



HORNIMAN
*MUSEUM
& GARDENS*

Appointment of Chief Executive

November 2023 | Reference: EAFVC

Saxton Bampfylde
Saxton Bampfylde

Welcome from the Chair

To know the Horniman, is to love it. Where else could a butterfly land on your head, after you've walked through 16 acres of award-winning Gardens (that are also showing how to adapt to climate change) having seen the goats and alpacas?

Where else can children stand in amazement at the scale of a walrus in a natural history gallery, and the next moment be marvelling at the sounds and breadth of an internationally important musical instrument collection?

Where do aquarists conduct world-leading research in an aquarium that educates an audience about nature, only moments after they've been exploring the stories of people across the globe and how those cultures have a home in London?



Few people only visit the Horniman once, and it is easy to see why.

Nowhere else brings the natural world, world cultures, flora and fauna together in this way. In addition to the musical instrument collection, the museum is also home to an internationally important anthropological collection. Preserving these items is only part of the job, we want people to engage with, be educated by, interpret and enjoy them too.

It's why we have the UK's largest handling collection which contains musical instruments, masks, puppets, clothing, and many other items from all over the world. These are part of our collection of over 350,000 objects, specimens and artifacts which feed curiosity, provide fun and amaze.

The Horniman is in a very strong position; we own our assets and attract over 860,000 visitors a year, from people of all ages, abilities and backgrounds but we want to do more in terms of diversifying our audience, engaging, inspiring and generating fun. This is one of the areas the new Chief Executive will need to address, alongside further strengthening the Horniman's income in order that we can seize new opportunities and continue with our unique offering of collections.

In 2022, we won the prestigious Art Fund Museum of the Year in recognition of our work with local schoolchildren, partners and artists. We don't just deliver curriculum-linked learning programmes to tens of thousands of school children; we also work with community groups and disadvantaged groups in society. Working with a variety of partners we also stage vibrant exhibitions and events, from focusing on young Black musicians to Indian dance, from Lego-dinosaurs through to exhibitions on the cultural significance of hair.

The Horniman has an important cultural role in South East London and we have embarked on a significant capital project to enhance the visitor experience. 'Nature + Love' provides a once in a generation opportunity for us to redisplay our natural history gallery. It will also create a new café and rejuvenate areas of our Gardens, helping improve accessibility across the estate. This investment has environmental sustainability at its heart and underscores our commitment to tackling the climate emergency.

And finally, Frederick John Horniman, tea-trader and philanthropist, donated his collections and land as "a gift to the people" in 1901. This means we will celebrate 125 years of bringing the world to Forest Hill in 2026, a great opportunity for a new Chief Executive, building on the fantastic work of the team at the Museum and Gardens and the legacy of Dr Nick Merriman, to inspire and take the Horniman from strength-to-strength.

There is now an extraordinary opportunity for an inspiring and creative new Chief Executive to make this very magical place an even greater cultural asset.

Thank you for taking the time to consider this opportunity, and I look forward to receiving your application.

Michael Salter-Church MBE



Introduction

The Horniman Museum and Gardens began with a gift from Frederick John Horniman in 1901 to the people in perpetuity comprising the founding collections, the historic building and the Gardens. They were dedicated to the public forever 'for their recreation, instruction and enjoyment' and were registered as a charity from the outset (The Horniman Museum and Public Park Foundation). This generous gift has grown in both quality and quantity over the last 100+ years.

The Horniman is London's only museum where environment, ecology and human cultures can be seen side by side at a global scale. Our collections are nationally and internationally important, large and diverse. Our Anthropology collection is amongst the most important in the UK; our Musical Instrument collection is the most diverse in the UK. These designated collections, combined with our spectacular Natural History specimens, our popular Aquarium, our Animal Walk and Butterfly House alongside our 16.5 acres of award-winning Gardens, create a unique opportunity to understand the world around us.

We aim to share the collections and the estate both onsite and online to deliver our founding aims of 'recreation, instruction and enjoyment' for a broad public now and into the future. Our primary activities are developing, conserving and interpreting the collections and estate, and providing diverse, inspirational ways for the public to engage with, learn from and interact with them.

