



The Horniman Public Museum and Public Park Trust Corporate Plan 2024-27

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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 strengthened in both quality and quantity over the last century and has benefited many millions of people. In 2022, the Horniman won the prestigious Art Fund Museum of the Year award, the largest museum prize in the world and we will continue to build on this significant achievement.

After a difficult period during the Covid-19 pandemic when longer-term planning was not possible, this corporate plan covers the period 1 April 2024 – 31 March 2027. It is developed, however, in the context of a high level of inflation, leading to general uncertainty about medium- to longer-term financial prospects. The plan is therefore based on a series of assumptions about inflation, pay, and visitor numbers that may need to be revised over time. In accordance with practice and in response to this uncertainty, this three-year plan will be updated every year to adjust to changing circumstances.

2026 will be a key date in this plan as it sees both the completion of the Nature + Love project, and the 125th anniversary of the opening of the Horniman. We will be celebrating both events and using them to maximise support and engagement.

Chief Executive Nick Merriman left the Horniman in February 2024 to take up the role of Chief Executive of English Heritage. Victoria Pinnington is Interim Chief Executive, until the new Chief Executive Gordon Seabright takes up the role. The first part of 2024/25 will be a period of change for the Horniman, with three new trustees joining in February 2024, followed by three more in July, alongside the new CEO, and a new Director of Finance and Resources after the retirement of Paula Thomas at the end of June. The board and senior management will work closely together to develop a shared understanding and to deliver this plan.

2. Mission, Values, Behaviours and Priorities

In September 2023, the Horniman's senior management team (SMT) facilitated a series of workshops with staff and volunteers to celebrate the past year's achievements, explore the future direction of the Horniman and review our organisational values and behaviours.

Feedback gathered at these workshops alongside further consultation has resulted in the confirmation of the following suite of mission, values and behaviours, also representing the absorption of our Reset Agenda priorities into our day-to-day activity.

Our mission is central to everything we do, whilst our values represent our core beliefs and set the tone for our interactions with staff, visitors and other stakeholders. Our behaviours are the practical application of our values – translating them into day-to-day actions.

2.1 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.

2.2 Horniman Values

- We are **inclusive** and **welcoming** to everyone
- We are **caring** and **respectful** towards each other, our visitors and all our stakeholders
- We are **friendly**, open and positive, embracing collaboration and fresh ways of thinking.

2.3 Horniman Behaviours

Our culture is based on the above core values and the delivery of our mission. We behave in ways that prioritise:

- Amplifying diverse voices, histories, and perspectives
- Being environmentally sustainable and encouraging biodiversity
- Communicating clearly and with warmth
- Encouraging creativity and enterprise.

2.4 Horniman Priorities

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 means that we are in a perfect position to place the interlinked issues of climate, biodiversity and social inclusion at the centre of what we do.

Over the past few years and since recovering from the pandemic, this focus has been captured in a 'Reset Agenda' which outlined a co-ordinated programme of activity engaging with these issues across seven strands of interconnected work. For this plan period, the direction set out in our Reset Agenda has evolved into the following four organisational priorities, rooted in the collections, and that are also reflected in the above behaviours:

- **Diversity:** engaging diverse audiences, staff, volunteers and partners
- **Environmental and social impact:** making a positive difference to people and the planet through our day-to-day activity and projects such as Nature + Love
- **Digital transformation:** investing in staff's digital training, development and literacy alongside digital infrastructure to enable greater ambition, efficiency and security
- **Income generation:** building creative and profitable activities to enable greater relevance and business resilience.

3. Financial Resilience

Our grant-in-aid funding from the **Department for Culture, Media & Sport (DCMS)** as an Arm's Length Body (ALB) along with our National Portfolio Organisation (NPO) funding from Arts Council England (ACE), has been vital to our survival over recent years.

However, from 1 April 2023, the Horniman was no longer eligible for the ACE funding stream, which comprised £964,097. DCMS have provided flat funding to compensate for this loss for 2023/24 and 2024/25. However, there is no commitment to continue this funding beyond this period, and this lack of certainty over such a vital element of our funding remains the organisation's greatest risk. The remainder of our funding will continue to be generated through a range of ticketing, education, commercial and fundraising activities.

