



The Horniman Public Museum and Public Park Trust Corporate Plan 2021-2023

1. Introduction

Since opening in 1901, the Horniman Museum and Gardens in south London has provided an inspiring introduction to global cultures and biodiversity, through its collections, exhibitions, activities and events. The foundation which Frederick Horniman established as a gift 'to the people in perpetuity' has grown in both quality and quantity over the last 100 years and has benefited many millions of people.

2020 was one of the most challenging years the Horniman has ever faced, as the coronavirus pandemic closed the Museum to the public for the first time since the Second World War. However, the Gardens remained open throughout and were a much-appreciated community hub, supporting the health and wellbeing of hundreds of thousands of visitors. At the time of writing this plan (March 2021) the nation remains under lockdown and the Museum is closed. We are currently planning to reopen in May 2021 at Step 3 of the government's roadmap out of lockdown.

The pandemic has caused us to reassess our assumptions and our priorities for at least the next two years. Difficult times prompt us to review our fundamental purpose, which we have done over the course of 2020. The Horniman's Trustees adopted a new mission in 2018, and a new set of values and strategic priorities in support of a 10-year framework plan. Whilst the framework plan is currently under revision, we have confirmed our commitment to our mission and values. In fact, they seem more relevant than ever. At the same time, in response to the pandemic and to the resurgence of the Black Lives Matter movement, we have developed a Reset Agenda which will double down on our existing ambitions around audience development, specifically focusing on attracting a more inclusive audience that better reflects the diversity of the London population. Other priority themes of our Reset Agenda include engaging with global environmental and social issues, and achieving greater financial resilience.

This corporate plan covers the next two years of these ambitions, to take us to 31 March 2023 and hopefully the commencement of a new round of Arts Council England (ACE) National Portfolio Organisation (NPO) funding. The plan reaffirms our commitment to our mission, our values and our goals, and demonstrates how our Reset Agenda priorities and financial resilience plans, alongside ACE's new Investment Principles, will be interwoven with our objectives and activities throughout 2021-2023.

2. Mission, values and corporate goals

Our mission is central to everything we do, whilst our values shape our work and give the Horniman its unique character.

Our mission:

The Horniman connects us all with global cultures and the natural environment, encouraging us to shape a positive future for the world we all share.

To support this mission our **organisational values** are:

- **Inclusive:** Everyone is welcome at the Horniman. We connect with audiences from all backgrounds, encouraging an interest in other peoples, cultures and environments and promoting empathy, respect and tolerance.
- **Inspiring:** The Horniman is a place of inspiration and learning. Our rich offer allows us to draw together in innovative and inspiring ways, issues and stories relating to people, animals and environments – encouraging us all to consider our future and have a positive impact on the world in which we live.
- **Generous:** We cherish Frederick Horniman's founding gift, safeguarding and developing it for future generations and embedding a spirit of kindness and generosity through all our activity.
- **Fun:** We deliver experiences that are full of surprise and wonder, creating encounters with beautiful things and sharing activities that are lots of fun.

Internally our staff will be empowered to **act sustainably, behave ethically, pursue excellence and encourage enterprise** in delivery of this mission and values.

The ongoing **corporate goals** which give structure to this plan and our activity remain:

- **Access:** We will use the collections and Gardens to stimulate curiosity and wonder, promoting opportunities for people of all ages, abilities and backgrounds to participate in and enjoy exhibitions, educational programmes, activities and events – both face-to-face and online.
- **Collections:** We will safeguard and develop the collections so that they can be made as accessible as possible now and into the future.
- **Shaping the future:** We will effectively manage our resources and become more financially resilient so that we can continue to develop and share our collections, estate and expertise for the widest possible public benefit.

3. Financial resilience

Our grant-in-aid funding from the Department for Digital, Culture, Media & Sport (DCMS), along with our funding from ACE, is the essential bedrock on which we operate and has been vital to our survival in 2020-21. Over the coming months we plan to apply for an extension to our ACE National Portfolio funding to cover 2022/23 and to enter into a new framework agreement with DCMS, with both hopefully providing some security for the years ahead.