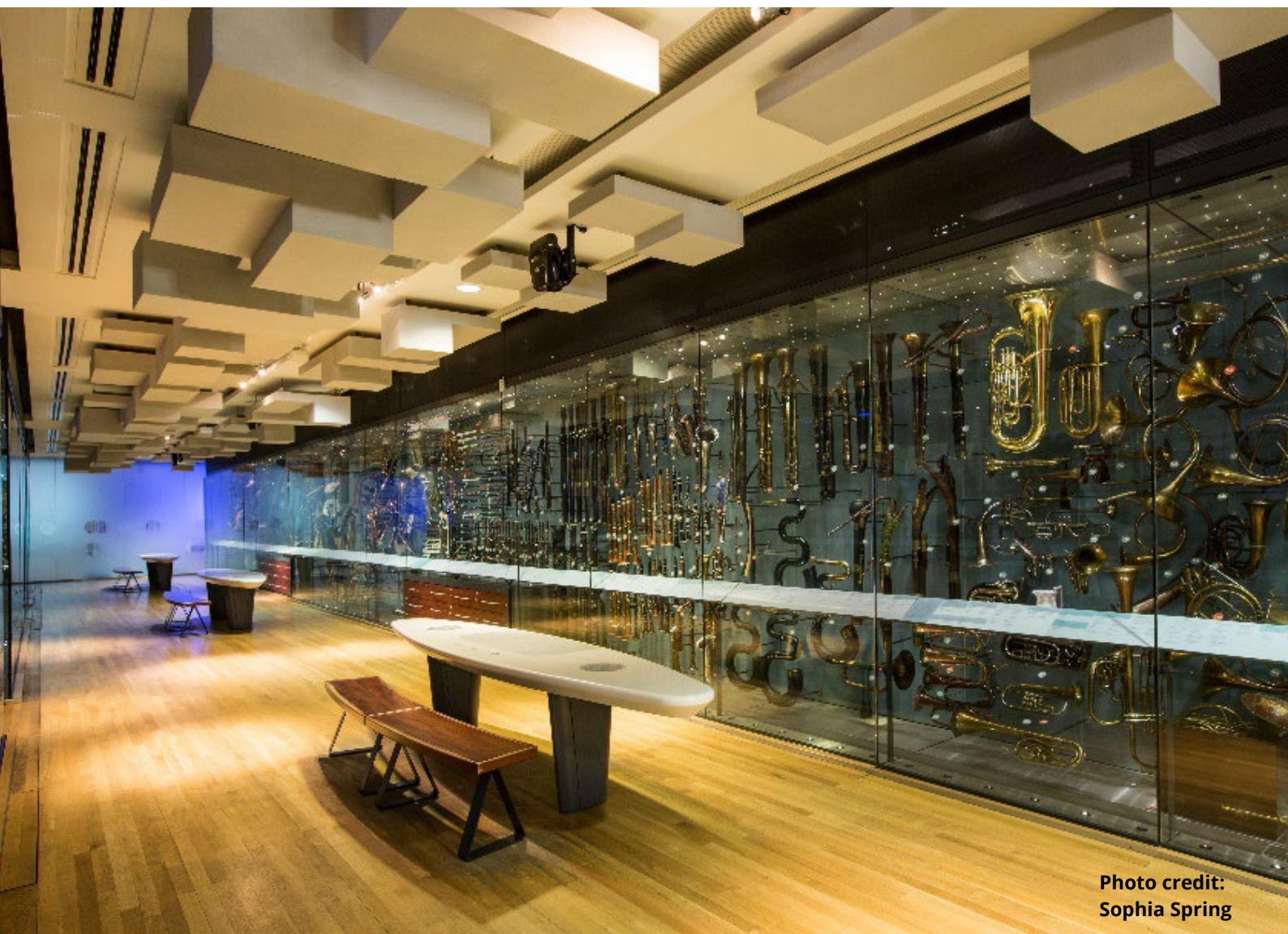




Photo credit:
Ludovic des Gognets

Mission, Values and Aims

Our mission is central to everything we do, whilst our values shape our work and give the Horniman its unique character as the only museum in London in which nature and culture can be seen side by side, allowing us to engage with interconnected issues such as climate change, biodiversity loss and migration in a positive way.