4. Framework Plan 2020-30

In October 2019 Horniman Trustees approved the key elements of a 10-year framework plan to deliver our key priorities through a combination of revised programming and a series of capital projects relating to our buildings and Gardens. The capital projects comprised two strands: the refurbishment of the main entrance and the Nature + Love project.

The refurbishment of the main entrance was driven by the need to improve and extend facilities in the light of ever-growing visitor numbers. With numbers declining because of the pandemic, this project has been delayed, but as they build up to previous levels, the project needs to be revisited and sources of funding identified (see below).

The **Nature + Love** project, however, remains more relevant than ever as it improves access and use of key outdoor spaces, which is particularly important as our research on visitors and non-visitors shows that nature and the outdoors is a key interest of under-represented segments. The project will also modernise the 60-year-old displays in our historic Natural History Gallery to form a key part of our strategy to engage people in mitigating the climate and ecological crisis. Nature + Love focuses on **mobilising our love and concern for future generations to spur action on current climate and ecological challenges**, and consists of the following:

- creating a Nature Explorers Adventure Zone, a new outdoor destination to include children's play, a new children's café 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
- refurbishing the Natural History Gallery and Nature Base
- delivering an ambitious learning and engagement programme.

Following a successful Stage Two bid to the National Lottery Heritage Fund (NLHF), in February 2023, this project is now in delivery phase, and is the major corporate focus for the Horniman over 2024-2026.

While Nature + Love is being delivered, initial plans will be developed for the Entrance Project to upgrade and modernise facilities (originally built for 250,000 annual visitors) to meet current needs (around 900,000). The project has two phases: 1) the refurbishment of the Centre for Understanding the Environment (CUE) building into an education centre, and 2) the redevelopment of the entrance, including the vacated education spaces. The first phase will involve planning to relocate the library collections held in CUE and developing a longer-term plan for library and archive holdings. In 2024/25 we will commission a study to provide outline costs for the project, which will be used to prepare a bid to DCMS for the next Comprehensive Spending Review (CSR).

5. Corporate Goals, Objectives and Key Activities

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.

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.

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. We will use the Nature + Love project to target intersectional audience segments comprising more diverse demographics, alongside sharing a refocused public programme of exhibitions, events and engagement, delivered through a blend of digital, outreach, outdoor and indoor activities. Our work on diversifying audiences will be driven by our **Audience Champions Group** and outlined in an audience development strategy and action plan. Whilst our core audiences will continue to be London families in the majority, the aim will be to diversify our audience, and offer more for adult audiences through targeted content development and communications.

Following the key role we played in 2022 while Lewisham was London Borough of Culture, we will continue to collaborate with Council colleagues as a member of the **Lewisham Strategic Partnership** to develop the legacy of the Borough of Culture, including initiatives relating to the climate and biodiversity crisis. As part of this, and as the largest cultural organisation in Lewisham, we will play our role in the delivery of Lewisham's cultural strategy. We will also play our role as a member of the complementary **Civic University Agreement** partnership led by Goldsmiths, University of London. Our **125th anniversary year** in 2026 will be an opportunity for the Borough and our community to celebrate and we aim to develop some engaging content to mark this significant occasion.

Goal 1: Access Objectives (2024/25 unless otherwise specified)

- a. We will commit to engaging visitors with nature and the climate and ecological emergency by delivering the **Nature + Love project**, consulting and collaborating with visitors and partners through activity planning
- b. We will welcome **820,000 visitors* to site and 1,040,000 online** aiming to minimise any disruption to the visitor experience caused by gallery closure and outdoor site works
- c. We will focus on **diversifying our audiences** to better represent the London population and increase engagement by people of colour, less advantaged socio-economic groups and disabled visitors, year on year
- d. We will engage **children and young people** in high-quality, **object-based and hands-on activities** indoors and outdoors that support their learning,

enjoyment and engagement with world cultures, music and the natural world, reaching a schools and home education audience of 23,500* learners and accompanying adults

- e. We will continue to use our **Art Fund Museum of the Year prize money** to carry out two new activity strands – a resident artist music project and a school holiday club programme.