However, in recent years the Horniman has increasingly relied on generating a proportion of its funding itself across a range of streams including ticket sales, retail, memberships and events. In common with many cultural organisations, the Horniman has been hard hit financially by the pandemic due to lost income through closure periods and the need to maintain social distancing when open. Through a combination of funds received from the Job Retention Scheme, vacancy savings, redeployment of some colleagues to save on agency costs and other cost savings, the deficit for 2020/21 has been reduced to a predicted £350,000. The Horniman has fortunately been included in the DCMS's Covid support package for 2020/21, and provision has been made for a one-off uplift of our grant, sufficient to cover this deficit.

Nevertheless, severe challenges remain in subsequent years. Our assumptions are that even with a vaccine widely available over the course of 2021/22, visitor and income levels will remain depressed for several years to come as people have less disposable income due to the economic effects of the pandemic, many remain cautious about travel and mingling with others, and because the virus will be mutating and remain in circulation as immunity may not be long-lasting.

In the light of this, our realistic assumptions are that for the financial year 2021/22, we will receive no more than 50-60% of usual visitor levels, and for 2022/23 we will receive no more than 75-85%. We are also assuming that we'll not receive any additional Covid-related financial support from DCMS in future years. As a result the Horniman is predicting annual deficits of up to £750k and will be looking to reduce its costs to allow the organisation to operate sustainably from a lower baseline in the future, and to be in the best shape to meet its objectives and future challenges.

4. Framework plan 2020-30

In October 2019 Trustees approved the key elements of a 10-year framework plan to deliver change through a combination of revised programming and a series of capital projects relating to our buildings and Gardens. The capital projects comprised two key strands: the refurbishment of the main entrance and the 'Nature and Love' project to refurbish the Natural History Gallery and open up access to the plant nursery and the Nature Trail. To help fund this, options were reviewed for disposing of our current Study Collections Centre in Greenwich and rehousing the collections in new premises. One option, to be co-located at the Royal Museums Greenwich Kidbrooke facility was not taken forward as a priority by DCMS. A second option as part of a new development is currently under discussion.

The refurbishment of the main entrance was predicated on the need to improve facilities in the light of ever-growing visitor numbers. With numbers unlikely to grow back to previous levels for some time, this project will need to be reviewed.

The Nature and Love project, however, remains more relevant than ever as it improves access and use of key outdoor spaces which are less affected by pandemic restrictions, and it will modernise the 60 year old Natural History Gallery to form a key part of our strategy to engage people in mitigating the climate and ecological crisis. It focuses on mobilising our love and concern for future generations in order to spur action on current climate and ecological challenges, and consists of

the following:

- refurbishing the Natural History Gallery and Nature Base
- creating a Nature Explorers Zone, a new outdoor destination to include children's play, a new Kindercafé and improved access to our historic Nature Trail
- establishing a Sustainable Gardening Zone for effective plant propagation connecting to a new Winter Garden featuring more trees and planting for winter interest and to encourage wildlife.

A bid to the National Lottery Heritage Fund (NLHF) was postponed in the light of Covid-19, and a new application will be made in 2021.

5. The Reset Agenda

The Covid-19 epidemic has been the most significant global event since the Second World War. There is some evidence that it, and related epidemics, are rooted in our lack of care for the environment, and the exploitation of wild animals that carry diseases. It brings into sharp focus the consequences of the environmental and ecological emergency we are in, alongside the known impacts of global warming, pollution and extinctions. We must draw on this lesson to pilot a more sustainable course for the future. This includes challenging the model of constant growth in visitors, activities, income and buildings that has driven the museum sector for the last generation, and which has been shown by the pandemic to be a very fragile one. We will now adopt a more sustainable model which prioritises diversity of visitors and quality of experiences over constant growth in numbers. As part of this we will introduce triple bottom line accounting into our annual reporting cycle, publishing our financial, environmental and social impacts.