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.

Values

To support the mission our organisational values are:

- Inclusive
- Inspiring
- Generous
- Fun.

Internally, our staff are empowered to act sustainably, behave ethically, pursue excellence and encourage enterprise in their delivery.

Corporate Aims

The ongoing corporate aims which give structure to this are:

- **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.

Reset Agenda

In addition, after the pandemic, trustees agreed a Reset Agenda which shapes the direction and content of our current plans. The priorities are:

- Engage wider audiences through programming and communications
- Diversify staff and volunteers
- Consult people and work in partnership
- Address the history of the Horniman business and institutional collecting
- Enhance our digital provision
- Make the Horniman greenhouse gas neutral and more biodiverse
- Maximise income generation to support this agenda.



Governance and Funding

The Horniman is an independent charitable company limited by guarantee, incorporated in December 1989 (and registered as a charity in February 1990) and subject to the supervision of the Charity Commission. Unlike many museums and galleries, the Horniman owns all its assets – both its premises and collections – holding them either in trust for the public under the terms of the original foundation of 1901 or as part of its charitable corporate assets. The dual nature of the Horniman is also unusual: it is not only a public museum but also a public park ‘dedicated to the recreation of the public’.

Department for Culture, Media and Sport

The Horniman’s core funding is largely provided by grant-in-aid from the Department for Culture, Media & Sport (DCMS). Our priorities set by DCMS include protecting our world-class collections and front line services; maintaining free entry to the permanent collections; continuing our financial recovery after the pandemic; continuing to progress with maintenance works across the estate; taking a strategic approach to partnership working across the UK and internationally, and prioritising access for disadvantaged young people and communities. In addition, the Secretary of State for DCMS has set out four additional priorities: Harnessing Data, Youth, Environment and Place.

Self-generated income

The Horniman aims to generate circa £3 million each year to supplement its grant-in-aid funding. The commercial activities of the Horniman are overseen by its trading subsidiary Horniman Museum Enterprises (HME), with the main income streams currently being from the café, gift shop and venue hire. Other income is generated through charitable activity such as temporary exhibitions and events ticketing alongside fundraising activity.

Photo credit:
Laura Mtungwazi





Photo credit:
Andrew Lee



The Role

The Chief Executive will be expected to uphold the values and promote the aims and mission of the Horniman.

Key responsibilities

- Promote the vision for the Horniman and develop a strategy for its future that significantly raises the distinctive profile and aims of the Museum and Gardens, through consultation and discussion with the staff, trustees, and external stakeholders (including audiences) to ensure its continuing relevance and financial sustainability;
- Develop the interpretation of the collections, ensure they are safeguarded and documented and support academic use of them;
- Identify, develop and deliver creative and commercially focused initiatives and programmes that combine public purpose and profitability;

- Be a compelling ambassador, representing the Horniman locally, nationally and internationally. Building partnerships, creating opportunities and capitalising on beneficial relationships with cultural and educational organisations and others;
- Lead fundraising and philanthropic activities, sustaining and promoting a range of relationships and partnerships with existing trusts and foundations and potential individual and corporate sponsors;
- Provide visionary and inspiring leadership to the staff and manage the resources of the Horniman so as to deliver the objectives and targets set out in the Corporate Plan and fulfil the commitments made to all funders;
- Ensure that appropriate financial systems and controls are in place so that planned activity is delivered cost-effectively, within budget and in line with responsibilities attached to managing public money and the role of Accounting Officer. This also includes ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed;
- Work with the Chair and Board of Trustees to ensure that the objectives of the charitable trust, the requirements of the Charity Commission, the Sponsor Department (DCMS), and standards of good governance are fully met. This includes advising the Board of Trustees on the discharge of their responsibilities in charity law and in compliance with the Horniman Museum and Gardens' governing document, the founding legislation and in any other relevant instructions and guidance that may be issued from time to time by the sponsoring Department;
- Advising the Board on the Horniman Museum and Gardens' performance compared with its aim[s] and objectives.

