



LONDON MUSEUM

STRATEGIC PLAN
2023-2028



**LONDON IS A CITY OF
PEOPLE. STORIES RATHER
THAN MAPS WILL GUIDE
YOU. MEMORIES, HISTORY
AND CURIOSITY, TOO.**

Gemma Seltzer, Writer

These lines are from a piece written to introduce London Life,
one of the galleries being developed for the new
London Museum at Smithfield.



LONDON'S SHARED PLACE

This plan sets the direction for the most exciting time in our history. By 2028 Museum of London will have become London Museum, a shared place in the middle of it all where all our city's stories cross and collide.

Thank you London, Londoners and the people and organisations who have helped us get to where we are today and to all those who will help us in our next five, transformational years.

- Our Patron The former Prince of Wales
- The City of London Corporation
- The Mayor of London
- Arts Council England
- Our Governors
- The Trading Board
- Academic Panel Members,
- New Museum Project Board Members
- The Campaign Board
- The London, Sugar & Slavery Gallery Advisory Panel
- All our staff and volunteers
- National Lottery Heritage Fund
- Bloomberg
- The Goldsmiths' Company
- The Linbury Trust
- The Garfield Weston Foundation
- All our donors and supporters
- And to everyone who's donated objects, stories, memories or time

You are helping us to continue in our endeavour to be the museum for all Londoners, past, present and future.

Our Patron The former Prince of Wales on the roof of the General Market at Smithfield in 2021 considering the restoration and sustainability of the building, with architect Paul Williams OBE, supporter Eric Reynolds and Museum Director Sharon Ament
cover image: Smithfield General Market © Museum of London

Visitors to Smithfield will be able to explore our historic and contemporary galleries in the General Market or head to West Poultry Avenue for cutting-edge, real-time multimedia exhibits. Our Research Centre will be established, and work on the temporary exhibition spaces, learning centre, and collections stores in the Poultry Market will be well underway.

Our content will be entirely refreshed and presented in new ways that will resonate with curious tourists visiting from afar as much as with those who are proudly Londoners. In just five short years, London Museum will get the town talking and be the talk of the town.

Operationally we'll work in new ways to deliver an outstanding visitor experience for all, and create superb economic and social value for London. These practices will help form the foundation of our financial success for years to come

Meanwhile, as planning for Smithfield swings into delivery, London Museum Docklands will move to centre stage. Commercially successful exhibitions selling tens of thousands of tickets will enhance the offer to visitors and sit alongside new ways of telling the globally important history of the Transatlantic slave trade and London's docks. In its Docklands home, London Museum will become a more meaningful and powerful place for all nearby residents.

London's relationships and impact extends far beyond our city. Therefore, we'll reach out through new and longstanding international partnerships to help us better and more sensitively understand London's place in a connected world. We will engage with the world through extraordinary digital initiatives, helping visitors near and far make sense of London as a global city. Our audiences will have the chance to visit us via new, improved transport links or simply by the click of a button.

In these uncertain times, society demands that organisations such as ours have a positive impact, and we recognise our need to be a force for good. Whether you look at it from the perspective of the city, its people or our museum, the long-term effects of the pandemic and Brexit are yet to be fully understood. At the time of writing this plan, the domestic and global economic and political situations are in flux, but being a force for good is central to our mission and something we will work ever harder to be. This is why young people, who make up a third of London's population, will be a focus.

This strategy is a framework for the next five years. Throughout this period, we'll maintain a laser-sharp focus on our ambition to create the best city museum in the world in Smithfield, Docklands and online. This approach will be supported by more flexible planning and delivery to reflect the environment in which we operate.

One thing we do know for certain is that London Museum will always be a partnership. We are proud to partner with every Londoner – past, present and future. Our partnership also extends to our funders, the City of London Corporation and Mayor of London, as well as Arts Council England and many other generous supporters. As we continue to grow, it is through partnerships with people, groups and organisations that we are yet to meet, that will help make our dream a reality.

Additionally, we know that by 2028, more people will be visiting our museums and engaging with us digitally than ever before. In just five years time, we'll be enriching the understanding and appreciation of London and all its people more deeply and in many more ways, some of which we cannot yet imagine. This could not be a more exhilarating time.

WHO WE ARE AND HOW WE DO IT

MISSION

We are here to enrich the understanding and appreciation of London and all its people – past, present, future.

A home for learning, exploration and adventure, we aspire to be a force for good in London, as London must be for the world.

POSITIONING

The museum is London's shared place in the middle of it all. Slap bang in the middle of rush hour, of 10,000 years of history, of London's biggest arguments, trade routes and memories. No matter where you've come from, how long you're staying for, or what side of the river you live on, we offer a home where all of London's stories cross and collide.

BEHAVIOURS

> TAKE GOOD CARE

We're proud custodians of the stuff of London. From ancient collections to the learning of future generations, we collect and care for the things that matter most to everyone who has London in their heart.

> CONTRAST AND CONNECT

In this city of parallels and plurality, it is the museum's job to create the crossroads. We are unafraid to discuss the bigger issues and spark meaningful encounters across place, time and difference.

> PUT ON A GREAT SHOW

From front-of-house greetings to all-night events, we'll strive to ensure every experience is transformative. A great show has the power to bring us together, create conversation and shape how we see the world.

> KEEP YOUR FEET ON THE STREET

We won't call Culture from a high tower, and we won't gloss over the realities of our city. We go out and we stay true to London – in all its grit and glitter.

