



**NATURAL
HISTORY
MUSEUM**

Corporate Plan Update 2009/10

This update of the five-year Corporate Plan 2007/8 – 2011/12 explains the development of our brand and articulates our corporate planning process, including detailing the corporate priorities for 2009/10. The Corporate Plan 2007/8 – 2011/12 outlines the work of the Museum for that five-year period and states how we will realise our vision: **to advance our knowledge of the natural world, inspiring better care of our planet.**

Our mission is: **to maintain and develop our collections, and use them to promote the discovery, understanding, responsible use and enjoyment of the natural world.**



Our vision

Our vision provides us with our goal. Our mission-guided seven strands of work and the cross-cutting themes that underpin the management of our resources deliver this goal, and our brand provides the decision-making framework, which is all articulated in our corporate planning. We want to be recognised as a voice of authority on the natural world by all the stakeholder groups we interact with, and inform policy on issues that relate to the natural world. In 2008/9 we defined how we want to be perceived by our stakeholders in five years' time. Achieving this will inform our future work. We are also working to further define our key areas of intellectual territory beyond the categories of biodiversity, Earth's origin and public engagement with science. These are areas we have expertise in and will proactively promote to all our stakeholders along with our views on science and related societal issues. It is essential that we all understand where we are going as an organisation and why.

The Corporate Plan 2007/8 – 2011/12 articulates our vision and how we are going to achieve it. In order to advance our knowledge of the natural world, inspiring better care of our planet, we aim to:

1. Be a research organisation of international significance, exploring Earth's diversity and the processes generating this diversity.
2. Build and maintain the collections we look after, as a comprehensive summary of the diversity of the natural world accessible to international communities.
3. Be a leading resource in the UK, Europe and globally for information on the natural world.
4. Enable development of knowledge and understanding about the natural world.

5. Increase the number and diversity of people visiting us, our website and touring exhibitions.
6. Structure our public offer to provide knowledge, enable critical examination and empower people to act on their understanding.
7. Ignite a love for the natural world in young people and provide multiple opportunities throughout their lives to build and grow that passion.
8. Develop a high-performing, engaged, empowered, creative and diverse workforce.
9. Maximise funding, build commercial opportunities and spend money wisely and well in delivering our Corporate Plan.
10. Manage our estate within a strategic and tactical framework, which enables us to deliver our science, public offer, access, environmental and commercial objectives.

These are the goals for our seven strands of work and the three cross-cutting themes.

In order to achieve our vision, we will need to change some of the things we do and some of the ways we do them. Such changes will contribute to the brand shift, which will be advanced symbolically by the completion of the second phase of the Darwin Centre in September 2009 and provide our visitors with opportunities to engage directly with our science and to see the extent and relevance of our collections. We are also looking to the future and how we can further effect the change in perceptions of our stakeholders, so that we become widely recognised as a voice of authority on the natural world.

Public value and brand shift

Public value is the public sector equivalent of shareholder value in the private sector, therefore it is about ensuring that our public or stakeholders value our work and are given opportunities to engage in the Museum's decision-making processes through appropriate feedback mechanisms. Public value is linked to stakeholder perceptions of an institution's work and, therefore, its brand. We need to demonstrate our public value to our stakeholders going forward to ensure we achieve our brand positioning and ultimately our vision, as well as to ensure the long-term future of the Museum and its funding.

In 2008/09, as part of the work under corporate priority 2 – to ensure the long-term future of the Museum by delivering more explicitly our public value through a stakeholder-centred approach to all our work – we defined our key stakeholder groups and how we want to be perceived by them in five years' time to ensure we achieve our positioning and vision.

We have identified our key stakeholder groups, those groups of people that really matter to us, as:

- our people
- the Government and Parliament
- our funders
- our visitors
- teachers and learning opinion formers
- the global scientific community
- the media
- non-visitors (members of the general public who have not visited us)

We recently commissioned Opinion Leader to conduct research to provide us with baseline data on how we are currently perceived among our key stakeholders, to see how far we are from our aspirational brand positioning: **to be a voice of authority on the natural world.**

This research has also provided us with a framework for the Museum's public value that can be measured through ongoing quantitative and qualitative research among samples of the stakeholder groups. The initial findings of the research are very positive, but there is more to be done in promoting our science.