General responsibilities

- Follow and promote safe systems of work and observe health and safety regulations to ensure a culture that supports effective risk management and safeguarding;
- Maintains and develops a culture of support, where people (staff and volunteers) feel included, supported and can fulfil their potential;
- Create an environment that attracts the best talent to the Horniman including staff, volunteers and events;
- Focus on improving the diversity of visitors, ensuring that we meet the priorities of the sponsoring Department - currently these are:
 - maximising the potential of our sectors through better use of data and metrics
 - creating opportunities across the UK, particularly for young people
 - and creating and improving 'place' through the preservation of the culture and heritage that give identity to place, increasing people's access to that heritage, culture and sport, and improving volunteering opportunities.

Responsibilities from DCMS

- The Chief Executive, as Accounting Officer, is personally responsible:
 - For safeguarding the public funds for which they have charge;
 - For ensuring propriety, regularity, value for money and feasibility in the handling of those public funds;
 - For the day-to-day operations and management of the Horniman Museum and Gardens;
 - In addition, they should ensure that the Horniman Museum and Gardens is run on the basis of the standards, in terms of governance, decision-making and financial management, that are set out in the Managing Public Money guidance from Government;
 - Responsibilities to DCMS will be set out in the appointment letter issued by DCMS as the sponsor department.

Job activities may vary and evolve over time to meet business needs.



Person Specification

Essential

- A sustained track record of effective leadership at a senior level, with experience of leading change across organisations;
- The ability to develop and implement creative solutions in a changing, uncertain environment;
- The personal capability to work effectively with, motivate and inspire the senior leadership team and wider staff;
- The gravitas necessary to be the spokesperson for the Horniman and to champion its importance to a wide range of local, national and international audiences and stakeholders;
- An entrepreneurial mindset, with a track record of income generation whilst maintaining a commitment to public benefit;
- Successful experience of building relationships with institutional funders and networking to support fundraising targets;
- A strategic thinker with sound business planning skills, including experience of financial and risk management;
- Ability to lead, motivate, delegate and work collaboratively across an organisation, and influence and inspire peers to work together and join up their activities and efforts;
- The personal capacity to develop an effective working relationship with the Board of Trustees;
- Confident as a presenter and engaging public speaker;
- Experience of delivery of significant capital projects;
- Empathy with the Horniman mission and an interest in its collections, exhibitions, activities and events;
- Commitment to equality and diversity.

Desirable

- Experience in a senior-level role within the cultural and/or heritage or charitable sectors, or for visitor attractions;
- An understanding of the issues relevant to the management of a heritage site and collections of international significance;
- Experience of working within Whitehall or with a government-sponsored body;
- The ability to develop, inspire and engage diverse audiences;
- Knowledge and experience of leading an organisation's sustainability strategy.