> THE DOORS STAY OPEN

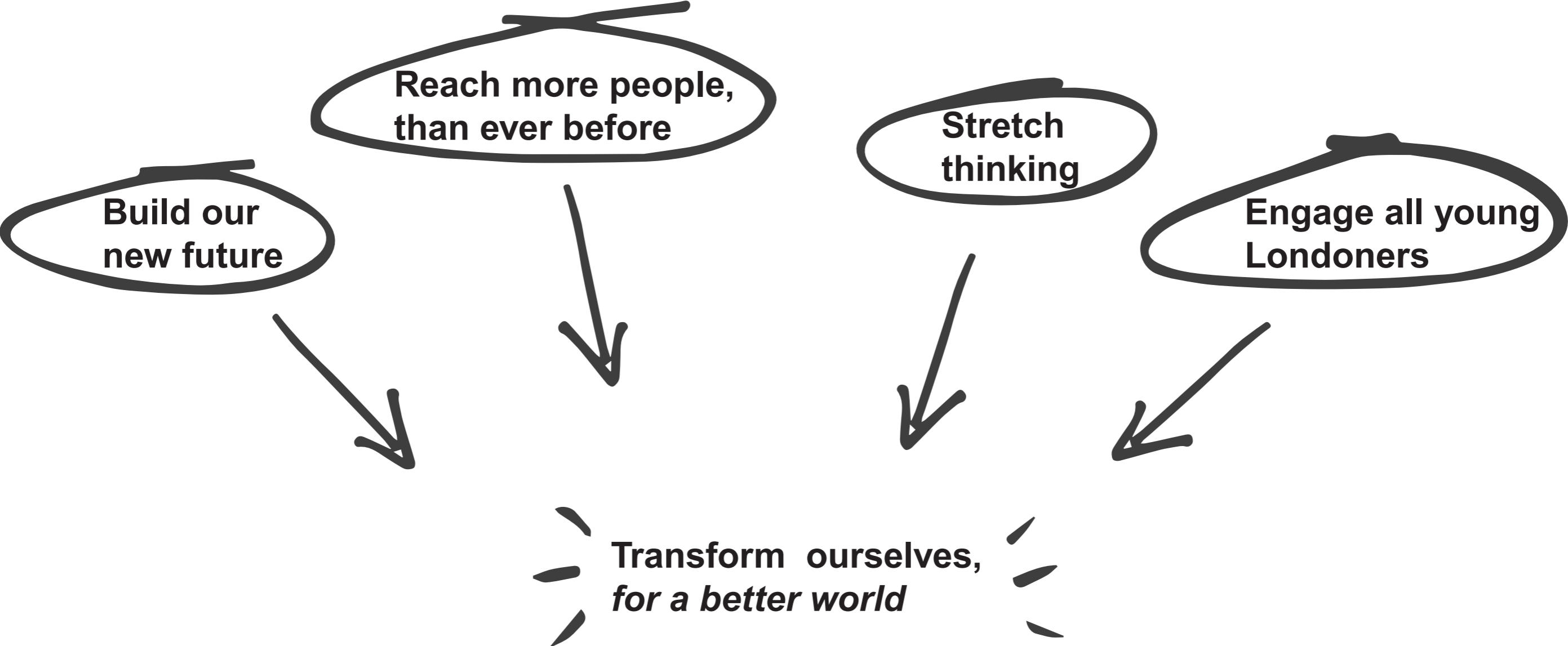
Our project is a partnership with the people of London. Open and accessible to all. Open for conversation, possibility and change. From 3AD to 3am, we're here.



Battersea Rise, Battersea, London, by Niall McDiarmid, 2014

Aerial view over the roofs of the new museum site at Smithfield General Markets © Museum of London / David Parry

OUR STRATEGIC OBJECTIVES



LOOKING BACK, 2018-2023 — A SNAP-SHOT ←

The task of closing the Museum of London at London Wall in December 2022 was a huge endeavour taken on fearlessly by our entire team. The six-month events programme culminated in our two busiest weekends of all time, seeing us welcome a total of 24,000 people through our doors and taking record-breaking shop sales.

This was, of course, bittersweet as so many of our lives and careers are intertwined with our London Wall building, but we're excited to put all our energy into creating a world-class museum in Smithfield, and helping London Museum Docklands move to centre stage.

The period leading up to this moment, between 2018 and 2023, was one of the busiest and most productive times in our history, fuelled in part by global events that nobody could have predicted. We all have a lot to be proud of.

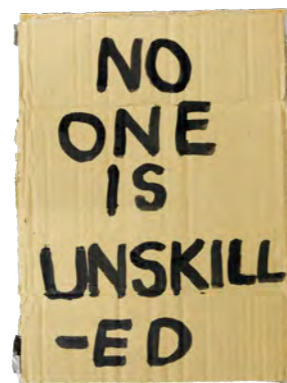
A BUSY TIME FOR VISITORS

- We welcomed almost 3 million visitors to our museums, with Museum of London Docklands now at pre-pandemic levels
- In 2018 25,000 people celebrated the 150th anniversary of the Victorian meat markets, at the Smithfield 150 festival, produced with Culture Mile
- We kept our doors metaphorically open throughout the pandemic lockdown of 2020, creating digital content enjoyed by thousands of people all across the UK and beyond
- Our exhibitions told a wider range of stories than ever before, from fatbergs to footballers and rivers to Romans, and not forgetting a series of music-themed displays about The Clash, dub reggae and grime
- We opened Executions, the first commercially ticketed exhibition at Docklands in over a decade
- Our shop at Docklands is now larger than ever before and our venue hire business has gone from strength to strength, generating over 64% more income than before the pandemic

