

THE HORNIMAN MUSEUM

CORPORATE PLAN

For the three years ending 31 March 2010

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TABLE OF CONTENTS

	Introduction	page 3
1.	Access: Communicating to a Broader Audience	page 6
2.	Collections: Harnessing the Potential of the Collections	page 19
3.	Enabling : Providing support for the Plan	page 25

Annexes

- 1 Performance indicators
- 2 Key Activities Charts
- 3 Financial Chart

INTRODUCTION

Our Corporate Plan describes the Horniman's aims and objectives and the main activities and programmes we intend to develop and realise over the next three years. Some of these are dependent on special fundraising efforts, while others are already funded for 2007/8 through our allocated grant-in-aid from the Department for Culture, Media and Sport (DCMS), our funding for 2007/8 under the Government's Renaissance in the Regions programme and our predicted income generation. A summary financial table is at Appendix 3.

The Government's Comprehensive Spending Review (CSR) will set the scene for determining funding levels for our DCMS grant-in-aid and Renaissance in the Regions funding for the years 2008/9 and 2009/10. We expect to know the outcome of this by December 2007. In common with other museums in our sector, we are presenting figures for 2008/09 and 2009/10 on the basis that our grant-in-aid will be the same in cash terms as has already been agreed for 2007/8. Realising this Plan is dependent on DCMS funding and the cost pressures which the Trust is facing.

We publish our Funding Agreement with the Department for Culture, Media and Sport on our website (www.horniman.ac.uk). This document covers the year 2007/8 and highlights the way in which the Horniman works to support DCMS objectives. The Key Performance Indicators appear at Annex 2.

We have also produced a Corporate Brochure, kindly sponsored by Barclays Plc, intended to capture an overview of the Horniman, its successes and the considerable potential it has to develop and grow its service to the public. This is available by writing to: Head of Marketing and Development, Horniman Museum, 100 London Rd, Forest Hill, London SE23 3PQ.

The Horniman receives its core funding from the Department for Culture, Media and Sport (DCMS). It has been governed since 1990 by an independent Charitable Trust and is so able to benefit significantly from the wider knowledge and strategic advice provided by the Chairman and Trustees.

The Trust employs around 100 staff, some of whom are located at our Study Collections Centre in Greenwich.

Background

In 1901 Frederick Horniman gave the Horniman Museum & Gardens as a free gift to the public for their recreation, instruction and enjoyment – this vision still remains central to the Horniman today. A blend of high quality collections spanning the natural, cultural and musical worlds; 16 acres of well-managed urban gardens; community based educational and leisure programmes; and a wide range of performance events and activities provide an unrivalled opportunity to encounter and understand the richness and variety of the world in which we live.

In 2002 the Trust launched its Heritage Lottery funded Centenary Development. This Development transformed the Horniman, providing visitors with a venue fit for the 21st Century by physically uniting the Museum and Gardens, providing world class new galleries, innovative new education areas, improved visitor facilities and greatly improved physical access. In 2006 we opened a new Aquarium which has further increased the popularity of the Museum and Gardens.

The Horniman received a string of awards in 2004 reflecting the success of its Centenary Development, including the Museum of the Year and London Family Attraction of the Year Award (Good Britain Guide 2004), a RIBA award for the excellence of its new building and a Civic Trust Award, as well as being South East winner of Britain's Best Parks 2004. In 2006 it was short-listed for the Guardian's family friendly Museum award and also received an award from Visit London for its Africa focussed programmes. In February 2007 the new Horniman Aquarium was chosen as one of ten projects in the UK to compete for the Gulbenkian Prize for Museums and Galleries, the largest arts prize in the UK.

It is clear in terms of visitor figures, visitor satisfaction and the consistently good, high profile media coverage the Horniman attracts that the Trust now operates at a much higher level and provides a more significant contribution to the London cultural scene than ever before. Visitor figures for 2006/7 will be at the highest level ever recorded, passing the half a million mark.

The success of the redevelopment of the Horniman and subsequent improvements are built on the hard work and dedication of the Horniman staff, and Trustees wish to express their appreciation and recognition of the high standard of work that is produced across the organisation.

The Horniman has a dedicated and enthusiastic staff and is proud of its Investors in People award, which was renewed in 2006.

Aims and Objectives

The aim of the Horniman is 'to use our worldwide collections and the Gardens to encourage a wider appreciation of the World, its peoples and their cultures, and its environments.'

To achieve this the Trust has 3 key objectives :

Access

to 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;

Collections

to make the collections as accessible as possible now and in the future through their effective management, care, research and development;

Enabling

to secure and effectively manage financial, human and other resources in order to provide high quality services for the benefit and enjoyment of visitors and to ensure good governance of the Museum and Gardens.

This Plan is divided into three sections reflecting our key objectives of Access, Collections and Enabling. Under each section you will find the activities, both public and behind the scenes, that we will be pursuing. The division into three sections is to a degree artificial, as the connections and dependencies between all areas are what makes the organisation function well. We have constructed our Plan with an eye to delivery on the ground in the short-term, but also with an eye to the longer-term challenges that face the Trust.

We believe that if we can achieve most of the Plan, the Horniman will be building on its reputation as a responsive, well-liked and forward-looking organisation that people want to visit and be involved with, and that staff enjoy working for.

Everyone is working hard to make the Horniman an even more visitor focussed, friendly and wonderful place to visit. We do hope you will come and see for yourself.