**These numbers are reduced from previous years to manage visitor flow and capacities during the closure of the Natural History Gallery and some outdoor spaces.*

Goal 1: Access Key Activities

Public Programming and communications

- Explore the world and its environments and generate income through a series of **vibrant exhibitions** including the family-focused **Dinosaur rEvolution** in 2024 and the **Robot Zoo** exhibition in 2025
- Continue the strand of **displays focused on our collections** and aimed at adult visitors, exploring socio-cultural, colonial history and environmental themes that will broaden our audiences including **All Eyes on Her** in the World Gallery textile case from September 2024
- Exhibit **Adolescent Wonderland** in 2024, a series of photographs that tell the real-life story of young Aboriginal people living in Coen, in far north Queensland
- Develop and deliver a refreshed **Benin display** in the World Gallery in 2024, enhanced by a Benin photographic exhibition on the Balcony
- Display key objects from our **Natural History collection** in half of the Studio, once the Natural History Gallery has been temporarily closed to the public
- Work with partners to deliver a fun and stimulating **events programme** including a plant fair, half term activity workshops, tea tastings, weekly volunteer-led art and craft activities, family raves and music concerts
- Pilot a series of regular **late openings** to offer a more relaxed visitor experience to adult visitors
- Open a pop up **soft-play experience** for our youngest visitors in 2024
- Coproduce events and activities with community partners including activities surrounding **Windrush Day** and our annual celebration of the contributions of asylum-seeker, refugee and other migrant groups to the artistic diversity of our neighbourhood, **Crossing Borders**
- Curate a new **Hey Jukebox!** monthly playlist for the Music Gallery, featuring musical choices linking the Horniman to seasonal celebrations, special exhibitions, performers, or objects and played in the Gallery each week
- Focus **Hear it Live!** on diversifying audiences and expand and develop the musical interpretation of existing and new displays
- Run **Welcome to the Horniman tours**, refresh the **Curiosity Tours** programme (short talks in the galleries on a particular object or part of the collection) and develop more specialist Access tours, including audio-description
- Programme an offer for disabled families including relaxed **Bright and Early and Twilight openings**

- Promote our **Horniman Market** offer featuring stalls selling seasonal fruit and vegetables, artisan bread and cheese, organic meat and delicious street food, taking place on the Bandstand every Sunday
- Continue to develop our **website and social platforms** to provide more engaging content and better access for our **digital communities** to reach more than 75k Instagram and 2.1k TikTok followers and to grow our Facebook followers to 35.5k
- Integrate more **digital content and delivery** into the public programme and promote our Bloomberg app visitor guide, supported by investment in infrastructure and training
- Focus on PR and **institutional marketing** to support our access and fundraising communications and deliver marketing campaign development that prioritises audience development and income generation.

Formal Learning and Community Engagement

- Continue to deliver our **Schools Holiday Club** to three local schools with high rates of pupils eligible for pupil premium funding
- Deliver a high-quality core programme of **in-person and virtual workshops for learners** from EYFS to university and accompanying adults, maintaining an average pupil premium percentage for taught schools at 25%
- Support visits from self-led learners and deliver a high-quality programme of paid workshops and events for 500 **home-educated learners** and accompanying adults
- Continue to prioritise work with local **secondary schools** (in Lewisham, Croydon, Greenwich and Southwark), including offering targeted outreach and Handling Collection (HC) loans to those with high rates of pupil premium funding
- Work with University College London (UCL) and the **Egypt's Dispersed Heritage** project to redevelop our Ancient Egyptian workshop and to deliver teacher CPD that encourages a rethink of how to teach ancient Egypt in the classroom
- Coproduce content for the **Benin case redisplay** in partnership with the Museum of West African Art (MOWAA) and a school in Benin City
- Work with five local schools and a home education group to create coproduced labels and a coproduced case for the new Natural History Gallery
- Develop and deliver new **outdoor learning programmes** and resources both as part of Nature + Love and the Natural History Museum's Explore: Urban Nature funded project, reaching audiences currently underserved by our outdoor learning offer
- Review our **school session offer** in line with our newly developed outdoor learning principles
- Continue to conduct **community consultation** to increase our understanding of the HC, and to recentre community knowledge and voice in our work
- Deliver a range of onsite and outreach **careers events** for secondary school and home educated young people, along with regular work experience placements
- Supported by a new **community consultation and research budget**, consult