No one is unskilled, from *Sign Paintings for the NHS*, by Peter Liversidge, 2020
opposite: circular pair-cased verge watch, c.1703

THE STUFF AND STORIES OF LONDON

- Our Arts Council-funded Curating London programme piloted new ways to collect the lived experience of Londoners and enhanced our collections with topics ranging from Brexit to food to sport, and in all of this the lives of young Londoners featured large
- During the 2020 lockdown, we collected Londoners' experience of the pandemic in real-time, even their dreams, achieving international media coverage
- Not only did we acquire a chunk of the Whitechapel fatberg, we also added to the London Collection an 1815 panorama of London, a unique carved scrimshaw whale's tooth, a silver trencher owned by Pepys, the Trump Baby blimp, and fashion celebrating the Windrush generation
- Over the years our active collecting has broadened and enhanced the 7 million plus objects in our care
- We designed layouts for 200 showcases, moved 4,000 objects into a new transit store and checked, measured and photographed 1,000 objects, ready for the Past Time galleries in Smithfield



LONDON LEARNING

- Our Learning team engaged more than 360,000 children including school students from London and beyond
- Our online Learning resources were viewed 2 million times
- Through the Listening to London project, we worked with almost fifty volunteers to re-interpret aspects of our oral history collection
- We managed the Culture Mile School Visit Fund to enable over 14,500 pupils from disadvantaged areas to visit cultural venues in the City
- Our learning offering won us our third successive Sandford Award
- Our new Engagement Charter was developed with 400 Londoners and 15 partner community organisations, building on foundations by the University of Leicester
- As a founding Culture Mile partner, we continued to deliver skills projects for young people and promote the City as a visitor destination, all while laying the groundwork for the new Culture Mile Business Improvement District and Destination City strategy

BEHIND THE SCENES

- As an organisation, we withstood the challenges of the pandemic. We successfully shut and reopened the museum in line with government guidance while safeguarding the collection and moving to a blended working framework
- Our workforce is now more diverse than ever before. Over half of our revitalised senior team are women, and a fifth are Black, Asian and ethnically diverse. More broadly, 16% of our workforce are Black, Asian and ethnically diverse, 10% are disabled, and 14% identify as LGBTQ+

- We undertook an academic research partnership to understand the systemic barriers to becoming a more equal, diverse and inclusive organisation, and now operate a Race Equity Action Plan
- New senior appointments have bolstered leadership for London Museum Docklands across management and curatorial, setting it up well for the years ahead
- Digital transformation has begun, with our digital strategy attracting £1.5m in external funding
- Not only have our finance and HR functions been bolstered further with new, industry-standard systems, this was implemented remotely during lockdowns – and was no small undertaking

PREPARING FOR THE FUTURE

- We were granted planning consent for the full campus of buildings that will make up London Museum in Smithfield
- Construction is underway, with the General Market restoration visible to passers-by
- £37m has now been raised to create a new museum in Smithfield, including two £10m grants from The Goldsmiths' Company and Linbury Trust, and two £5m grants from the National Lottery Heritage Fund and the Weston Foundation
- Prior to becoming King, we were delighted to announce the then Prince of Wales as our Patron