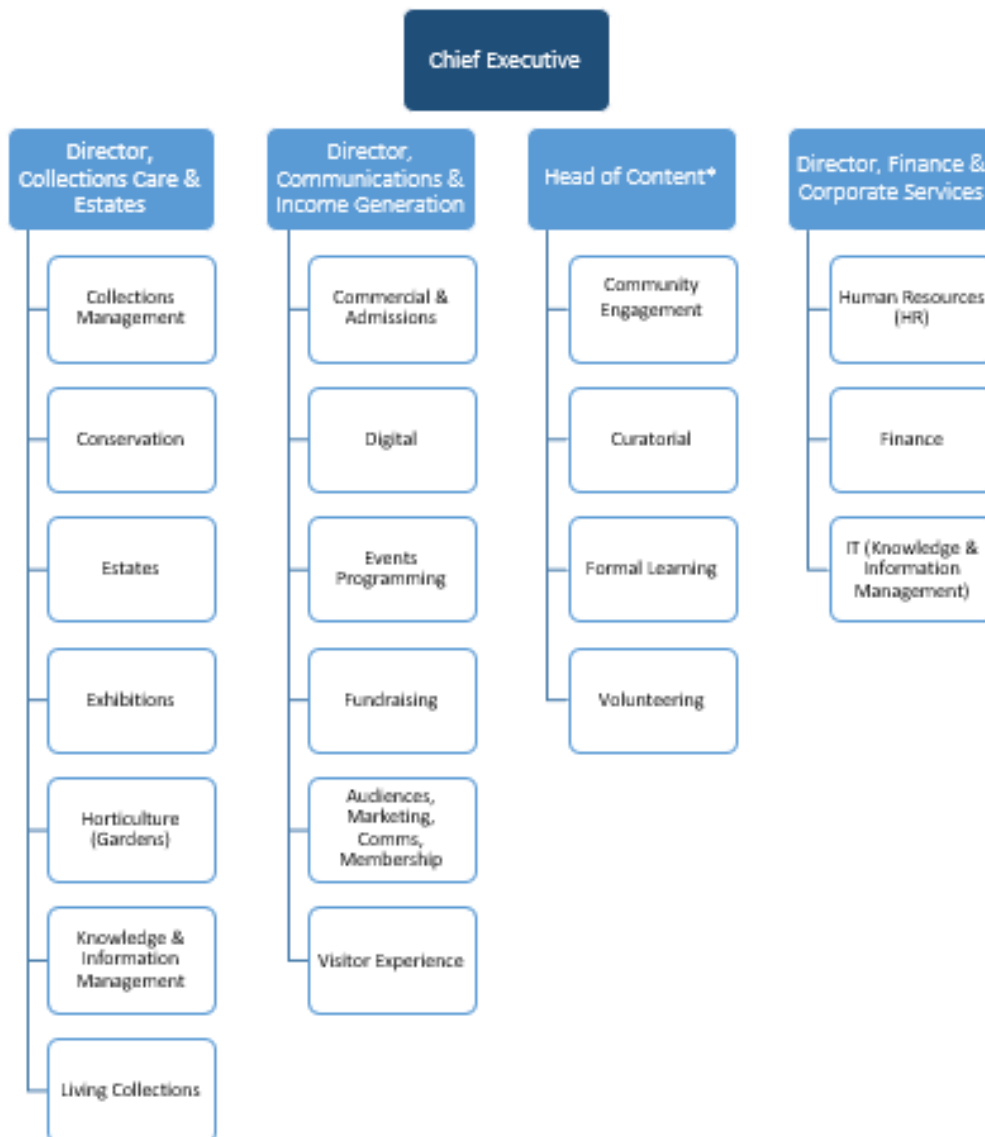
Circumstances

- The Chief Executive will be expected to work at such locations as may reasonably be required in the discharge of his/her responsibilities and may be required to travel anywhere in the UK or abroad;
- A basic DBS check is required for this post.



Photo credit:
Laura Mtungwazi

Organisation Chart



**Current Chief Executive also operates as the Director of Content, providing leadership to the Content directorate and line management of a Head of Content. This is subject to change dependent on the skill set and experience of any incoming Chief Executive.*

Terms of Appointment

The salary for the role is £100,000 - £120,000.

The post will be based at 100 London Road, London SE23 3PQ.

The Chief Executive is entitled to the Local Government Pension Scheme, which is a career average. Employer contributions are currently 16.9% and employee contributions for that salary level would be 10.5%.

30 days of holiday entitlement plus public holidays.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Horniman Museum and Gardens on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **EAFCV**

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **14th December 2023**

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Saxton Bampfylde

LONDON

9 Savoy Street
London WC2E 7EG

EDINBURGH

46 Melville Street
Edinburgh EH3 7HF

saxbam.com

Partners in **Panorama** - Search around the world
panoramasearch.com