Covid-19 has also impacted disproportionately on ethnic minorities in the UK. This, together with the global reaction to the murder of George Floyd by Minneapolis police indicates a tipping point, and has forced a moment of vital institutional and personal self-reflection leading to a determination to address long-standing issues of racism and discrimination. The Horniman itself has its roots in British Empire and colonialism, from the family wealth generated by the tea trade, to the acquisition of much of the collection through colonial connections.

Today, the Horniman is London's only museum where environment, ecology and human cultures can be seen side by side at a global scale. This, in the context of the issues summarised above, means that we will place the interlinked issues of climate, biodiversity and social justice at the centre of what we do. We are therefore embarking on a co-ordinated programme to draw together different strands of existing and new work to acknowledge our colonial history, diversify our audiences and staff, address environmental and social issues and secure our economic future.

In order to realise these aims, we have agreed a series of **priorities for our Reset Agenda:**

1. Consult people and work in partnership
2. Address the history of the Horniman business and of institutional collecting

3. Engage wider audiences through programming and communications
4. Enhance our digital capabilities
5. Diversify staff and volunteers
6. Make the Horniman greenhouse gas neutral and more biodiverse
7. Maximise income generation.

The Reset Agenda has been developed within the context of ACE's *Let's Create, Strategy 2020-30* and takes inspiration from ACE's four Investment Principles. These Principles and our complementary reset priorities are woven into the core of our corporate plan for the next two years:

- Inclusivity and Relevance
- Dynamism
- Ambition and Quality
- Environmental Responsibility.

6. Corporate goals, objectives and key activity 2021-23

Delivery is expected in 2021/22 unless otherwise stated and based on the assumption of reopening in mid-May 2021 and a relaxation of social distancing measures during the year.

Goal 1: Access

We will use the collections and Gardens to stimulate curiosity and wonder, promoting opportunities for people of all ages, abilities and backgrounds to participate in and enjoy exhibitions, educational programmes, activities and events – both face-to-face and online.

Reset Agenda priorities:

- Engage wider audiences through programming and communications
- Consult people and work in partnership

ACE Investment Principles:

- Inclusivity and Relevance
- Environmental responsibility
- Ambition and Quality

One of our most significant areas of work over the next decade is to widen our audiences so that the profile of our visitors more closely reflects that of the overall London population. In 2019/20 we undertook research to segment our potential audiences, and we will now target those segments with more diverse demographics with a refocused public programme of exhibitions, events and engagement, delivered through a blend of digital, outreach, outdoor and eventually indoor activities, adapted to the realities of continuing to live with the pandemic. Large scale events might not resume until the later part of summer 2021 for example and until we have greater clarity on restrictions our plans remain therefore provisional.

Whilst our core audiences will continue to be London families in the majority, the aim will be to diversify these rather than increase numbers, and offer more to adult audiences through targeted content development and communications.

It is now clearer than ever that resilience and recovery will only be possible by working in partnership with others. We will build on existing networks and develop new ones, ranging from partnerships with local organisations to a renewed set of national and international research partnerships. At the local level we have a large number of existing partnerships with schools, colleges and universities (most notably with Goldsmiths, University of London), health providers such as the South London and Maudsley NHS Foundation Trust, Lewisham Council, colleagues in other cultural institutions, and with individual community members and artists. We will review these, reduce some in number, and explore others that will help us deliver our objectives around widening audiences, alongside working more closely with colleagues to promote south-east London as a vibrant area to visit.

A key result of this work will be seen during 2022 when, as the largest cultural organisation in the borough, we will be working with Lewisham Council to help deliver the London Borough of Culture programme, focusing in particular on the climate festival and music programme.

We will continue with our comprehensive annual programme of visitor research and consultation to inform planning and organisational development and to share with stakeholders, funders and the sector. We evaluate our audiences and visitor offer through a rolling annual survey and through regular assessments by sector quality assurance and benchmarking organisations such as Visit England's Visitor Attraction Quality Assurance Scheme (VAQAS) and the Association of Leading Visitor Attractions' (ALVA) financial benchmarking. We also conduct an annual online survey of our members to help improve their experience and further audience data is gathered using the box office system, visitor comments cards and social media. We will continue to use ACE's Impact and Insight toolkit, enabling us to collect, analyse and share self, peer and public feedback on our events, exhibitions and performances and compare findings with other organisations. This will help us understand what our audiences think about our work and how this compares to what we are trying to achieve.