1. ACCESS

The Horniman's audience is local, national and international and we actively seek to attract users of all ages, backgrounds and abilities. It is a much loved community resource for London and the South East. The Horniman aims to provide a high quality and responsive public service consistent with best practice nationally. It has an exceptional record of educational achievement having directly taught children from South London schools for over 50 years. The Museum works with a range of partners to develop its education work and encourage participation from as wide a range of people as possible.

The Museum has set up an internal group to explore ways of making the buildings, collections and Gardens as physically and intellectually accessible as possible to all its users. The group has developed an action plan which will be implemented over several years and includes items such as the provision of large print and Braille exhibition and What's On guides, disability awareness training for all new staff and the development of regular dialogue with disabled users to ensure that our services meet their needs.

This section outlines the major capital developments, exhibitions, education programmes, targeted events and innovative community led projects that the Trust is planning to deliver over the next three years.

1.1: Major Developments

1.1.1: The Horniman Gardens

It has been a long-term aim of the Trust that the Gardens and the Museum should be more closely linked as originally intended by our founder, Frederick Horniman. The Centenary Development, completed in 2002, brought the two parts of our estate together physically and this ease of movement alongside the very high quality of our 16 acres of open space has increased usage of the Gardens as well as of the refurbished Museum.

Trustees have taken the decision to direct significant staffing and financial resources to trying to tackle the need to replace or upgrade the infrastructure of the Gardens while also planning to make them ever more able to respond to the interest and demands of a 21st Century public. In working up this major capital project staff are mindful of the deep public affection for the Gardens, the need to create a robust and sustainable infrastructure, and the opportunities that exist. These include enhancing the wonderful trees, improving the open spaces and views for visitor events, rationalising vehicle access and building on the natural synergies that exist between the Museum's collections and the Gardens.

With the help of a Project Planning Grant from the Heritage Lottery Fund (HLF) we are beginning work on this major project and progressing concept and detailed designs for the refurbishment of the gardens with the aim of submitting an application to the 'Parks for People' funding stream in September 2007.

We anticipate that our bid will include improvements to the Gardens infrastructure including paths, fences, signage, toilets, bandstand, greenhouses and services such as drainage, electricity and water. We intend to re-landscape areas of the gardens to rationalise the ethno-botanic planting, enhance the animal enclosure, picnic areas, activity areas and quiet spaces and to improve our provision for events. We also plan to build in sustainability and resource efficiency wherever possible and to develop our educational activities and horticultural training facilities on site.

The application process for a 'Parks for People' grant will take between 1-2 years and should we be successful we anticipate that work would start on site in the spring of 2009 and be completed in 2010.

The Horniman has a Nature Trail which is managed in partnership the Trust for Urban Ecology (TRUE). TRUE maintain the Trail and provide advice and training to our staff and volunteers. TRUE also provides information which will be used for seasonal trail leaflets and for a quarterly newsletter.

During 2007/08 and 2008/09 we will continue to develop our recent ethno-botanic planting by enlarging both our African garden and our Asian border.

1.1.2: Natural History Gallery

The Natural History Gallery at the Horniman is much loved by the Museum's visitors. However, the Gallery itself has not seen any major re-interpretation since the late 1950's.

In the intervening decades science has moved on and as a result some of the label information is no longer scientifically accurate. Many of the taxonomic specimens are in need of cleaning and conservation and there is a basic lack of interpretation in the Gallery for our main family audience.

Our new curatorial concept envisages looking at the gallery through the broad prism of biodiversity. Within these five main themes, diversity of life, strategies for survival, evolution, changes to biodiversity and understanding biodiversity will be highlighted to give the visitor a contemporary understanding of the issues and themes that impact on biodiversity today. We will look to develop thematic links with our Gardens, which provide a wonderful opportunity for the public to explore and discover more about their immediate environment in a relaxed and informal setting.

Thanks to funding from Renaissance in the Regions we are able to start work on designs for the refurbishment of the Natural History gallery during 2007/08. This work will include the development of the concept and detailed designs, working closely with Ralph Appelbaum Associates, the Exhibition Designers, to ensure that cases, lighting, environmental controls, graphics, interactives and mounts are all designed appropriately for our audiences. This work will be informed by the front-end evaluation that has already been carried out with user groups.

We plan to have the concept designs completed by November 2007, which will enable us to apply to the Heritage Lottery Fund for funds to complete the project. We

will also be seeking funding from other Trusts, private sponsors and the public. If successful in securing sufficient funds we would develop the detailed designs for the gallery in 2008. We anticipate that work on site will not start until 2009/2010 during which time the existing gallery will be closed to the public. The hope is that the new gallery would open in Spring 2010.

1.2: Exhibitions and Developments in the Major Galleries

1.2.1: Bi-Centenary of the Parliamentary Abolition of the Trans-Atlantic Slave Trade

The Museum will deliver a programme of activities in 2007 which will commemorate the 200th anniversary of the abolition of the trans-Atlantic slave trade. Central to our programme will be a major work by an artist created to compliment the African Worlds Gallery and a reworking of the themes of the Gallery by our curator Hassan Arero to highlight the role that diaspora religions played in the resistance to slavery.

Thanks to a grant from the Heritage Lottery Fund we will also display the work of Ghanaian Fante flag artist Babba Issaka. The artist will produce flags for display in the African Worlds gallery, as well as facilitating a number of workshops with schools and community groups. This project will be organised in partnership project with Greenwich Crafts Council

The Museum will programme a special Spring and Autumn concert series which responds to the theme of abolition. Alongside these activities the Museum will also stage debates and lectures during the year.