- and new acquisitions for learning sessions, including identifying and correcting misinformation
- Build on our 2022/2023 partnership with Curating for Change to develop our targeted accessible activity for **disabled children and those with additional sensory needs** visiting with their families, including relaxed openings and disabled-led activities in our Hands on Base using newly acquired objects representing disability stories
- Develop effective relationships with a range of **community partners** enabling us to address issues such as increased loneliness in adults; lack of support for the rising numbers of people living with dementia; increased need for cultural input into mental health services; stigmatisation of refugees and asylum seekers; relevance of a museum offer for disabled people, NS-SEC 5-8 and people of colour demographics and a disparity in employment opportunities for young people within these demographics
- Co-develop a **social prescription offer with isolated adults**; an under-5s gallery with non-visiting families from diverse backgrounds; an artistic response display case with disabled artists; and environment champion projects with young people, families and disabled children from a local council estate – all as part of the Nature + Love activity programme
- Introduce a regular Thursday afternoon **coproduced offer** in the Hands on Base and Sunken Garden led by partner organisations to target non-visitors
- Continue to coordinate and develop the Horniman's external Access Advisory Group and embed a **Youth Consultation Panel** to ensure young people have more opportunity to shape and influence our work
- Develop the **Environmental Champions Community** to encourage a wider demographic to engage with us in mitigating the climate emergency.

Visitor experience, Consultation and Research

- 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%
- Participate in the Council's **Warm Welcome** programme, promoting ourselves as a warm and welcoming space for people to come and use, as part of the wider response to help people through the cost of living crisis
- 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 engagement methods, including **external advisory groups**
- Use our **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.

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.

We will continue **long-established London-based partnerships** around collections, for example with Goldsmiths, University of London, the British Museum and the Natural History Museum. Nationally, we will continue to work primarily with museums with similar collections to develop mutually supportive programmes around collections development, whilst supporting smaller institutions and other sector support initiatives. We will also continue to lead the development of a **Museums and Galleries Touring Exhibitions Network (MAGNET)**, which received a large grant from Arts Council England in 2023 to develop a three-year programme of touring exhibitions amongst 12 partners.

Whilst a primary focus of this plan period will undoubtedly be the Natural History collection, we will also begin to develop an integrated approach to **Music**, involving our collections, our staff expertise, musicians, audiences, schools and local communities, with a strong digital component.

We will continue to develop links with organisations in Nigeria following the transfer of ownership of the **Benin** material held by the Horniman, and with Ghana and Nigeria through the continuation of the **Rethinking Relationships** project led by the Pitt Rivers Museum. We will also continue to explore international partnerships in support of our **Project Coral** programme, our Aquarium-led international project dedicated to coral reef conservation.

Goal 2: Collections Objectives (2024/25 unless otherwise specified)

- a. We will **research, reinterpret and redisplay our Natural History collection** as part of the Nature + Love project by Spring 2026
- b. We will **collaborate with international partners** on restitution or repatriation requests including the National Commission for Museums and Monuments (NCMM) in Nigeria on loans, returns and long-term skills exchange and collaboration following the transfer of ownership of Benin material, and with the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) on the return of Warumungu material
- c. We will develop a strategy for engaging wide audiences in our **music collection** and activities by Spring 2025.

Goal 2: Collections Key Activities

Content development and collections access

- Develop and finalise content and interpretation for the **Nature + Love** project, working closely with external advisory panels, coproduction groups and consultants to deliver a project that is accessible to all
- Support partners with the development of **A is for Anthropocene**, part of the MAGNET touring exhibition programme
- 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, through our **Colonial Legacy Working Group**, **including** planning updates to the Horniman's Vision display
- Work with paid community researchers to acquire and increase our understanding of the **Handling Collection**, and to ensure its ethical application
 - Maintain and **develop relationships with source communities and diaspora members** who want to access, work with or use any of the collections, including continuing the development of the **Community Knowledge and Research Space**
 - Participate in the ACE-funded joint research project **Rethinking relationships and building trust around African collections** led by the Pitt Rivers Museum involving Museum of Archaeology and Anthropology Cambridge (MAA) and World Museum Liverpool
 - Develop the Horniman as a **centre for museum anthropology** including fieldwork, collaborating with Goldsmiths, University of London and UCL both in teaching and researching our Anthropology collection and exploring the ethics of collections and collecting
 - Develop an approach to **community-led collecting**, in consultation with core community stakeholders to assess their current relationship to the Horniman and what they want to see more of in our galleries
 - **Create opportunities for artists** focusing on climate and social inclusion to engage with our work and audiences, and support access to and engagement with the Musical Instruments collection for the Music Artists in Residence
 - Catalogue and photograph the collection of instruments from the **Dolmetsch family** acquired in 2020 to engage new digital communities, and plan the display of a selection of objects in the Music Gallery
 - **Build our international networks** in India, Kenya, Ghana, Nigeria and Oceania, and other geographical areas as relevant, in areas such as knowledge exchange, community engagement, learning, wellbeing, music, anthropology, migration and climate change.