1.1 Access Objectives

- a. Begin to rebuild our audiences to welcome **450,000 visitors to site and 680,000* online**
- b. **Diversify our audiences** so that 22% of general visits will be by ethnic minority visitors, 18% will be from less advantaged socio-economic groups (NS-SEC 5-8) and 7% will be by Disabled visitors by 2023/24, more closely reflecting the London population**
- c. Grow our **digital communities** building on our existing strong social media presence and based on current trends and developments – reaching in excess of 46k Twitter and 31k Facebook followers and focusing our attention on Instagram to grow our followers to 44k
- d. Engage **children and young people** in high-quality, **object-based and hands-on activities** that support their learning, enjoyment and engagement

with world cultures, music and the natural world, reaching a schools audience of 5,400

- e. Work in partnership with London Borough of Lewisham in preparation and delivery of programmes for **London Borough of Culture in 2022**
- f. Launch an **Environment Champions Club** in 2021 designed to involve our audiences more actively in mitigating the negative impacts of the climate and ecological emergency, recruiting 300 families by the end of 2022/23.

** This is a significant drop on previous years. A recent change to Cookie law means that we are anticipating a decline in our recorded web sessions as more visitors choose to accept only essential cookies, rather than all cookies.*

*** Given the long closure periods, we have moved our diversity targets on by one year to 2023/24.*

1.2 Key activity

Public Programming

- Explore the world and its environments and generate income through a series of **vibrant exhibitions** including the family-focused exhibitions **Monkey Business** from May 2021 and **Cats and Dogs** from Feb 2022
- Deliver a new strand of **exhibitions focused on our collections** and aimed at adult visitors, exploring socio-cultural, colonial history and environmental themes that will broaden our audiences including the **696: South London Music exhibition** and **Hair** in 2021, and **High Tea** (on tea and the opium trade) in early 2023. Hair will then tour to Tullie House Museum and Museums Sheffield in 2022/23 as part of the MAGNET touring exhibitions partnership.
- Feature **photographic exhibitions** (e.g. An Ode to Afrosurrealism) which offer a new view on the World Gallery and the Anthropology team's curatorial work through community or artist-led projects
- Refresh our permanent galleries with new **textile and community perspective displays** in the World Gallery in 2021
- If circumstances permit, deliver a **summer season** of concerts that showcases young south London musicians as part of our 696 programme, continue our *Hear it Live!* programme offering regular **live music** in the Music Gallery, and deliver an **events programme** including fairs, festivals, markets and regular family activities
- Develop our outdoor programming to encompass a new family engagement offer using the Nature Trail, theatre as well as music performance in the Gardens and new horticultural displays
- Integrate more **digital content and delivery** into the public programme supported by investment in infrastructure and training
- Support the Horniman's commitment to engaging visitors with the **climate emergency** by collaborating with partners through public programming to highlight the global challenges of climate change and pollution and celebrate our work on Project Coral.

Children and Young People and Targeted Engagement

- Deliver a schools' learning programme using **object-based and hands-on sessions** that works with new operational constraints (including more **outdoor and virtual learning and outreach workshops**) and is responsive to national

curriculum changes and priorities around the climate emergency and colonial history