The Horniman is represented on the London Borough of Lewisham's Steering Group which is coordinating commemorative events in the borough. Through this forum Museum staff are in contact with a number of local community groups that have expressed an interest in using the Museum as a venue for their events and activities which they are planning for the year.

1.2.2: Music Gallery Refurbishment

The aim of this refurbishment project is to up-grade particular elements of the Music Gallery, which will significantly improve the quality of a visit for a wide range of visitors and provide better access to the collections. Currently, the 'Activator' tables, video and changing images in the gallery all function through the use of projectors which are now almost 5 years old and are reaching the end of their life. In practice this means that images of instruments and video footage are becoming distorted and fuzzy, making these elements of the gallery difficult to see and use. The projectors need replacing to maintain the high quality of the service to our users.

Whilst replacing the hardware we plan to up-grade the software, and consider opportunities for improving interpretation and adding to the number of musical instruments featured on the tables. We will consider how the information and sounds might be linked to the web and what role the web should play in providing access to our music collections. We will also look at opportunities for introducing a

spoken word version of the printed information that is provided on our 'activator' tables. This information would be accessible through existing headphones.

The 'Hands On' space in the Music gallery is extremely popular with our visitors, particularly our younger ones, and consequently the instruments available for playing/handling have received a great deal of wear and tear, requiring high levels of maintenance. We intend to review the instruments available for playing and the way that information is presented about these instruments so that it is more accessible to our visitors.

1.2.3: Centenary Gallery

During this period we plan to replace the external display panels and labels within cases to improve public access.

1.2.4: Aquarium

Maintenance and development of the new Aquarium will continue, with new species being gradually added to the exhibits as the tank environments become more stable and specimens become available. Interpretation will be changed and developed as specimens are added to the exhibits.

1.3: Temporary Exhibitions

We believe that our temporary exhibitions must be relevant and appropriate for our family audience, which make up over 60% of our visitors. We also believe that the optimum utilisation of our resources is one new exhibition each year, running from the February half term to the end of October half term wherever possible. Our Exhibition Section have initiated a very successful temporary exhibition group, an internal team comprising of members from across the Museum, who meet quarterly to discuss all exhibition proposals and programming across the Museum, from our 400 sq. m temporary exhibition gallery to the local art exhibitions in the café. This group works to ensure that all our visitor needs are met within our exhibition programme.

1.3.1: Walking with Beasts – February 2007 to October 2007

Our major temporary exhibition for 2007 will be 'Walking with Beasts', which is based on the BBC 'Walking with Beasts' series. The technology from the series has been used to make some of these mammals 'live again'. Starting in the Eocene period and finishing in the Pleistocene, at the start of the Ice Age, the exhibition explores the development of mammals such as dogs, cats, bears, elephants and apes, as well as the habitats that they lived in.

Special features in the exhibition include:

- Original scale models, as used to produce the digital animations
- Life sized polyurethane heads, as used for close-ups. These are the original 'stars of the show'
- Full sized creature replicas, including hominids and giant birds
- Replica sabre tooth cat skeleton

- Many real fossils, including a mammoth tusk from our own collections, and casts in cases
- Spectacular graphics from BBC originals
- Numerous television screens showing footage from the series
- A number of touch screen interactives allowing visitors to learn more about such topics as fossilisation, camouflage, changing climates, building fossil skeletons, etc.

This will be a charging exhibition.

1.3.2: Music in India – February 2008 to October 2008

This exhibition will bring some of the fascinating and diverse musical traditions of indigenous minorities in rural India to a wide public. It will showcase around 100 musical instruments acquired by the Horniman Museum during the course of a recent fieldwork project sponsored jointly by the Museum and the British Library in four different rural areas in the Indian states of Kerala, Arunachal Pradesh, Assam and Andhra Pradesh. Sound recordings and videos of music-making were collected for the British Library Sound Archive during the project and will be key elements in the exhibition, illustrating the music and the contrasting geographical, environmental and cultural contexts for music making. We will be working closely with Leicester Museums Service, who will be borrowing the exhibition once it has been shown at the Horniman and we also plan to tour the exhibition to other venues when it has finished at Leicester. This project is funded by the Renaissance in the Regions initiative.

1.3.3: Bought-in Exhibition – April 2009 to October 2009

Our major temporary exhibition for 2009/10 has yet to be confirmed, however we are hoping to find a bought-in exhibition, preferably with a Natural History theme, which will engage our family audience and help to make up for the closure of the Natural History Gallery, which we anticipate will be undergoing refurbishment during this period, funding permitting.

1.4: Textile Exhibitions

1.4.1: Wrapping Japan – March 2007 to February 2008

This exhibition will focus on an exhibition of Japanese costume and associated material, including theatrical costume and netsuke. From simple indigo-dyed farmer's coats to sumptuous silk kimonos, rope sandals and ladies' platform shoes, the costumes of Japan reveals the technical artistry and elegance of these textiles. This exhibition will link to a photographic exhibition of Japanese lantern slides to be shown at the same time.