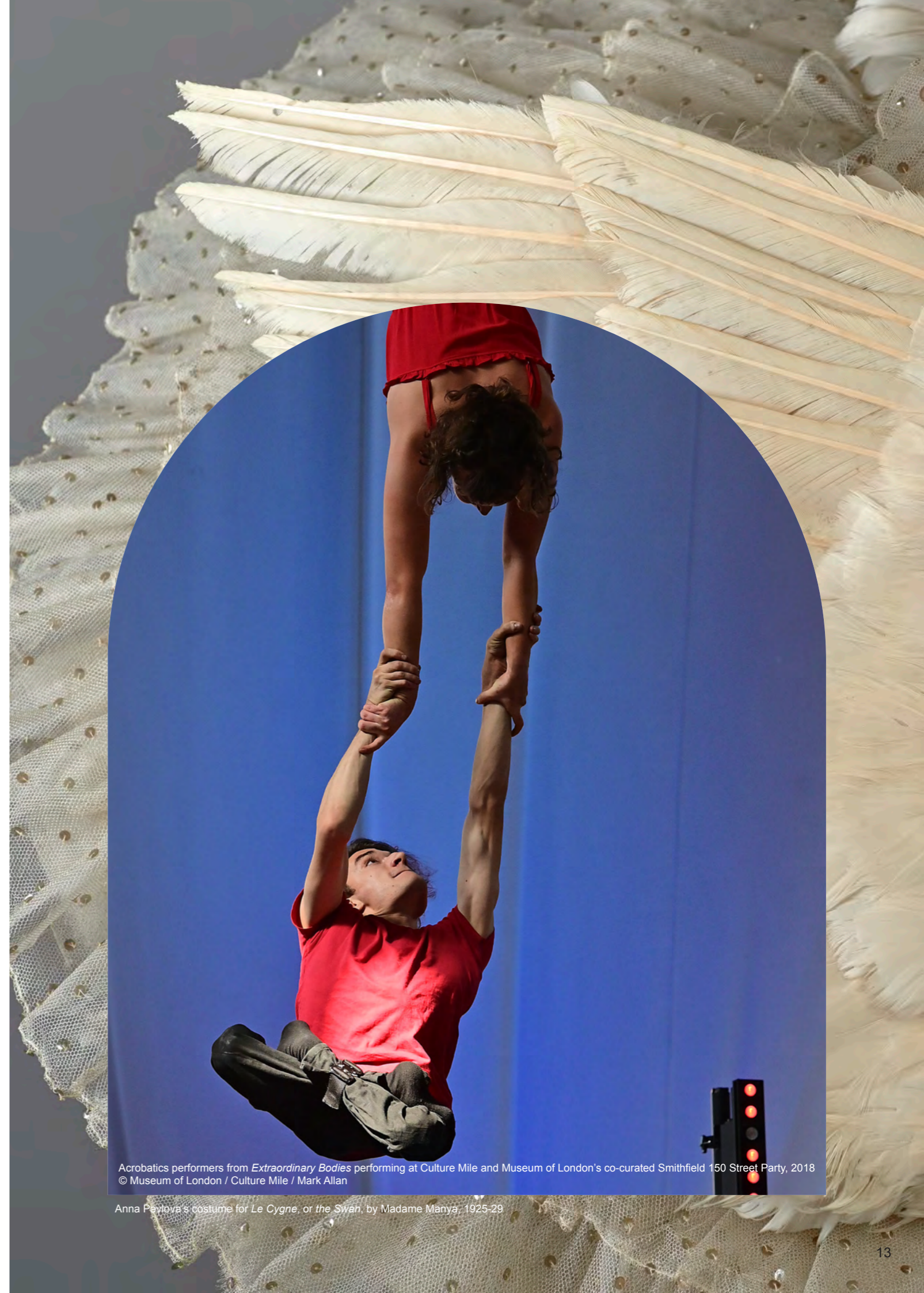
By 2028 →

- London Museum will be open in Smithfield and London will be buzzing as a result
- We will establish a new model for a museum that has achieved worldwide recognition
- We will have deployed the resources to make it happen and have raised £70m and more to achieve the project
- We will welcome more than 2m visitors per year to London Museum and London Museum Docklands
- Our digital transformation will be complete and, with a digital audience comprised of 5m annual web visits and 600k subscribers, we will lead the way in museum digital innovation
- We will generate at least £10m a year through self-generated income
- We will have engaged with 1.6m school aged children online, through our educational programmes, and as visitors.
- Young people's experiences will be shaping our collections, and our museums will be places for young people to flock to, seeing us as a place for them. We aim to encourage more than 250k people aged between 16 and 24-year-olds to visit independently per year
- The research centre will be operational, and we will have achieved Independent Research Organisation status, stimulating new research and generating major grant income
- We will be recognised as an extraordinary and inclusive employer attracting the very best talent
- We will be more representative of London, from the Board of Governors to our extensive cohort of volunteers. Over half of our senior team will be women, and 40% will be Black, Asian and ethnically diverse; 30% of our workforce will be Black, Asian and ethnically diverse, 16% will be disabled, and 15% will identify as LGBTQ+
- We will be on the way to achieving net zero, proudly leading the way in environmental sustainability

- London Museum Docklands will be the most compelling reason to visit West India Quay and Canary Wharf, and it will be renowned for the way in which it connects deeply with people locally, across the UK, the West Indies and beyond
- The units surrounding the General Market in Smithfield will be a powerhouse of creativity, home to a mix of partners working together, contributing to our long-term financial sustainability and helping us achieve our vision
- London Museum will be fundamentally more financially sustainable and create more value for London's citizens directly and through our wider influence

LOOKING FORWARD TO WHEN LONDON MUSEUM IS FULLY OPERATIONAL

- London Museum will be known as the best city museum in the world and a top ten London attraction
- Our visitors will grow beyond 2m to 2.5m a year at the London Museum and London Museum Docklands
- We will have achieved BREEAM Outstanding for our buildings and generated over £60m for the economy through construction
- We will have set a new model for museum sustainability by achieving our objectives of being; Regenerative, Flexible, Certified, Efficient, Low Carbon, Smart and Healthy
- We will be ready to deliver multiple major exhibitions a year (set to attract 350,000 visitors plus)
- Our annual web visits will grow by 50% to 7.5m and our email subscribers will increase to 750k
- Our self-generated income will grow by £5m to £15m a year
- We will be engaging over 250,000 school children a year



Acrobatics performers from *Extraordinary Bodies* performing at Culture Mile and Museum of London's co-curated Smithfield 150 Street Party, 2018
© Museum of London / Culture Mile / Mark Allan

Anna Pavlova's costume for *Le Cygne, or the Swan*, by Madame Manya, 1925-29

A CHALLENGING WORLD FILLED WITH OPPORTUNITIES

Our ability to respond to whatever the world throws at us has always been one of our strengths. Whether it's the unexpected opportunity we were given in 2015 to relocate to Smithfield General Market, collecting a chunk of fatberg and developing a display in record time or making a digital pivot to keep our doors metaphorically open during pandemic lockdowns, we've always taken the unexpected in our stride. It's hard to predict the opportunities and challenges that will come our way in the next few years, but we know we're well placed to respond to them.