- Develop high quality learning **resources for teachers** to use and support their continuing professional development
- Develop our **Schools' music offer** based on our curatorial and collections strengths in South Asian music, engage diverse young people in the **South London Music** programme and develop the Handling Collection
- Develop targeted accessible activity for **disabled children** visiting with their families, including a music offer, relaxed openings and BSL storytelling
- Approach local schools to develop **Artsmark** partnership work in response to their needs and interests, measure the percentage of Artsmark schools accessing our service, and promote to teachers via e-news and CPD events
- Deliver a summer **Arts Award** project with some of the least engaged young people locally
- In addition to a refocus on outreach to communities, continue to programme a high quality, enjoyable and inspiring range of **family engagement programmes** that reflect and respond to the collections, Gardens, current exhibitions and projects as well as focus on audience development targets
- Develop effective relationships with a range of **community partners**, enabling us to address local and wider issues such as increased loneliness in older adults, increased need for mental health support, stigmatisation of refugees and asylum seekers, and lack of relevant museum offer for disabled people, NS-SEC 5-8 and BAME demographics. Develop activity that enables these groups to use, visit, be represented at, and shape the Horniman
- Continue to develop and share our highly respected and progressive work with **Object Based Learning** in collaboration with targeted groups and partners identified in our Audience Development Plan
- Support the **Horniman Youth Panel (HYP)** to deliver creative **youth-led programming** that provides young people with opportunities to take part, make decisions and develop new skills and experience, including delivering a Youth Music Late, one event in the Lewisham LIVE! Festival and curating the Community Perspectives case in the World Gallery.

General

- Continue to ensure the highest **customer care**, balancing access and enjoyment with safety and provided by well-trained and motivated visitor experience and retail and admissions teams, achieving a recommendation rating of over 90%
- Further develop our **new website** to provide more engaging content and better access for our audiences
- Focus on PR and **institutional marketing** to support our access and fundraising communications and deliver a new approach to marketing campaign development that prioritises audience development and income generation
- Focus on **widening the diversity of our audiences** to achieve the targets above through consulting and collaborating with people representative of our target audiences via a range of external advisory groups

- Use our new **audience segmentation system** to better align programming, marketing and communications with the attitudes and behaviours of target audiences
- **Collect, evaluate, use and share quantitative and qualitative** audience and programme data to respond to visitor needs, improve our products/services and assess our and the wider sector's impact; embed ACE's Impact and Insight Toolkit; and introduce new series of consultation focus groups.

Goal 2: Collections

We will safeguard and develop the collections so that they can be made as accessible as possible now and into the future.

Reset agenda priorities:

- Address the history of the Horniman business and of institutional collecting
- Consult people and work in partnership

ACE Investment Principles:

- Inclusivity and Relevance
- Ambition and Quality
- Environmental responsibility

The issue of addressing British colonial history in public institutions has been seen to be controversial in the course of 2020. We see it as doing better history by amplifying current narratives. We have already begun this in 2020 with additional information in our World Gallery and online about the Horniman family's source of wealth through the tea trade. This work is central to our aim of making the Horniman visited by a wider range of people, particularly those whose family history has been shaped by the colonial experience.

As a fundamental part of our Reset Agenda, during 2021/22 we will embark on an exercise to consult with and listen to the public to understand how best to widen access to the Horniman and how to address issues such as social and environmental justice. This will be done through a series of focus groups, with the conclusions feeding into actions.

At the London level we will review long-established partnerships, for example with Trinity Laban Conservatoire of Music and Dance, the British Museum and the Natural History Museum. We will also develop new relationships which help us deliver a refocused events and exhibitions programme that contributes to the London Mayor's cultural strategy, such as the Community Action Research programme developed with the Black Cultural Archives. Nationally we will continue to work primarily with museums with similar collections to develop mutually supportive programmes around collections development, whilst supporting smaller institutions through our loans programme and other sector support initiatives. We will also lead the development of a touring exhibitions network (MAGNET) funded by Art Fund and a National Museums Directors Council (NMDC) working group about environment and ecology in the run up to COP26 in November 2021.

Following a pause caused by the pandemic, we will implement our new research strategy during 2021/22, developing academic and cultural partnerships based on reciprocity, refreshing our own practice and that of our partners and injecting new perspectives into our work and public programming. We will explore possibilities in countries with which we have collections links, such as those in Sub-Saharan Africa. We will continue to develop links with organisations in Nigeria and Kenya through the African Collections programme and continue to explore international partnerships in support of our Project Coral programme.