We have also identified the main opportunities for achieving our brand shift as:

- our activities during Darwin Year and our leadership of Darwin200
- the successful opening of the second phase of the Darwin Centre in September 2009
- our advocacy for the next Spending Review due in late 2009, but probably on hold until after the next General Election
- the broadcast of the BBC documentary on the Museum in 2010
- our activities during 2010 when the targets of the international Convention on Biological Diversity, CBD, will be reviewed
- our activities during the Cultural Olympiad and in the run-up to the London Olympic and Paralympic Games in 2012

Over the next couple of months we will identify actions and mechanisms for delivering the brand shifts. There will be more information on this vital area of work on the Intranet later in the year.

Corporate priorities for 2009/10

The Corporate Plan 2007/8 – 2011/12, published in 2007, was accompanied by a comprehensive workplan, which outlines the ways in which departments across the Museum will assist in the realisation of the vision. The Corporate Plan Update 2009/10 will be accompanied by a detailed workplan for the delivery of the corporate priorities for 2009/10 (available on the Resources page of the Intranet). Other areas of the Museum's business are detailed in our key strategies and departmental plans that are linked to our individual forward job plans.

We have identified the following corporate priorities for 2009/10, which have not changed significantly from those in 2008/9 as they are long-term and the work to achieve them is ongoing. These priorities do not encompass everything we do, but we must all work towards delivering them:

1. **To deliver the second phase of the Darwin Centre ready for operating and ensure that the benefits begin to be realised.**

Why? Darwin Centre Phase Two will deliver its benefits and is a major opportunity to deliver our brand shift.

The key measurement criteria for this priority are:

- the building is effectively integrated into our estate
- the building is operating to our design criteria
- the benefits identified in our benefits realisation plan are being delivered
 - Benefit 1: Enable the Museum to continue to deliver internationally competitive research through provision of functional and adaptable modern research facilities.
 - Benefit 2: World-class management and preservation of world-class collections for future generations.
 - Benefit 3: Increased public engagement with our science.
 - Benefit 4: Spearhead the realisation of the Museum's vision to create one Museum and to change the way we are perceived by stakeholders (internal and external).
- complete implementation of the Science fit-out and occupation plan
- complete implementation of the public offer fit-out and occupation plan
- effectively launch the second phase of the Darwin Centre

2. **To ensure the long-term future of the Museum by:**

• **using our voice of authority to promote better integration of science with society**

Why? This is the ultimate manifestation of our brand vision – we want our work to influence the behaviour of visitors, peers and other key stakeholders.

• **delivering more explicitly our public value through a stakeholder-centred approach to all our work**

Why? We need to maintain the investment of public and other funds in the Museum by building a compelling case for future funding.

• **implementing the capital programme in line with our Masterplan Development Framework, for the more effective use of our estate that optimises collection storage spaces and a programme of gallery improvements**

Why? We need to update the way we allocate resources to the physical estate in line with the completed Masterplan Development Framework.

The key measurement criteria for this priority are:

- progress our brand development work by ensuring brand is considered in all decision-making and start to implement work on the brand shift, including measurement, to enable us to start realising the benefits
- develop our Corporate Communications Strategy
- continue to establish milestones for the demonstration of public value in all areas of our activity
- progress the delivery of our capital programme in line with our Masterplan Development Framework

3. **To increase the impact of our virtual environment for scientists, visitors and learners.**

Why? Technology such as online resources allows us to expand our reach and increase access to our collections and scientific data. This will increase the audience for our public offer and strengthen our collaboration with scientific peers. In effect, our website is the virtual manifestation of our brand.

The key measurement criteria for this priority are:

- develop our infrastructure to increase online peer-to-peer science communication through delivering our scientists' curriculum vitae on our website, the Digital Asset Management (DAMS) project, by conducting a review of our Science web pages, publishing scientific databases and by developing a public offer content plan
- progress our work on establishing a cross-Museum strategy for our place in the virtual world

Corporate planning

The Museum is continuing to develop our corporate planning in order for us to allocate our resources more efficiently and effectively, to ensure we achieve our vision and better demonstrate our value.