1.4.2: China – February 2008 to March 2009

This exhibition will focus on the symbolism of motifs on our Chinese costume and textile collections. Chinese embroidery motifs are rich in iconography, including the 8 Taoist trigrams, the 8 Buddhist symbols and the signs of the Chinese zodiac. This exhibition will be our first for focus on embroidery and should be of particular interest to embroiderers. Its emphasis on our Chinese collections will enable us to work with

the Greater London authority and to link up with other exhibitions and events being programmed throughout the UK, associated with China and the Beijing Olympics.

1.4.3: Textiles from Niger – February 2009 to March 2010

As yet to be confirmed, we are currently considering an exhibition focusing on costume and textiles collected from the Tuareg of Niger during field work carried out in the early 1970's and in 2005.

1.5: Photographic and Art Exhibitions

During this Corporate Planning period the Museum will be continuing its exciting programme of 2D photographic and art exhibitions.

1.5.1: “Journey through Japan” – March 2007 to October 2007

These images, taken from lantern slides from the late 19th and early 20th centuries, were taken for the benefit of western tourists by photographers from Yokohama. They show the most famous sights, people and scenes from daily life. Some of the slides are housed in the Horniman Library and were probably used by the Museum's first curator, Richard Quick, to illustrate lectures. Others come from a donation to the Museum's reserve collection and once belonged to Lord Wakefield.

1.5.2: “Creole Architecture” April 2007 – July 2007

This exhibition captures the fast disappearing Creole architecture of Freetown. Taken over a period of six months, these images of West Africa were taken by the internationally renowned British photographer Tim Hetherington, who conceived and led the work, and the talents of the young Sierra Leonean photographer, Sullivan Khallon. Creole Architecture is part of an archival project in Sierra Leone to create a bank of digital images for posterity. This exhibition is shown in collaboration with the British Council.

1.5.3: “Mysteries in Stone” – May 2007 – Sept 2007

Set in the award winning Horniman Gardens will be a display of sculptures by the Mystery in Stone collective. This group of artists from Zimbabwe have created sculptures that feature themes such as, culture, social life, the role of women & men, tradition and natural environment with an African perspective. This exciting outdoor exhibition will be the first time sculptures have been on display in the Horniman gardens.

1.5.4: “Every Third Mouthful” – November 2007 to April 2008

This art/science exhibition highlights the importance of bees to our food supply. Based on the premise that ‘every third mouthful of food that we eat is dependant on the pollination services of bees’, the exhibition explores the importance of bio-diversity in nature, the threat of modern agricultural methods to that bio-diversity and the value that small animals such as bees bring to our lives.

1.5.5: “Recycling in India” – April 2008 to February 2009

This photographic exhibition traces the lifecycle of clothing between Britain and India, exploring unexpected processes of recycling that are often hidden from view.

1.5.6: “As I see it, Contemporary Kenya” – February 2009 to November 2009

This photographic exhibition will focus on the photography of Rebecca Harman who is working with the National Museum of Kenya, the Kenyan Tourist Board and the Horniman Museum to produce a photographic record of contemporary Kenya, its peoples and their environments.

1.5.7: Partnership UK Spotlight Objects

As part of our partnership relationship with the British Museum we will be hosting two of their spotlight objects during this planning period. From 5th to 29th July 2007 ‘Jade the Terrapin’ will be on display in Gallery Square. Found in Allahabad in Northern India in 1803, it was bequeathed to the British Museum in 1830. It is one of the largest pieces of jade in existence, a visually stunning and precious object which offers enormous potential for interpretation, events and activities during its period on display.

From the 5th December 2008 to 1st March 2009, the Museum will be displaying *La Bouche du Roi*, an artwork by Romuald Hazoumé in the Temporary Exhibition gallery. The title of the artwork refers to a place in Benin from where many thousands of slaves were transported to the Americas and the Caribbean. The work comprises over 300 masks (made from petrol cans) and other objects arranged in such a way as to recall the 18th-century print of the British slave ship, the *Brookes*

1.6: Horniman Website

During 2007/08 we will be investing in the development of our website, improving its accessibility, and developing its content. Many of our activities, which are described elsewhere in this plan, include a component for increasing access through the web. The development of our website is therefore both an opportunity to increase the effectiveness of our programmes and to reach new audiences. We will also complete the evaluation of the website which started in 2006/07 and use this to ensure that our website is relevant and appropriate to the needs of its visitors.

In 2007/08 we also plan to invest in a new Content Management System which will enable us to provide greater access to information on our collections, develop an educational portal which will strengthen our education programme and ensure that our existing website remains up to date and relevant to the needs of our audiences. We plan to add highlights of the musical instruments to the Web, in particular from the Boosey & Hawkes and Indian Musical Instrument collections.

Much of our activity on web development in 2007/08 will be funded by Renaissance in the Regions. Given the uncertainty of funding in 2008/09 and beyond, our priority will be to ensure the long term sustainability of our website so that we are able to continue to use the web as a key tool in making our collections and activities accessible to our audiences in a cost effective way.

1.7: Learning

Public education is a key part of our Founder's vision and the experience of all our visitors to the Museum and Gardens is, in its broadest sense an educational one.

The Education Section plays a key role in delivering educational services to the public and schools. The work of the Education Section is described below.

The Education Section will continue to devise and deliver different styles of educational sessions to all the different types of museum users and traditional non-users in our community and society at large – from refugees to families and adult learners.