2.1 Collections Objectives

- a. We will develop the creative network for excellence in curatorial, artistic and participatory practice through the culmination of the **Music in the Making** project to include the realisation of the **696: South London Music** programme in 2021.
- b. We will develop the **Nature and Love** capital project that plans to refurbish the Natural History Gallery and areas of the Gardens in order to better connect people with the natural world and motivate engagement with local and global challenges caused by the climate emergency, submitting a funding application to NLHF
- c. We will develop and deliver actions related to a new **collections development policy, research strategy and international work** to include collaborative projects with partners and communities in order to contextualise the colonial history and deepen our understanding of the Music and Anthropology collections and reflect their contemporary relevance.
- d. We will develop **policies on restitution and on care of human remains** to be agreed by Trustees
- e. **We will research the history of the Horniman** to develop a new exhibition 'High Tea', which will explore the association between the 19th century tea trade and the Opium Wars in China, to open in early 2023
- f. Deliver the **Hair** project with the exhibition scheduled to launch on site and digitally in late 2021 and then tour as the first exhibition in the MAGNET partnership.

2.2 Key Activity

Anthropology

- Explore and develop new ways of engaging wider audiences with the collections, through **greater transparency on colonial history** and greater work on provenance of collections
- Continue to **develop public engagement in our Anthropology collection** through the World Gallery's complementary learning and engagement programme including the delivery of a new textile display based on our Nigerian collections co-curated with local community groups and a Nigerian artist
- Build on the DCMS-funded joint project on **Rethinking relationships and building trust around African collections** between the Horniman, Pitt

Rivers, MAA Cambridge and World Museum Liverpool by supporting a bid to the Arts Council's National Programme for its further development

- Develop the Horniman as a **centre for museum anthropology** including fieldwork, working with Goldsmiths University both in teaching and researching our African collections and exploring the ethics of collections and collecting

Music

- Develop and deliver the **Music in the Making project** (running until 2022), aimed at developing new understandings of the musical instrument collection and its potential through widening engagement with it, making it the starting point for creative programming and documenting the process
- Deliver the **South London Music programme** as part of Music in the Making, providing young musicians with access to collections, resources and networks to create samples and new work leading to digital engagement and documentation, and an exhibition and events programme
- Evaluate and review the **Hear it Live!** project and develop a sustainable delivery model for the future
- Survey our existing **South Asian collections**, make more instrument records available online, and if funding permits, develop a new field work programme exploring the music and community links between Kolkata and London

Natural World

- Develop the **Nature and Love** concept to inform capital development plans and as part of this, prepare for the major Natural History Gallery redisplay by reviewing storage and movement options between the SCC and Forest Hill, and reviewing the current documentation status of the collection
- Deliver an **artist residency** and exhibition in the 'Inspired By Nature' area in partnership with Delfina Foundation, focusing on the colonial context of the Horniman's natural history collections
- In our Living Collections, collaborate with scientific and academic partners including the University of Derby and Florida Aquarium to secure funding for post-doctoral research and deliver **Project Coral** goals – our Aquarium-led international project dedicated to coral reef conservation
- Develop the landscaping outside the **Butterfly House** to complement our Natural History and Living collections and enhance the visitor experience

Cross-collections

- Share more information about our **collections online** through our new website, offering more contextual detail for a greater variety of objects and develop our approaches to digital asset collection and management.
- Embed new approaches to cross-team working, including developing a sustainable model for **collaborative curatorial and engagement practice**
- Continue to display our collections more widely via **loans** with a greater focus on UK loans to reduce international travel
- Build on our **object and specimen records** by adding greater context and narrative as part of all collections research and interpretation projects
- Continue our programme of **de-accessioning** items from the Natural History and Anthropology collections and review the potential for de-accessioning

items from other collections to allow for better management and future sustainability

- **Build our international networks** in India, Kenya, Nigeria and Oceania in areas such as knowledge exchange and partnerships relating to community engagement, wellbeing, music, anthropology, migration and climate change
- **Create opportunities for artists** focusing on climate and social justice to engage with our work and audiences
- Review and updating of **documentation terminology**
- Embed our anti-racism agenda through a **colonial legacy work group** and action plan and the roll out of a series of audience focus groups.