Our seven strands of work and the cross-cutting themes transcend the corporate planning process and enable us all to see how our role fits into the corporate plan.

There are a number of other key strategies that provide the infrastructure for our mission-related work:

- Commercial Strategy
- Masterplan Development Framework
- Digital Development Framework
- People Strategy
- Development Strategy
- Financial Strategy

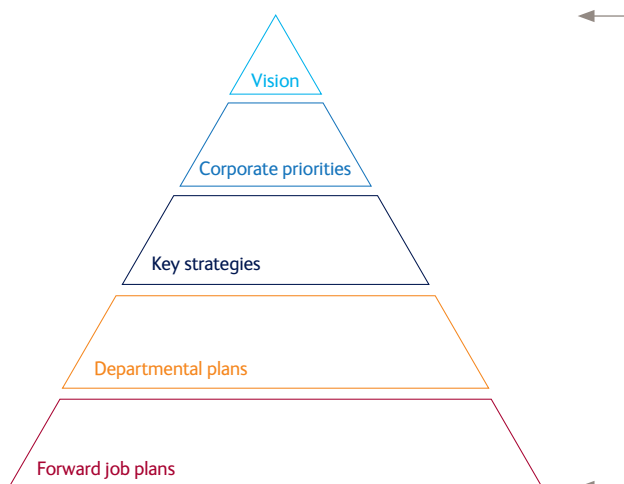
These strategies provide us with a number of objectives that progress us towards our vision. Detailed implementation plans for each strategy will be established during the next year, along with a guide to essential elements for departmental plans to ensure every department is working towards achieving these objectives in accordance with the principles set out in our Regional, International and Sustainability Agendas and Risk Management Plan.

Further details will be available on the Resources page of the Intranet.

Key strategies

We have now updated our key strategies, which help us achieve our vision and corporate priorities. The mission-related key strategies are:

- Science Strategy, incorporating the Collections and Research Strategies
- Public Offer Strategy, incorporating the Permanent Galleries Plan, Public Programme Plan and Visitor Strategy
- Learning Strategy



Seven strands of work

- generating new knowledge
- maintaining a major science infrastructure
- providing access to existing information
- delivering learning opportunities
- engaging with a larger, diverse audience
- creating engaged and scientifically literate citizens
- inspiring a life-long commitment to the natural world

Three main themes underpin and guide our work:

- our people
- financial resources
- master-planning

Master-planning

One of our cross-cutting themes is master-planning, and a corporate priority for 2008/09 was to complete a Masterplan Development Framework for all our sites in South Kensington, Tring and Wandsworth. These frameworks set the Development Principles for the future shape of each of our sites and are working documents. The Development Principles are a set of physical and environmental guidelines that in total amount to a complete resolution of the Museum's spaces, circulation and movement patterns and building-use in line with the Museum's vision for the next 25 years. The framework is a decision-making tool for our future development and identifies a number of project options to help realise our vision. Some of these projects have already been completed, while others are currently work in progress.

The future

We are looking to the future and post-opening of the second phase of the Darwin Centre. We will need to focus on delivering the plans in accordance with the Masterplan Development Framework, in particular looking at putting our remaining collections into at least the minimally acceptable storage conditions, the consolidation and enhancement of scientific work areas and the redevelopment of our permanent galleries. This will depend on future Government funding, our ability to fundraise for these projects as part of the Evolution Campaign and our ability to generate our own income in the context of a difficult economic climate.

We face a number of significant challenges in the near future as the impact of the difficult economic climate continues. This will lead to reductions in funding, both from Government and Development sources, as well as have an impact on our self-generated income. We are already preparing the tools to help us prioritise our work and to look at how we can make further efficiency savings. We will begin a transparent, robust and fair process to help determine where savings can be made. Our vision and corporate plan, including our corporate priorities, will dictate the areas of Museum business that we will prioritise for future funding.

Thank you

Thank you for your continued hard work and efforts. We must work closer together in order for us to achieve our vision and ensure the Museum is recognised as a voice of authority on the natural world. In a time when we are facing massive environmental challenges, like climate change, the Museum has an even more important role to play in assisting the generation of and distribution of vital knowledge.