VISITOR TRENDS

The long-term impact of the pandemic on domestic and international tourism is yet to be seen. However, early indications suggest tourists from our current key markets – North America and northern Europe – are returning to London, fuelled by attractive exchange rates. On the other side of the coin, times could become economically tougher with an anticipated ongoing cost of living crisis meaning our London and UK-based visitors have less money to spend on leisure activities. Access to our museums will always be free and something we'll shout about, but we know that even the travel cost for a day out in Central London can be prohibitive. Therefore, raising brand awareness amongst people who live within walking distance from our museums will be important, as will making the most of our new visual identity. Now more than ever, in a fast paced society, it's time to champion the enduring role of museums as places to make sense of the world around us. We'll continue to invest in research to better understand our audiences so that the London Museum is relevant for all Londoners, while also becoming a must-see attraction for everyone who visits our city. Meanwhile, the new Elizabeth Line ensures that our Docklands and Smithfield sites will be connected like never before. This ease of access will help us to reach into Europe and beyond. All of this will make us incredibly well-placed to support the Mayor of London's tourism drives and the City of London Corporation's Destination City strategy.

SOCIAL FACTORS

London is, and always has been, brilliantly diverse in every imaginable way. We'll continue to reflect this in everything we do, keeping our feet on the street in order to better understand the lived experience of Londoners and creating a workplace in which everybody feels welcome and able to thrive. London's streets are not always paved with gold, so through our apprenticeship and volunteering programmes we'll do all that we can to create opportunities – particularly for young Londoners – and encourage partners in our supply chain to do the same. We're not blinkered to different attitudes towards our city; we know that London, as the nation's capital and former centre of an empire, can be a divisive concept. We'll never shy away from hearing and presenting differing views, reflecting the grit and the glitter of the place so many of us call home.



A Pride banner from Backstreet club, London's longest running, men-only leather bar © Museum of London
opposite: silk purse in the form of a frog, 1650-80



ECONOMIC OUTLOOK

Post-pandemic, post-Brexit, post-Ukraine invasion, one thing we know for certain is that the pressures on the public purse are the greatest they have been for a long time. Of course, this presents a major challenge. It's almost too obvious to mention that rising energy costs are a concern and undertaking the largest cultural building project in Europe means the impact of inflation on building materials will need to be continually and expertly monitored. We'll work with the best consultants to help us with this. We are supported by innovative developers Stanhope, who have generously held our hand giving their expertise and experience from the beginning. Their commitment to London Museum is unparalleled. The state of the economy doesn't just affect us as a business; it affects our people, too, who are all feeling the pressure of rising living costs. We're doing what we can to support them whilst living within our means as a going concern. This will not be an easy balance.

FUNDING LANDSCAPE

The economic outlook mentioned above means the funding and fundraising landscape in which we operate during the period of this plan will be tough. However, we're confident our project to create London Museum and enhance London Museum Docklands remains a compelling proposition for funders, sponsors and partners alike. We could not be more fortunate that the City of London Corporation, with its new Destination City plans, and the Mayor of London are wholeheartedly committed to London's cultural vibrancy. We have much in common with Arts Council England's Let's Create strategy, and we hold our National Portfolio Organisation status responsibly.

There's plenty of optimism and goodwill to build on and we recognise that we must be ready to respond to new governments and new policies. By 2028 the political and funding landscape could be very different.

THE CLIMATE CRISIS

Being a force for good in London, as London must be for the world, means we must actively respond to the climate crisis, the greatest challenge of our time. We welcome new regulatory requirements and already have ambitions to achieve net zero. We'll respond in two significant ways: the first is to be the most sustainable version of ourselves. London Museum will be the world's first smart museum using state-of-the-art technologies to minimise operational carbon. Additionally, our sustainability ambitions have been built-in from the outset, by virtue of reusing existing historic buildings and embracing circular economy principles. Sustainability extends to our full estate, and we're working with our suppliers and partners to make an impact up and down our supply chain. The second way is through our content. A new collecting programme will record London and Londoner's experience of a changing climate. Our displays and events will help people make sense of the climate crisis and urban environments around the globe.