Some highlights of the recurring annual programme are:

- Extensive programme of *themed object handling sessions* for schools, families and community groups
- World music and dance workshops, including a summer youth programme
- Art & Craft activities for children of all ages
- Storytelling for under 5's and for family groups every Friday and Saturday
- Nature exploration activities with sessions for families and under 5's
- Under 5's Book Zone reading area
- *Discovery Sessions For All*, which give all visitors access to our handling collection and interactive *Hands On Base*
- Adult learner courses, often culminating in termly performances
- Participation in national events e.g. The Big Draw, World Ocean's Day, Chinese New Year, Refugee Week (see also under Marketing)
- Development of activities to support self-led visits in the galleries and grounds
- Supporting community and school projects

All of our educational activities focus on the Museum's collections, exhibitions and grounds, and involve collaborations with Exhibitions, Marketing and Curators.

1.7.1: Object-Based Learning

Horniman Education and its ground-breaking Hands-On Base are recognized across the museum and education sector as a centre of excellence. We share good practice, hosting frequent study visits from other museum professionals, students and lecturers to post graduate level. We support trainee teachers as part of the 'Additional Education Setting' component of their teacher training courses and contribute to delivering the London Hub's regional training days. In 07-08 it is hoped we will be able to promote a number of 'Open Days' where the Education Team can host sessions for interested teachers and museum professionals.

We anticipate that some 45,000 child educational visits will occur to the Museum in 2007/8. The Education Section also reaches around a further 20,000 adults and young people through other educational sessions. Self-led school groups and families also use Education trails and learning packs downloaded from the Museum's website.

1.7.2: Handling Collection

To support these diverse sessions the Education Section utilises the unique

Education Handling Collection of over 5000 objects that mirrors the diversity of the main collections and displayed collections. The Handling Collection is housed in the innovative interactive Hands On Base which aspires to act as a gateway to the rest of the Museum engaging visitors in object discovery and providing them with a toolkit for engaging with objects around the Museum.

In 2007/08 the Museum will improve support for this collection and improve its documentation and accessibility for the public both on site, through sessions in the Hands On Base and remotely via a learning portal on the Museum's website. The latter project which is Hub funded will put over 300 key objects online from the Handling Collection, allowing teachers, community groups and members of the public to access information and creatively use our collection for their own projects.

1.7.3: Schools' Education

The schools' education section continues to provide a broad menu of high quality interactive handling sessions for school aged children from all over London (with a focus on South London schools) as it has done for over 50 years. Through 27 sessions per week it reaches around 20,000 students annually from nursery groups, Special Educational Needs groups (3.6% of our schools' pupils have some sort of special education needs) to college level and assists teachers to deliver National Curriculum topics through this inspirational and discovery based learning.

If funding can be found, the Horniman is hoping to collaborate with one of its partner organisations, Operahouse Music Projects, on a project for primary school children in 2007/8. The aim is to inspire and educate the young people to compose and perform their own music, on instruments they have made themselves.

The schools' team also develops tailor made handling sessions on topics not in our repertoire but requested by class teachers.

Additional support from the Renaissance in the Regions fund allows us to offer a further 5000 school pupils per year a face-to-face education experience. This funding enables us to employ the equivalent of a full time Officer and provide full time schools' assistant cover to deal with bookings and essential operational tasks.

1.7.3.1: Renaissance in the Regions funded Schools Programme: 2007 to 2008

With our renewed Hub funding we have continued our high level of provision together with plans to focus on sessions and related materials linked to the new Aquarium and the Natural History Gallery re-display. A number of new science based sessions will also be developed for Key Stage 2 and 3 pupils (7-14 year olds). Hub funding will be used to prepare support and learning materials for galleries to be used by self led school groups not coming for a session. Hub funding will also help us to improve the marketing of our schools service.

Renaissance funding has had a positive impact on the Museum. New staff members have been inspirational in developing more educational resources. Also, Education staff have had the opportunity to participate in the work of exhibition interpretation teams, contributing to exhibition development in a way that had not previously been possible.

1.7.4: Community Education

The Community Service is responsible for supporting children out of school times, families, adult learners including students in higher and further education, youth groups and community groups. This service attracts around 36,000 users each year.

During 2008 we intend to consolidate the progress we have made re-profiling the provision for family visitors to ensure the content and style better reflect their needs. We will do this by continuing to offer large-scale *Art and Craft* and *Discovery for All* sessions during all school holidays, and targeted activities for the under 5s, for example the *Book Zone*, *Storytelling* on Friday mornings and some *Nature Exploration Base* sessions and targeted programming for hard to reach groups.

Not only has this almost doubled the amount of family visitors who can enjoy an enhanced learning experience, but the steady progress made with developing procedures has meant the Community Education team will be able to meet visitor expectations in terms of quality and availability of spaces in sessions. This, together with new targeted programming, will enable the Community Team to develop new family audiences, in particular by relating its activities to community events and festivals such as Eid, Diwali, Kwanzaa and Chinese New Year.

Community Education also provide a range of courses for adults, including Music Appreciation and Art for All.

1.7.4.1: Renaissance in the Regions funded Community Education: 2006-2008

The major challenge for Community Education will be to encourage more community groups to use the Hands on Base regularly. We know from surveys that group leaders need more support than was initially realised to enable them to use this space confidently with their groups. The Museum now has a Community Education Officer post funded by the Renaissance in the Regions programme. The focus of this role will be to increase the number of non-traditional visitors using the Hands On Base. Her work builds on the links to community groups we previously worked with, such as under fives audiences, Sure Start, the Refugee Employment, Education and Training Agency, school-based family learning support groups and Lewisham Libraries. In 2007/08 we will run three after-school museum clubs in an initiative that feeds into the national extended schools programme.