Goal 3: Shaping the future3.1

We will effectively manage our resources and become more financially resilient so that we can continue to develop and share our collections, estate and expertise for the widest possible public benefit.

Reset agenda priorities:

- Enhance our digital capabilities
- Diversify staff and volunteers
- Make the Horniman greenhouse gas neutral and more biodiverse
- Maximise income generation

ACE Investment Principles:

- Inclusivity and Relevance
- Dynamism
- Environmental responsibility

Following the experience of the pandemic and an independent review in 2020, in 2021 we will continue to implement our ambitious digital transformation strategy and action plan. The scope for our digital strategy and plan covers technology, infrastructure, content, audiences and collections; including material that is born digital, and during 2021 will focus on embedding greater digital literacy across the organisation. The financial resilience plans that we are proposing will include a greater investment in digital across the organisation.

Fundamental to our plans to make the Horniman accessible to all audiences is our work to diversify our own staff and volunteers. Although we plan to reduce overall staff numbers, we are mitigating this in part by creating a series of new posts, which will present an opportunity to diversify. This issue is the foremost one being addressed by our Equality, Diversity and Inclusion Working Group, which has specific annual targets.

The past few years have seen the Horniman develop real momentum in our role as a local, global and sector leader on environmental activity. Locally we have begun to develop activities with community-based environmental networks. In the sector, we have formed a subgroup of the National Museum Directors' Council, chaired by the Chief Executive and including representatives from a range of national and regional museums, to share thinking and practice about the environmental crisis. Globally,

Horniman Project Coral continues to support coral research facilities across the world examining the effects of climate change, aid restoration of reefs and to support sustainable livelihoods.

In 2019 we declared a Climate and Ecology Emergency and in early 2020 we launched our Climate and Ecology Manifesto and appointed an Action Coordinator. During this plan period we will intensify activity relating to environmental communications and advocacy as part of the Julie's Bicycle Accelerator programme, and implement practical steps across the organisation to reduce our carbon emissions and pollution, and increase the biodiversity of our site. We are perceived by peers to be a leading museum in this kind of work, and will continue to develop our role over the coming years.

During this plan period we will endeavour to rebuild our income across commercial, charitable activities and fundraising streams to support our everyday delivery, but anticipate that recovery will take some time. While we recover, we will continue to look for support from the National Lottery Heritage Fund (NLHF) and a number of other trusts and foundations, whose funding allows us to deliver transformational and impactful projects in addition to our regular activities.

3.2 Shaping the Future Objectives

- a. We will update our **10-year framework plan** in the light of the impacts of the pandemic. Our main priority remains the **Nature and Love project**, and we will continue to explore options around the future location of our **Study Collections**. However, plans to redevelop the entrance will likely change as visitor numbers will be much lower than previously enjoyed for some time
- b. We will start to rebuild our **self-generated income to generate** circa £1.3 million **in 2021/22** across commercial, charitable activity and fundraising streams (excluding capital fundraising) and prioritise efficiencies
- c. We will implement a new integrated **customer relationship management system** unifying box office, membership, fundraising and retail functions
- d. We will invest in our **historic buildings, estate, infrastructure and collections** to protect and preserve them for future generations. We have been awarded £510k from the DCMS Infrastructure Fund for 2021/22 and will have at least £200k to invest the following year
- e. We will continue to deliver on our **Climate and Ecology Manifesto** to become Greenhouse Gas neutral, more biodiverse and generate less waste and pollution by 2040, reporting on progress annually
- f. We will become a stronger, more representative organisation by 2023/24 that more closely reflects the population of Greater London by recruiting and supporting a more **inclusive and diverse workforce, Board and volunteer base** comprising 25%, 27% and 33% ethnic minorities respectively.