Collections management, research and care

- Support the **Natural History Gallery redisplay** as part of Nature + Love by decanting the gallery, including storage and movement between the Study Collections Centre (SCC) and Forest Hill, and updating the current documentation status of the collection
- **Conserve, prepare and mount** specimens identified for redisplay in the refurbished Natural History Gallery
- Build on our **object and specimen records** by adding greater context and narrative as part of all collections research and interpretation projects
- Embed new approaches to cross-team working, including developing a sustainable model for **collaborative curatorial and engagement practice**
- Review and update **acquisition procedures** and continue our programme of **de-accessioning** items from the Natural History and Anthropology collections to allow for better management and future sustainability
- Research secret or sacred material and human remains guided by our **restitution and repatriation policy** and the Trustees' restitution sub-committee

- Conduct research to develop collections knowledge and inform public outputs, including work to digitise and research the **HMS Challenger scrapbook**
- Collaborate with **external research partners** including UCL's research projects, and the South African Collections research project with University of Brighton
- Collaborate with scientific and academic partners including the Universities of Newcastle and Exeter to support PhD and post-doctoral research and deliver **Project Coral** goals
- Develop research focused on the **critically endangered Chagos brain coral** *Ctenella chagius* and contribute to the development of a species conservation recovery plan for them as part of a collaborative project with ZSL London Zoo and University of Oxford
- Continue the redevelopment of the **Sunken Garden** and repair and maintenance of the Medicinal and Dye Gardens
- Plan and develop planting in the Nature Explorers Adventure Zone and **Sustainable Gardening Zone** as part of the Nature + Love project.

Goal 3: 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.

We will continue to implement our ambitious **digital transformation strategy** over this period. The scope for our digital strategy covers technology, infrastructure, content, audiences and collections and during this period will focus on ensuring that staff across the organisation are appropriately digitally confident for their roles; embedding and developing the use of Microsoft 365; strengthening our cybersecurity to achieve Cyber Essentials Plus certification as well as improving our network infrastructure. We will also continue to integrate our new **customer relationship management system** unifying box office, membership, fundraising and schools booking data and reporting.

Fundamental to our plans to make the Horniman accessible to all audiences is our work to diversify our own staff and volunteers. This issue is the foremost one being addressed by our **Equity, Diversity and Inclusion** Working Group, which has specific annual targets. We introduced a new **People of Colour** staff network during 2022/23 and will continue to support this as well as the Staff **Wellbeing group** and initiatives, and **Colonial Legacy Working Group**.

During this plan period we will continue to rebuild our **income across commercial, charitable activities and fundraising streams** to support our everyday delivery. We will begin working with a new catering supplier and finalise plans for the launch of a children's café in 2025 as part of the Nature + Love project. A priority during this plan period will be to deliver against ambitious fundraising targets for this project, encouraging support from a wide range of individuals, trusts, foundations and businesses.

Our staff are involved with many networks supporting the sector and the local community as trustees, governors and mentors. The past few years have seen the

Horniman develop real momentum in our role as a local, global and sector **leader on environmental activity**. This will continue through our onsite practice and our leadership in wider networks, particularly the actions arising from the working groups convened for the UK Museum COP in 2023. Our new Chief Executive will join the work of the National Museum Directors Council in progressing these. Locally, we will develop activities with community-based environmental networks.

At the Horniman itself, we will continue to implement practical steps across the organisation to reduce our carbon emissions and pollution and increase the biodiversity of our site as set out in our **Climate and Ecology Action Plan**, and to engage the public in taking action. This will include a new waste management plan taking account of the new café developed as part of Nature + Love.