1.7.5: Exhibition Related Community Projects

The Museum is keen to use community outreach as a tool to build an ever more diverse audience. We have been allocated funding from Renaissance and the Designation Challenge Fund to undertake the projects listed below:

1.7.5.1: Indian Music in London - 2007-2008

The next major community outreach project the Museum will undertake is Indian Music in London. This project is sponsored by the Music Department and run jointly with the Community Education team. The project includes a consultation exercise with people from the Indian Diaspora community in London. The project will both inform and compliment the planned temporary exhibition on 'Music in India', thereby allowing us to adopt a 'many voices' approach to the curatorial interpretation of the

exhibition. The project includes the establishment of a community panel to help inform the curatorial development of the project and oversee the development of a community display space within the exhibition. The Community Education section plan to work with Asian youth groups to develop a piece of work, possibly a musical work which would be highlighted in the exhibition.

1.7.5.2: Chinese Community Project 2007-08

The Horniman will build on existing work with the Chinese community by engaging a Chinese Community Project Worker to develop relationships with at least 3 Chinese communities locally. These communities will be consulted during the development of exhibitions and handling sessions based on the Museum's Chinese collections and 'mystery' objects will be taken out into the communities to invite further and different interpretations of the collection.

The project worker will actively encourage the Chinese communities to participate in activities within the Museum using Hands-on sessions and develop 'discovery boxes' in the 'Hands on Base' gallery to appeal to these target audiences.

1.8: Library

The Library aims to provide learning support for users of the Museum and Gardens enabling them to pursue their interests in greater depth. The Library caters for booked and drop-in visits and responds to written and telephone queries for information about all aspects of the Museum and its collections. Increasingly many of our queries come from the Web. In future the Library staff also hope to extend their reach beyond the confines of the Library building, participating to a greater extent in the selection and upkeep of books in Galleries and temporary exhibitions and becoming more involved in family and adult programming. The Library also aims to support the staff of the Horniman by provision of information in printed and other formats in pursuit of the corporate aims of the Horniman.

1.9: Marketing

The Marketing focus for years 2007-2009 will be further to build on recent success following the opening of the Centenary Development in 2002, continuing to raise the organisational profile and reputation in a very competitive market to achieve museum visitor numbers of at least 290,000 in 2007/8. Future funding projections will be influenced by the grant-in-aid and Renaissance funding settlement which will be known later in 2007.

The main thrust of marketing activity will be around the temporary exhibitions programme especially the major temporary exhibitions 'Walking with Beasts' and 'Music in India' plus the new Aquarium. Another major marketing role will be to reinforce the Horniman's music credentials.

Over the period the Horniman will seek to utilise a full range of marketing disciplines focused on key audiences including advertising, direct marketing, print, distribution,

and e-marketing, collaborating with relevant partner organisations where appropriate to develop audiences. A priority for public relations will be to further build relationships with contacts in broadcast, print, and web based media.

We must also remain acutely aware of our visitors' needs and satisfaction levels and carrying out regular visitor research will therefore be a high priority. On-going research among both visitors and non-visitors will be used to widen audiences and improve the visitor experience, including an annual visitor survey and visitor comment cards.

1.9.1: Events and Activities

A high quality annual events programme is planned for the period which will appeal to wide and diverse audiences and will use the Museum, the Conservatory and the 16 acres of Gardens.

The events and activities programme will be themed and co-ordinated throughout the Museum and will incorporate a number of components. A regular programme of music events will help to build the profile of the Horniman as an important music institution, with an annual music-related festival in the Gardens, an annual programme of spring and autumn concerts, and bandstand concerts in the summer. We will also seek to get involved in high profile music events including the BBC Proms and Music Village.

The Museum will participate in large scale national events including Museums and Galleries Month, Refugee Week, Architecture Week, The Big Draw and Black History Month. The activities planned in 2007 include a programme of events linked into the Parliamentary Abolition of Slavery commemorations, late evening events as part of 'Musees des Nuits' for Museums and Galleries Month, and collaborative activities with Lewisham Council for Refugee Week.

Leading themes during the period will be the major temporary exhibitions 'Walking With Beasts' and 'Music in India', and the new Aquarium. These will provide the inspiration for engaging events and activities for children and families including art and craft workshops, hands on sessions and summer Gardens performances during school holiday time.

The Horniman will contribute to the Greater London Authority's 'India Now' celebrations in 2007 to mark the 60th anniversary of Indian independence. Our programme includes the display of the British Museum's Partnership UK spotlight tour of the Jade Terrapin in Gallery Square from Tues 5 June to Sun 29 July, plus associated lecture by Sheila Canby, Curator of Islamic collections at the British Museum. There will be Music performances by Kuljit Bhamra's Taala at 'FusionFest' on Sun 15 July, an Outdoor film screening of "*The Mistress of Spices*" on Thurs 16 August and family talks on plants in the South Asian Border in the Gardens on Thurs 23 August. Art and Craft sessions with an Indian theme will be run in July and August.

In addition there will be a photographic exhibition of images from '*Utsavam: Music In India*' from Tues 9 to Fri 12 October at the Nehru Centre, in central London.

