

Ethical Fundraising Policy

Context

The Horniman Museum and Gardens' mission and values are as follows:

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.

We are:

- **Inclusive**
- **Inspiring**
- **Generous**
- **Fun**

The Horniman has three long-term aims: **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; and **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.

The Horniman also has four change objectives which will shape the direction and content of a 10-year framework plan that is currently under development. These are to: diversify audiences and grow the offer for adults; deliver greater social and environmental impacts; improve the use of the collections and site; and build a more sustainable business to support this.

We deliver our mission to the public on a daily basis via our galleries, exhibitions, events, digital activities, education and engagement programmes and garden displays – all supported by excellence in the caring and conservation of our collections and estate behind the scenes.

Objective and Principles

The objective of our fundraising activity is to support the Horniman's mission and our work by active and effective raising of funds, whilst ensuring a commitment to our values and protecting the integrity and reputation of the Horniman at all times.

All our fundraising activity will be legal, open, honest and respectful. The Horniman will comply with all relevant legislation including money laundering rules, the Bribery Act, Charity Commission guidance, the Museum Association's Code of Ethics, the Institute of Fundraising guidance, General Data Protection Regulation (GDPR) and the Fundraising Regulator's Code of Fundraising Practice.

Acceptance Criteria

The overall view of the Horniman and the position of this policy is not to accept sponsorship or gifts which are judged to be illegally or immorally obtained or that risk adversely affecting our institutional integrity. The Horniman will therefore solicit and accept financial support from, and partnership working with, trusts and foundations, companies and individuals based on the following conditions:

1. We are satisfied that the sponsorship or gifts do not present a conflict of interest nor are counter to our mission and values.
2. We are satisfied that support will not adversely affect our ability to raise funds from other sources.
3. Any sponsorship or gifts have not been illegally obtained nor associated with criminal sources or activity.

4. We will not seek to solicit or accept a gift from anyone considered not of full mental capacity.
5. A truly anonymous donation, where we only deal with an intermediary who is not prepared to identify the donor even to senior management member or trustee, will not be accepted.
6. We will not accept support which is conditional on fulfilment of conditions not in the best interests of the Horniman and therefore compromises our integrity.
7. There is no risk of financial loss arising from failure to effectively deliver any relationship with funders (in addition to the loss of the gift).
8. We are satisfied that any potential adverse publicity from a gift or relationship will not generate a level of public condemnation that would be disproportionate to the advantages gained and ultimately damage our reputation.

Control and Governance

Coordination of all fundraising activity within the Horniman is centralised within the Fundraising team as part of the Communications and Income Generation directorate (CIG). All staff and trustees should ensure that any philanthropic gift, financial or in-kind, is channelled through the Fundraising team having flagged any relevant discussions with this team in advance. To avoid conflicting requests or plans for future funder relationship development, no specific donation request should be made by any members of staff without prior consultation with the Fundraising team, Director CIG or Chief Executive.

The Fundraising staff will ensure that research is conducted into potential individual major gift funders and all trust and foundations and corporate prospects, so that any concerns are identified at the outset and before any approach is made. For all contributions over £5k, pledged or received, an initial search of publicly available material designed to highlight potential areas of controversy or concern will be made by the Officer and reviewed by the Head of Fundraising as the key step in our due diligence. This will normally be through a combination of adverse news searches on Google and follow up via Gorkana (media database) and a registry check with Companies House data. The Head of Fundraising may commission further research and then escalate any concerns to the Director CIG for review with a recommendation. The decision to accept or reject a donation in these circumstances will lie with the Director CIG. The Fundraising team will ensure that any gifts accepted at this level will have an agreed written terms of reference outlining how the contribution will be spent/used and any reporting commitments. Any rejections made by the Director CIG will be shared with the Chief Executive and with trustees at their next Board meeting.

If the Director CIG has concerns that a contribution pledged or already received appears to contravene our acceptance criteria, and is at a scale that warrants a more comprehensive review (£20k+) then the case will be escalated via the Chief Executive to the Board of Trustees to consider our acceptance criteria in full, at an upcoming Board meeting. The decision of whether to accept, reject or return a donation in these circumstances will lie with the Chair of the Trustees or the Chief Executive of the Horniman acting under delegated authority. Any decision to reject or return a gift will be communicated to the prospect or donor by the Head of Fundraising, Director CIG or Chief Executive as appropriate, sharing our policy and explaining our reasoning.

Policy approval, review and scope

This policy has been approved by the Board of Trustees on 9 December 2021 and will be reviewed in December 2023. The 'Context' section was updated in July 2019 to reflect the Horniman's updated mission and values.

The policy applies to due diligence regarding donations of cash, or assets readily convertible to cash and gifts-in-kind pledged or received by the Horniman; appropriate procedures relating to the gifts of objects, works of art or archives are set out in the Horniman's Collections Development Policy.

Relevant opportunities will be available to all staff with key due diligence roles to be kept up to date with best practice and knowledge.