or other, responses which in some cases may be used to enhance the existing web resources. Thus it is a two-way process - rather than the current one-way process, where museums largely use their websites to provide information to users - much more in keeping with trends on the web and the way people like to use it.
- **Provision of high quality trusted teaching resources.** In schools, the DfES have provided the hardware. This project provides high quality teaching resources over a broad range of subjects, including history, art, literature, citizenship, science and natural history, and skills, such as literacy and numeracy to utilise that hardware. It encourages and enables teachers to create their own webquests as well as providing a range of functionality around which teachers can build their own further resources.
- **Greater familiarity with the rich content of national museum and gallery websites and the connections between them.** Through participation, users will be led to explore interesting and exciting collections information that they may never previously have discovered.
- **Enhanced visits to physical museums.** Through using these resources schools and lifelong learners will become more familiar with the content of our museums. Schools planning to visit will be better prepared and others may be motivated to visit.
- **Access to a network of museums and galleries outside the nationals.** Each of the nationals has a network of regional partners who may be linked to their websites and with whom joint activities take place. The National Portrait Gallery, for example, are Strategic Commissioning partners with Sunderland Museum and Winter Garden, Sheffield Galleries

and Museums Trust, Manchester City Art Gallery, The Laing Art Gallery, Newcastle and York City Art Gallery whilst the Wallace Collection has a relationship with The Bowes Museum, Co. Durham, Compton Verney, Warwickshire, The Holburne Museum of Art, Bath and Waddesdon Manor, near Aylesbury. Outcomes and experience will be shared with these museums and fed into future activity.

- **More confident participation in the digital revolution.** Emphasis on confidence building will provide users with stepped approaches to web participation and an opportunity to start at the level appropriate to their own experience and aspirations and build up to more sophisticated participation in the web community.
- **Increased understanding of the creative potential of the web.** Output from online activity can be as creative as the imagination of the user provided that appropriate functionality and stimulus material is available. This project will enable people to participate in open ended activities where they can experiment, test ideas, create and share their work with others. By working with a research institution we hope to learn how this process works and how to encourage further creativity.
- **More consistent website provision across the nationals.** Through this project, users will find some sites considerably upgraded and will feel more confident that a visit to any national museum or gallery website will be an interesting and worthwhile experience.

Evaluations will meet the standards set out in the Green Book, and will either be carried out by the academic institution that undertakes our research project or by a professional evaluator or company. Overall project objectives will be reviewed, comparing data, identifying overall trends and areas for development and implementing any changes as required. A mid-project review will be held in the autumn of 2007.

8. Project Risk Factors

| What are the main risk factors which could delay implementation of the project? | |
|---|--|
| Risk | Contingency |
| Lack of quality or focus in the webquests and activities produced beyond the national partners. | We aim to produce a resource that can be used by anyone to develop their own webquests, activities or Creative Journeys that put objects at the heart of work. Thus we cannot guarantee quality. We can, however, kitemark and index only those which are deemed to meet the quality requirements that will be developed by the partners and tested through the project. |
| Variation in technical standards across partner websites undermines implementation. | A survey of technical standards will be conducted at the earliest stages of the project in order to plan for and minimise this risk. We cannot guarantee to avoid it completely. |
| Partners fail to work together. | The flexibility of the project with minimal centralised technical systems and modular activities means that failure to act by one partner does not undermine the whole project. Whilst not desirable, the project could go ahead with fewer partners. |

9. Contingency Plans

| What contingency plans are / will be in place to address possible delay? |
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| See above |

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10. Publicity

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| What publicity are you planning, e.g. Formal launch, Website, Ministerial visit etc. |
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| We will plan a high profile launch event when the resources go live. In order to expand on people's knowledge of the project we intend to publish one article a year in the press, and present three sessions at museum conferences, on the lessons learnt from the project. We will invite ministers to relevant events. |
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