OUR STRATEGIC OBJECTIVES

1. BUILD OUR NEW FUTURE

OPENING LONDON MUSEUM

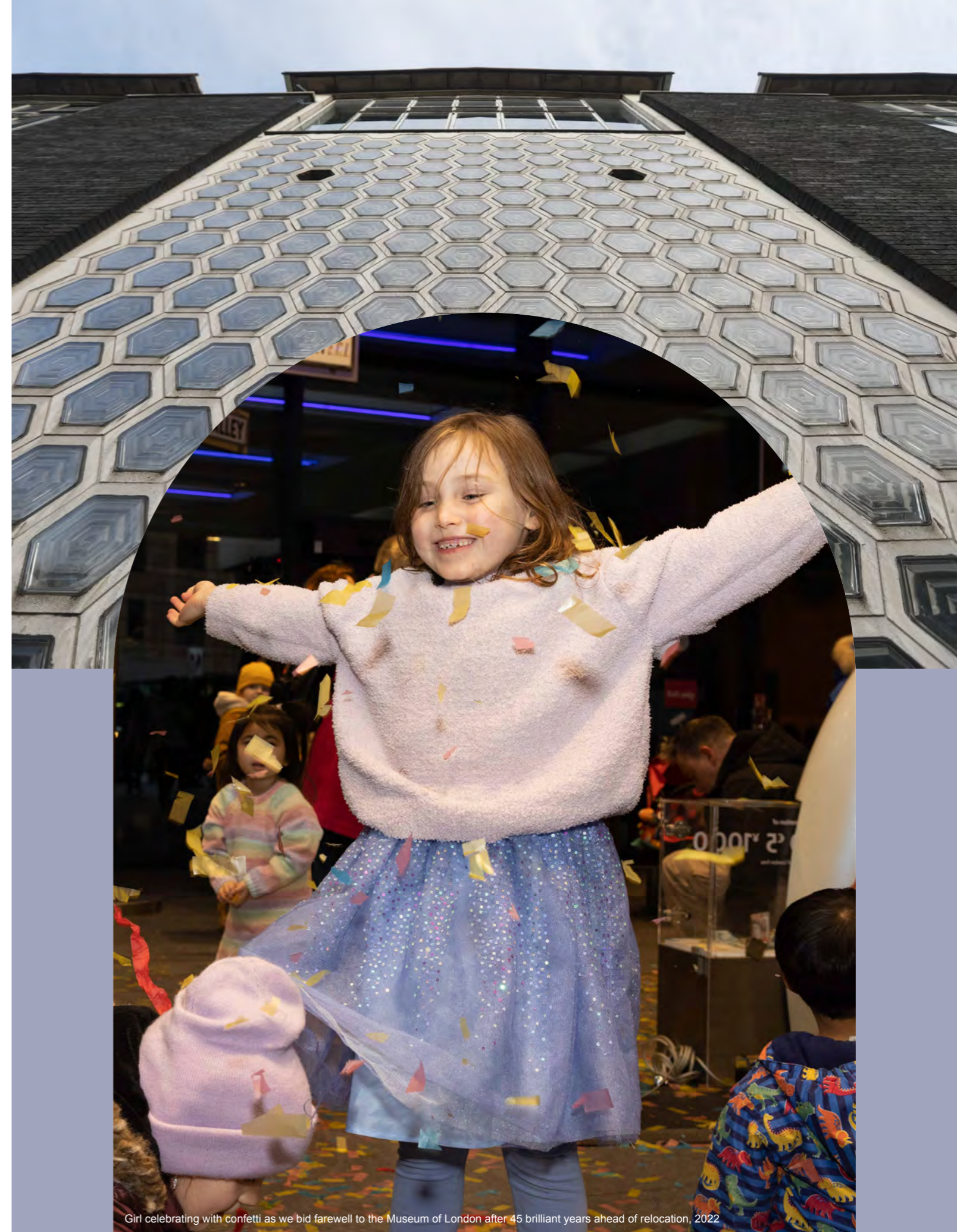
The next five years will see us put down roots in Smithfield. Changes to the fabric of the General Market are already visible, signalling our care for the historic buildings we will soon call home and hinting at how London Museum will look when work is complete. Working with our partners, this epic construction project will continue to create employment opportunities for Londoners and contribute to the economy. Events and creative interventions in the surrounding area will build anticipation, beginning with a spectacular inauguration in late 2025, celebrated with a festival curated by Londoners. London Museum, the world's best city museum, will start to come to life in earnest in 2026, when the General Market and West Poultry Avenue spaces welcome their first visitors. The evocative and unique subterranean vaults will open to the public in the following year, with the Poultry Market spaces opening their doors shortly after. Ultimately there will be no getting away from it: London itself will be writ large on the beautiful facades of the historic buildings.

IMPLEMENTING NEW OPERATIONS

With our sights set on inhabiting outstanding spaces in Smithfield, we'll review and reconsider our operational plans to make them supremely efficient and totally effective. We aim to be open all hours, and will be influenced at a fundamental level by our ethos of being a shared place. Our commercial strategy will unleash new socially significant opportunities to create value for ourselves and Londoners, all driven by entrepreneurial flair and a robust economic rationale. This will be complemented by an approach to the Victorian high street of shops surrounding the General Market exterior, which will see vacant units inhabited by like-minded London-focused partners. New strategies to improve how we present and manage our estate and facilities will be implemented, seeing us care for the historic buildings in which we operate sensitively and with environmental efficiency.

DELIVERING THE NEW LONDON MUSEUM DOCKLANDS STRATEGY

Under new dedicated leadership for the first time in a decade, London Museum Docklands will be recognised as an important cultural institution, locally, for London, nationally and internationally. It will confidently show how international trade, migration, enslavement and the river Thames were integral to shaping London and how its history resonates today. London Museum Docklands will welcome bigger audiences to galleries revitalised with new interventions alongside brilliant commercial exhibitions, all shaped through its masterplan. It will be a test-bed for smarter operations, ranging from facilities management to ticketing initiatives, reaping the rewards in the short and long term. Neighbouring businesses and those who live on the doorstep will feel pride and ownership of the museum, seeing themselves and their stories reflected in this welcoming and inclusive space.



Girl celebrating with confetti as we bid farewell to the Museum of London after 45 brilliant years ahead of relocation, 2022

Hexagonal glass brick windows in the external wall of the new museum site at Smithfield Poultry Market. © Museum of London

2. REACH MORE PEOPLE, THAN EVER BEFORE

MORE THAN 2M VISITORS BY 2028

In the first year of operation in Smithfield we'll welcome a combined total of almost 1.5 million visitors to London Museum and London Museum Docklands. We predict this number will grow to 2million by 2028 and 2.4 million visitors a year once the full Smithfield campus is open. Additionally by 2028 we'll have developed a new approach to audience segmentation which will build on recent digital and Docklands audiences research projects and include further research into Smithfield audiences. The external communications informed by this segmentation will help us increase the volume and diversity of our visitors even further.