Goal 3: Shaping the Future Objectives (2024/25 unless otherwise specified)

- a. We will continue to rebuild our **self-generated income to generate** circa £3 million across commercial, charitable activity and fundraising streams (excluding capital fundraising) and prioritise efficiencies
- b. We will prioritise **digital literacy and training** during the plan period ensuring that at least 80% of staff feel appropriately digitally confident for their roles by 2027
- c. We will invest in our **historic buildings, estate, infrastructure and collections** to protect and preserve them for future generations
- d. 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, by delivering on our comprehensive Action Plan and reporting on progress annually
- e. We will become a stronger, more representative organisation that more closely reflects the population of Greater London by recruiting and supporting a more **inclusive and diverse workforce, Board and volunteer base** that increases year on year.

Goal 3: Shaping the Future Key Activities

Build income generation:

- Consolidate our **commercial activities** through Horniman Museum Enterprises including working closely with a new catering supplier(s) across visitor retail and event catering to generate overall a minimum of c. £300k net profit
- Maintain 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 focus, to achieve more than c. £1.3 million
- 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 £322k (excluding capital campaigns)
- Deliver a long-term major project **fundraising strategy** for the c. £10 million Nature + Love project by 2026

- 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**. In 2024/25 our focus will be on all aspects of the **Nature + Love project** in particular improvements to the roof, building structure and mechanical and electrical services of the Natural History Gallery.
- Continue to maintain our **Gardens** to as high a standard as possible during the disruption caused by the Nature + Love project. Develop a new temporary nursery area in the Gardens yard and work closely with consultants and contractors to support project progress
- **Preserve our collections** through maintaining standards for collections care, and an ongoing programme of preventive and interventive conservation. Throughout this planning period we will be focused primarily **on our Natural History collection**
- 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
- Continue to implement our Digital Transformation plans 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, and to improve general user experience
- **Reduce energy, emissions, waste and water** by implementing our road map to achieve greenhouse gas neutrality by 2040; continuing to manage our waste and water more efficiently; delivering carbon literacy training to all staff and volunteers; embedding green procurement practices in our tender procedures; purchasing or leasing an electric van (funding dependent).

Develop our organisation:

- Develop a **Board with a diverse range of skills, backgrounds and thinking styles**, able to guide our strategic direction, through recruitment of seven new Trustees by July 2024, with a strong induction programme
- 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 **Equity, Diversity and Inclusion (EDI) Action Plan**
- Support a range of **internal cross-departmental working groups** focused on driving change and supporting development in the areas of: Audiences; Climate & Ecology; Colonial legacy; EDI; People of Colour and Staff Wellbeing alongside various committees and project-related groups
- Become a more **digitally proficient and agile organisation**, ensuring that our workforce have the skills, training and support to improve our digital practice and resource management
- Embed and develop the use of Microsoft 365; strengthen our **cybersecurity** to achieve Cyber Essentials Plus certification and improve our network infrastructure