1.10: Loans

During 2007-08 we will have objects on loan to venues including the Dorman Museum, Middlesbrough, The Hat Works, Stockport, Wilberforce House, Hull and Taplow Court, Buckinghamshire. There is also the possibility of several overseas loans, including the loan of our West African textile exhibition to Australia. We will also have objects on longer-term loan (three years with possibility of renewal) to institutions including: the Geffrye Museum, the Museum on the Mound, Edinburgh, Dean Heritage Museum Trust, and the National Museum of World Cultures – Göteborg, Sweden.

Whilst we would wish in the longer term to increase our loans out service and to proactively encourage long-term loans, particularly of large objects from the collections, as a means of making our objects more accessible, we do not anticipate an increase in our target of loans to 16 institutions per year within the next three years due to staffing capacity. This is in itself an increase over the rate of 5-7 loans a year that operated 4 years ago.

2. COLLECTIONS

Our collections and our estate are the means by which we communicate with our public and a core aspect of our work remains looking after and developing these for current and future generations

The Museum Collections cover Ethnography (80,000 objects), Natural History (250,000 objects) and Musical Instruments (14,000 objects). Among our very rich collections, our Ethnographic and Musical Instrument Collections are designated as being of national and international importance. These collections, combined with our 16 acres of Gardens provide the unusual opportunity to draw together in an innovative way issues and stories relating to the environment at a local, national and international level.

The collections are a living entity and have been systematically added to over the last 100 years, through fieldwork, transfer from other institutions, purchase and donation.

We have a long and consistent record of field collecting. This gives the Horniman's collections a continuing contemporary relevance and enables it to represent changing cultural and musical traditions from around the world, helping us to build and maintain close international contacts.

2.1: Research

All Horniman Curators hold a research portfolio based on a balance of projects, one typically focused towards a future exhibition and one relating to a research area of the collection which will contribute original knowledge to the relevant research field. The Horniman is part of the international research community and seeks wherever possible to make appropriate links with other museums and scholarly institutions. The existing publications board reflects this international focus and it is our intention to continue this approach with our new board. Work by Curators and staff active in research is published by internationally recognised peer-reviewed academic journals, in edited scholarly volumes and elsewhere. Research writing has also included books published by academic publishing houses.

The editorial board for the Museum's series 'Contributions to Museology and Material Culture' reflects this international focus.

2.1.1: Traditional Music in India Research Project

Historically, the main focus of the Museum's collections of musical instruments from India has been on examples used in Hindustani and Carnatic (classical music of North and South India) traditions. In 2001 the Traditional Music in India project was implemented in order to provide representation of the music of indigenous minority groups in India. Sound recordings and videos of music-making were collected for the British Library Sound Archive in four different areas of India where traditions are fast disappearing, while musical instruments from these areas were acquired for the Horniman Museum.

The Museum acquired a well-documented collection of 25 instruments from Kerala during 2001 and 2002 including recordings of the instruments in performances. In 2003 a collection of instruments played by the Soara of Orissa and Andhra Pradesh was purchased and in 2004 examples from the peoples of Majuli island of Assam were acquired. The Museum commissioned further fieldwork over the 2005-06 period with the objective of making representative collections of instruments from the Monpa peoples of Arunachal Pradesh.

During 2006 an intensive programme of research was undertaken by the Keeper for the purposes of acquiring and interpreting a collection of traditional instruments from Punjab, whose sounds and rhythms inform the popular genre of bhangra. Performance on these instruments and some of the manufacturing processes were recorded and documented. The focus of this project was directed towards the provision of objects and interpretation for the exhibition 'Music in India'. During 2007 to 2008 there will be further work towards the development of the documentation for both the instruments acquired during fieldwork projects and the older collections of musical instruments from India. It is envisaged that these collections, and the recordings, will form a component of the 'Music in India' exhibition opening in February 2008.

2.1.2: 'Music in London' Research Project

London is one of the world's leading centres of musical activity and has enjoyed this status for several centuries. 'Music in London' is a research project that explores multiple facets of music making in London from the 18th century to the present, with an emphasis on the Museum's unrivalled holdings of instruments by late-eighteenth and nineteenth-century London makers. Research topics will include instrument design and manufacture, ranging from the small workshop of William Bull to the manufacturing empire of Boosey & Hawkes. Musical instrument use and consumption is also being extensively explored as it relates to the major collections held by the Museum. Areas of research include London concert life, musical entertainment in the home and the activities of groups such as Salvation Army brass bands and concertina bands.

There is much interdisciplinary interest in this topic and collaboration is being explored with colleagues at Goldsmith's College, Trinity College of Music, London Metropolitan University and Oxford University and with members of the Galpin Society, Historic Brass Society and Free Reed Society. A major aim of this research project is to raise the profile of the Museum's collection of English instruments as a resource among the wider research community. The project has already fed into the exhibition of the Boosey & Hawkes Collection that was instated in the Music Gallery in November 2006. Anticipated events relating to the research project will include concerts and a joint Historic Brass Society/Galpin Society conference in 2009.

2.1.3: Natural History Project Research

The Natural History Collections are now subject to intensive study as work begins on the selection of specimens for the new Natural History gallery. Research on the collections by the Curators continues to inform the development of the gallery in relation to the overall concept theme 'Biodiversity'.