Inspiring all families and adults who seek to learn about London's history in their leisure time will always remain a key part of what we do, and we'll continue to reach out and engage with the communities that live close to our museums. We're developing content at London Museum Docklands and on our digital channels designed for a younger, more diverse London audience with the aim of increasing meaningful and sustained engagement from these groups. Our aim is to be a place where young people feel inspired, a place that is a part of their own cultural identity and a place that they choose to visit independently.

OUR RELATIONSHIP WITH LONDONERS

Nothing is more important to us than deepening our relationship with the people who also call our great city home. By 2028 we'll have crowdsourced the opinions of many thousands of Londoners to help us with the process of creating a new museum in Smithfield, enhancing London Museum Docklands and contributing to our digital offering. Repeat visits to London Museum Docklands will have increased exponentially and the number of Londoners who visit London Museum multiple times a year will set new benchmarks in the sector. We'll follow our Engagement Charter principles and reflect London's diversity in everything that we do. Our award-winning volunteering programme will continue to thrive and set national standards. Through our work in and around Smithfield, we'll be able to make a real difference to the lives of local communities, providing 16 to 25-year-olds with creative opportunities to develop their skills. Additionally, networks of community partners from across London will be critical to the creation and ongoing programming of the Our Time gallery at London Museum and the development of the London, Sugar & Slavery gallery at London Museum Docklands.



marble head of a young boy, Roman

opposite top: pendant, dove carrying sprig of forget-me-not, 18th century

opposite bottom: pilgrim badge, St Warburgh's shrine, Chester Cathedral, 15th century



ALWAYS ON

Our digital transformation will leap-frog the rest of the sector, giving Londoners and people across the world with London in their hearts the greatest possible online access, helping them explore our collections in innovative and meaningful ways. Our commitment to digital innovation is matched by others who are investing in us to the tune of £1.5m, a real testament to their faith in our vision and the quality of our ideas. Their generosity will be supported by an organisation-wide initiative to increase the size and improve the quality of our audience data, while forging enriched customer journeys that cross digital and physical environments. This innovative approach will allow us to send more personalised communications, offer a best-in-class experience to our visitors and help us unlock new commercial potential. We'll continue to invest in outstanding educational content tailored to the topics we are famous for, reaching schools and learners around the country, if not the world.

DEEP CONNECTIONS

Like the city itself, the London Museum of 2028 will be hyper-connected, our reach will be both deep and broad. Physically, our homes in West India Quay and Smithfield will be some of the most accessible museums in London, thanks to the Elizabeth Line. Indeed, both our museums will be just a few stops from every London airport and via St Pancras International Station to Paris and the rest of Europe.

More fundamentally, in five years time our connections, partnerships, and networks will be stronger than ever, reaching every corner of London and beyond. We'll nurture relationships with longstanding partners while cultivating new connections at home and across the world, spanning research, sponsorship, philanthropy, community initiatives and more. We are an ever-evolving partnership with London. Working together, we'll achieve great things.



3. STRETCH THINKING

SHOWSTOPPING PUBLIC PROGRAMMING

By 2028 we'll be known around the world for our high-quality programming which will attract visitors from London and beyond. At London Museum Docklands in 2023, the process to achieve this ambitious goal has already begun. Alongside a major annual exhibition, we're making interventions to update galleries using the latest research, coupled with regularly changing displays. Every rotating display in the London Sugar & Slavery gallery will also be supported by the reconstituted advisory panel. Building on the success of community celebrations like Lunar New Year, regular family festivals will continue to spill out onto the quayside, activating the waterfront and engaging local residents.

At London Museum in 2028, we'll be on the brink of opening a series of blockbuster shows in the Poultry Market, London's finest new collection of exhibition spaces. These popular, relevant and accessible exhibitions will reflect the highest quality scholarship and attract visitors from far and wide. Regularly rotating displays in the General Market will explore the topics that matter most to Londoners in formats we are only just beginning to conceive. Additionally, events and festivals will animate our spaces and the surrounding streets of Smithfield like never before. We'll work in collaboration with the capital's most exciting creative partners to put on unmissable displays and events, and more broadly, we'll be all over London, popping up in unexpected places across the capital.

DEVELOPING THE LONDON COLLECTION

We're driven by the need to explore and research the lived experience of Londoners in order to accurately reflect all the grit and glitter of our diverse capital. For this reason, much of what we do to develop the London Collection will happen collaboratively. More than ever before, Londoners will help shape our exhibitions, events and public programming in ways that are new, exciting, contemporary and accessible, whether the content is ancient or modern. To help our research, we'll soon be building a new research centre and working towards Independent Research Organisation status. This recognition will not only validate the quality of our research to an internationally important standard, but also opens doors to further funding and partnerships. From archaeology to ephemera, from the bones of London to the clothes Londoners wore, we'll explore big societal issues and realise the power of the stuff of London in delivering new insights into the lives of Londoners past and present.

CARING FOR THE LONDON COLLECTION

By 2028 we'll have developed an integrated collections management strategy to meet the evolving demands of our organisation. This strategy reflects our absolute commitment to the long-term care for the stuff of London in whatever form it exists, be it food or fatbergs, items collected through contemporary curation, bytes of data or archaeological finds. It's no small undertaking, but as it is so integral to the museum, it's something we'll continue to do with the utmost care, attention and the necessary resources. We've already begun the crucial and careful work of relocating collections from London Wall to Smithfield and taken steps to better improve the knowledge of our collections. We know that enhanced collections data means better digital access, and this is something we will reap the rewards of more and more over time.