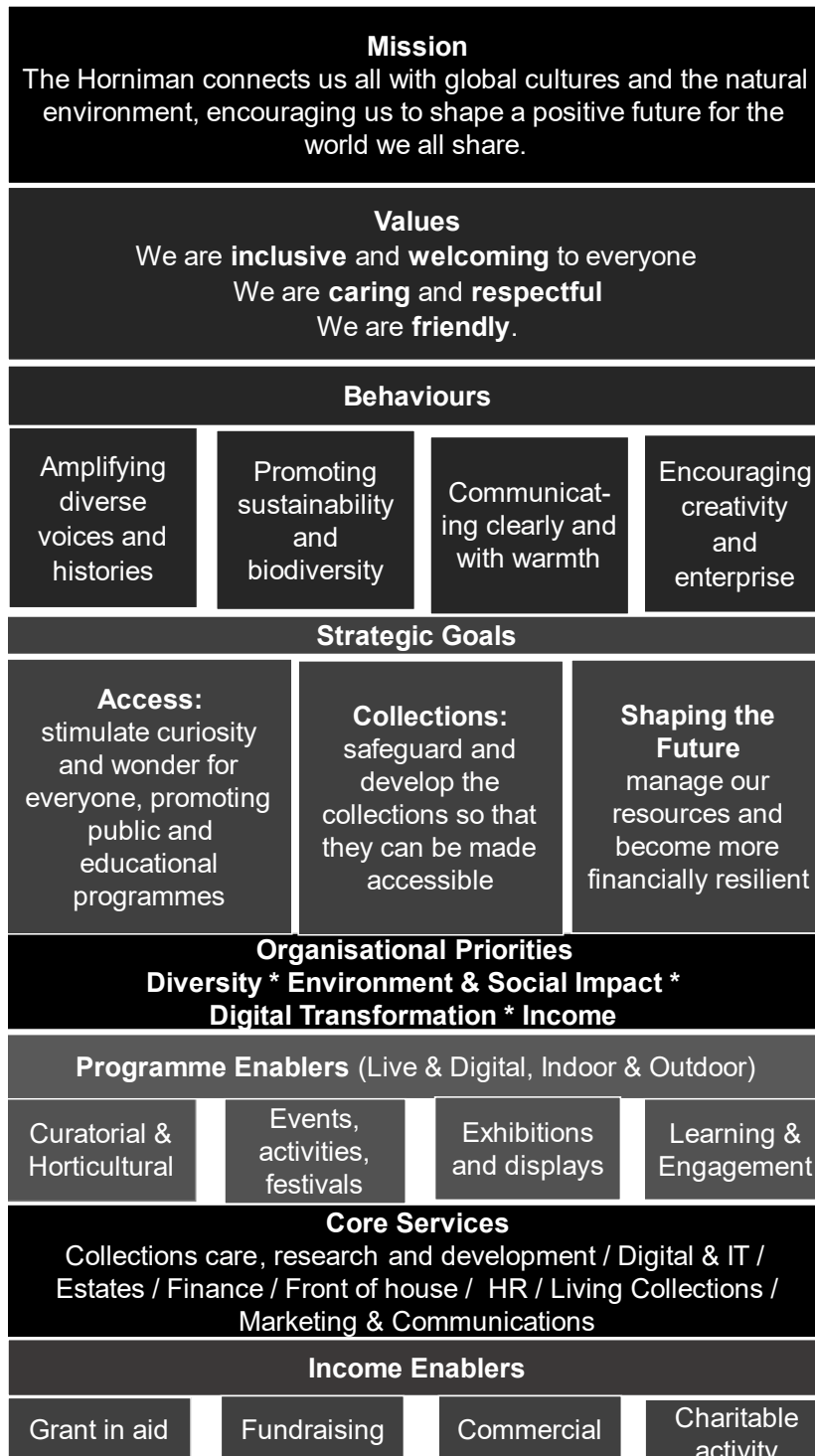
- Invest in and help retain our staff through **training**, prioritising digital literacy skills alongside health and safety, safeguarding, diversity and inclusion, and wellbeing. Maintain and develop our special **programme for managers** throughout 2024/25
- Agree and implement a new rewards and recognition scheme for staff
- Work with **external advisory groups** including the Access Advisory Group and Youth Advisory Panel, with a focus on the Nature + Love project throughout the corporate planning period
- Develop and implement an action plan arising from feedback in our **biennial staff survey** conducted in 2024.

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
- Chair the Musical Instruments Resource Network and MAGNET, and have **representation on a range of other cultural sector, subject specific and academic Boards**
- Continue to support **careers, work experience** and student placement opportunities for individuals, local secondary school and higher education students, enabling diverse young people to gain experience and better understand opportunities within the sector
- Review and refresh the **Volunteering strategy and action plan**, to identify and timeline work that helps us meet our objectives for volunteering, and meets the needs of volunteers and the organisation
- **Continue to open up volunteering** through diversifying our team of volunteers to reflect the London population and develop greater access to our volunteering opportunities, including progression for participants in our community partnerships more closely
- Partner with funders and sector support organisations including ACE, Art Fund, Lewisham Council, Kids in Museums and the Association for Cultural Enterprises on a range of **nationwide projects and initiatives** throughout the plan period
- Work with Lewisham Council as a member of its Strategic Partnership Board to deliver the **legacy of the London Borough of Culture** programme, and with key local organisations like schools and universities to build partnerships that actively support **placemaking** and local neighbourhood improvement initiatives.

6. Organisational strategy map

The below organisational strategy map summarises the basis of our activity and planning:



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

Michael Salter-Church
Chair

Victoria Pinnington
Interim Chief Executive