3.3 Key Activity

Build income generation:

- Consolidate our **commercial activities** through Horniman Museum Enterprises and identify new opportunities for business development through

crowd sourcing ideas amongst staff, better segmenting our audiences and commercial offer, and developing more income generating experiences, to generate overall a minimum of £54k net profit

- Rebuild our **charitable activity revenue** by exploiting opportunities for income generation across our public programme, effectively promoting ticketed exhibitions and activities alongside a membership retention and recruitment appeal scheduled around reopening, to achieve in excess of £592k
- Focus **fundraising efforts** in support of both core activity and projects through expanding relationships with trusts and foundations and nurturing our individual giving programmes to achieve £211k (excluding capital campaigns)
- Develop a long-term major project fundraising strategy for the capital elements of the framework plan with plans to submit a new **Stage One bid to NLHF** for the Nature and Love project should our Expression of Interest be successful
- Cultivate our network of **Ambassadors** to support our advocacy and fundraising programmes.

Protect our assets:

- Implement our 10-year building, mechanical and electrical management and maintenance plan to protect and preserve our **historic buildings and estate**
- **Preserve our collections** through maintaining standards for collections care, and an ongoing programme of preventive and interventive conservation
- Implement a robust **rights management framework**, allowing us to use our digital and analogue assets safely and developing and implementing an initiative to improve the management of physical and digital records across the Horniman
- Implement our Digital Strategy to ensure our network and business systems are resilient and able to meet the demands of our digital aspirations whilst protecting our **information/data** by maintaining appropriate backup, retrieval and security protocols
- We will **reduce energy, emissions, waste and water** by: ensuring our electricity is from guaranteed renewable sources by 2021; implementing a green travel plan in 2021; composting 99% of our food and gardens waste and managing the rest of our waste more efficiently; recycling more and developing a road map to achieve greenhouse gas neutrality by 2040.

Develop our organisation:

- Submit a new Corporate Plan and Activity Plan to ACE for 2022/23 in June 2021 and **apply for ACE's new National Portfolio** (which begins in April 2023) in 2022
- **Embed ACE's Investment Principles** including developing a Board engagement plan that includes mapping members' skills and expertise against the Principles and ensuring that progress towards meeting the Principles is regularly reviewed at board meetings
- Develop a **Board with a diverse range of skills, backgrounds and thinking styles**, able to guide our strategic direction and including the recruitment of up to four new Trustees

- Deliver an **annual strategy day** for Trustees and senior staff to review, self-evaluate and plan for the future
- Use response analysis of recruitment to review how we can attract the best candidates and best meet our workforce diversity targets as set out in our **Equality and Diversity Action Plan**
- Become a more **digitally proficient and agile organisation**, reorganising our file-share system, launching a new intranet and extranet and ensuring that our workforce have the skills, training and support to improve our digital practice and resource management
- Invest in and help retain our staff through **training**, prioritising digital skills alongside health and safety, management, safeguarding, diversity and inclusion, and wellbeing
- Work with **external advisory groups** including the Access Advisory Group and the Critical Arts Group.

Support the wider sector and local community:

- Contribute to the **leadership and development of the sector** by sharing skills and knowledge, supporting the work of Subject Specialist Networks and helping deliver the Museums' Partnership Framework and the recommendations in the Strategic Review of DCMS-sponsored museums
- Chair the NMDC Environment and Ecology Working Group, the Musical Instruments Resource Network, Museum Ethnographers Group and the Museums and Galleries Network for Exhibition Touring (MAGNET), and have **representation on a range of other cultural sector, subject specific and academic Boards**
- Maintain our programme of **Object in Focus** loans to smaller museums, community venues and higher education institutions, with appropriate interpretation, curatorial, collections management and conservation support
- Deliver a revised **Volunteering strategy and action plan**, to identify and timeline work that helps us meet our strategic objectives for volunteering, meet the needs of volunteers and the organisation
- **Open up volunteering** through diversifying our team of volunteers to more closely reflect the London population and develop greater access to our volunteering opportunities, including progression for participants in our community partnerships
- Work with Lewisham Council to deliver the **Borough of Culture 2022** programme and with key local organisations like schools and universities to build partnerships that actively support **place-making** and local neighbourhood improvement initiatives.

The staff and Trustees of the Horniman Public Museum and Public Park Trust will make every effort to realise these plans over the next two years.

Eve Salomon
Chair

Nick Merriman
Chief Executive