Woman listening to an audio guide accompanying temporary exhibition *Executions* at Museum of London Docklands, 2022
© Museum of London / Drew Forsyth

Southwark riverfront, from the *Rhinebeck Panorama*, 1806-07

4. ENGAGE ALL YOUNG LONDONERS

FAMILIES AND SCHOOLS

London's children and young people will be just as important to London Museum in the future as they have been in the past. By 2028 we'll have developed new ways of engaging young Londoners in school or family groups at London Museum, London Museum Docklands and online. Our stretched opening hours at Smithfield will be encouraging to young people, and the Show Space within the General Market will allow us to engage large groups of children through interactive, theatrical show formats that will break new ground in history and city museums. The new displays at London Museum will help us to go beyond traditional history curriculum topics to connect children with their city in ways that deepen their sense of belonging, identity and citizenship. Weekend-long family festivals, co-produced with local communities, will remain a staple at London Museum Docklands. We'll also enhance our London, Sugar & Slavery related programming, including new anti-racism sessions and learning resources. Building on our live streaming experience, we'll engage pupils not just across London, but nationally and internationally.

COLLECTING AND REPRESENTING THE LIVED EXPERIENCE OF YOUNG LONDONERS

By 2028 we'll be known for the Young Londoners' Archive, an innovative new collection that recognises children as Londoners with valuable experiences and perspectives of their own. Building on research conducted with 2,000 children that explores their unique relationship with London, we'll gather memories and artefacts directly from young Londoners through engaging creative projects with schools in every borough. This really will be a uniquely London Museum project.



Holloway Road, Holloway, London, by Niall McDiarmid, 2016

blouse combining the colours of the Women's Social and Political Union and the Actresses' Franchise League, c1910

5. TRANSFORM OURSELVES, FOR A BETTER WORLD

A MORE EQUAL, DIVERSE AND INCLUSIVE MUSEUM

We're committed to creating a workplace and visitor attraction that goes beyond fulfilling legal obligations to becoming a place that fosters belonging. Our senior management and Governors will be accountable for making change happen, with the help of a newly developed toolkit for culture change, and ongoing staff training initiatives to keep anti-racism and pro-inclusion at the heart of how we behave. London Museum will become a more inclusive, equal and empowered organisation and will be structured to reflect this. We recognise that great ideas can come from anywhere, and in doing so, are dedicated to becoming more representative of the diverse communities that make up our city. Visitors will soon notice and appreciate that our programming is more meaningfully and authentically rooted in the lives of Londoners than ever before.



Racism is a Virus sticker, by Luyang Yong and Chinese Against Racist Virus, 2020

opposite: brick from a Pudding Lane shop burnt down during the Great Fire of London in 1666, 17th century

OUR APPROACH TO INCOME GENERATION WILL BE BOLD

Our future brings many new opportunities to be socially enterprising, generate income and create value for Londoners. At the heart will be 'Made in London', a philosophy that will shape our approach to everything we commission and sell. We'll develop an entirely refreshed commercial strategy that leverages the opportunities of our future home in Smithfield, the City and Canary Wharf. The power of our new brand and our digital transformation will be instrumental in supporting this endeavour. While venue hire will remain an important revenue stream, we are confident that when London Museum opens, it will be the hottest venue in town for all kinds of events and complement the existing offer at London Museum Docklands. With its round-the-clock operations, London Museum will create unrivalled potential for commercial and creative collaboration, social enterprise, retail, food and beverage.

As part of our commercial strategy, we'll also explore new revenue streams ranging from brand partnerships and licensing to a revitalised membership scheme. Our income will grow with sponsors, donors and other supporters eager to be part of our new endeavour. We'll design new forms of philanthropic giving, and devise ways for every Londoner to be part of what we have created. We'll invest our funds in doing more for London, and everything we do will be with an entrepreneurial flair that sets us apart.

OUR RESPONSE TO AND ROLE IN THE CLIMATE CRISIS

Our smart building pilot at London Museum Docklands is a sector-leading initiative that is testing new approaches to building management. As we learn, we'll share our experiences with the sector and our research partners so that others can use this knowledge to make their buildings as sustainable as possible too. We're developing a plan to achieve net zero, and are working hand-in-hand with the City of London Corporation and Citigen, our energy supplier in Smithfield, to achieve this goal. Thinking beyond our buildings, we'll work with Londoners to collect their lived experience of the climate crisis in order to tell the story of its impact on the capital. We're also committed to supporting small businesses through our 'Made in London' programme, which prioritises buying from local suppliers.

TRANSFORMING OURSELVES

To achieve our bold vision for the future, we recognise that the way we do things must change. We'll think hard about the culture we want to create in order to be the best museum we can be, and the structures needed to support that change. Work will soon begin on a new organisational design, devised thoughtfully and collaboratively, with opportunities for meaningful staff consultation, to ensure that we are fully prepared to become London Museum.

Alongside thinking about our people, we'll take time to consider the systems we use. We plan to invest in the infrastructure needed to achieve our digital transformation, including digital innovation labs that will allow us to experiment with new solutions. We'll take an agile, product-focused approach to this work, while using our compelling new visual identity and design principles to make sure our buildings, exhibitions, programming, and communications look and feel outstanding.





**BUT WE MUSTN'T FORGET
HOW PHYSICAL THIS CITY IS,
HOW YOU CAN'T KNOW IT
WITHOUT FEELING IT.**

Raymond Antrobus, Poet

These lines are from a poem written to introduce London Landscape, one of the galleries being developed for the new London Museum at Smithfield.

**LONDON
MUSEUM**