During 2007-10 research will continue on Natural History collection history and significance, particularly in relation to the material collected by Frederick Horniman, putting this into the context of his time. We also plan to research the Edward Hart Collection of taxidermy cased birds and associated notebooks. This will ensure that, in the longer term, this unique collection of over 250 cases and their associated scientific data can be made available to ornithologists, conservation biologists and the public for the first time. Research will involve closer collaboration with colleagues at Hampshire County Council Museum Service and New Walk Museum, Leicester, who also retain some Edward Hart material and archives.

During the period 2007-08 we will also be working with the Collections Conservation and Care section on Natural History conservation projects with students from Camberwell College of Art and City & Guilds of London Art School.

2.1.4: Anthropology Research Review

The major objective will be to establish an 'identity', in terms of research, publications, seminars or debates, for the activities of the departments and position these within the wider Anthropology research community both in the United Kingdom and internationally. Publications resulting from anthropology research projects will be submitted to appropriate academic journals and edited volumes.

2.1.4.1: 'South-East Asia' Research Project

During the period 2007-2010 the Deputy Keeper of Anthropology will undertake research on the development of the Museum's South-East Asian collections in their historical, social and political contexts. This will involve researching the archives of the Museum held at the London Metropolitan Archives and the biographies of donors and vendors of major groups of material from this region. It will also involve research at other museums holding similar collections, and especially collections from the same sources. This may include collaboration with museums in South-East Asia itself, especially in Sarawak and Sabah.

A key aim of this project is to disseminate knowledge about the Museum's collections amongst scholars of and in South-East Asia. At the same time the research will feed into current academic debates about the relationship between material culture, history and identity. The research project will result in a number of publications in academic journals and edited volumes concerned with inter-regional contact as represented in museum collections. 2007 is the 50th anniversary of Malaysian independence and the Royal Asiatic Society is planning a publication exploring cultural connections between Britain and Malaysia. A contribution to this volume will be offered. The research will also result in enhanced knowledge and documentation of the Museum's South-East Asian collections, making future exhibitions of the material possible.

2.1.4.2: Research of Chinese Collections

As part of the DCF- funded project focussing on the Museum's Chinese collections, a temporary assistant curator, under the supervision of the Deputy Keeper, will research the Museum's Chinese collections with a view to enhancing the curatorial

content of the documentation. This work will contribute to the exhibition of Chinese costume and textiles planned for 2008-9.

2.1.5: Conservation Research

The Collections Conservation and Care section carries out and publishes research into the collections and currently has a collaborative research project with Camberwell College of Art (University of the Arts London) on the deterioration of raffia. It is providing a chapter on x-radiography and ethnography collections for a forthcoming book in 2007 'X-radiography for Textile Studies and Conservation: Techniques, Applications and Interpretation'. A paper on the technical examination of Tibetan clay figures delivered at the Forbes Symposium in Washington DC in 2005 will also be published in the Proceedings in 2007.

2.2: Horniman Publications

The Museum is continuing to publish its series on material culture and critical museology. The publications series will continue in the period 2007-08 with a planned publication in 2007. This biennial cycle of publication is currently the most appropriate one for the Museum.

The 2007 publication is provisionally entitled '*Patterns, Forms and Boundaries: Material Culture in the Caribbean and the Guianas*'. This will be based on a conference which the Museum plans to host in 2007.

In 2007 we also hope to publish a guide to the Boosey & Hawkes collection in the Music Gallery. In 2009/10 we hope to produce a publication relating to the Music from India project.

2.3: Academic Conferences

2.3.1: 'Patterns, forms and Boundaries:

Material Culture in the Caribbean and the Guianas'

In 2007 the Museum will host the above conference. The conference will examine the patterns, forms and boundaries as espoused through the material culture of the indigenous peoples of the Caribbean and the circum-Caribbean regions of the Guianas (Guyana, French Guiana, Surinam and Venezuela). Patterns and forms are key to the understanding of the cultures of the indigenous peoples of these regions. There are numerous archaeological, ethnographic and iconographic analyses that have been carried out over the years to attempt to understand specific cultures and their formations through the consistency or variations of certain forms and patterns. It was, for instance, out of such analyses, especially by archaeologists, that we have been able to establish outlines of sequences of cultural development such as the Barancoid up to the Saladoid era.

This symposium aims to explore important questions about the role of boundaries, be it political or cultural, in the interaction between indigenous forms and patterns in the Caribbean and the Guianas. The aim is to explore both the shifts in the use of

central forms and patterns and how such objects could offer better understanding of the past and present interaction between cultures in the Caribbean and the mainland circum-Caribbean regions.

2.3.2: Music in India

this conference will be linked to the major temporary exhibition of the Horniman Museum's collections which will be staged in the Temporary Exhibitions Gallery in 2008. It will be organised in collaboration with the British Forum for Ethnomusicology. The conference will provide a forum for reflection on diverse questions and issues concerning music research in commercialisation of music for a tourist/global market.

2.3.3: Music in London 2009-2010

A joint conference of the Galpin Society and Historic Brass Society focusing on wind instrument making in Britain will be held in July 2009 and will be linked with the Boosey & Hawkes display and an exhibition of technical drawings from the Boosey & Hawkes archive.

2.4: Documentation

Documentation work during 2007/08 will include a project to improve the documentation of our Chinese collections. The outputs of this project will comprise: a full inventory of all identifiable Chinese objects within the collection; digital photography of at least 1000 objects and detailed research of key collection items in preparation for exhibition development and a presence for the collection on the Museum's website. This project is funded by the Designation Challenge Fund.

We will also be concentrating on the documentation of our Musical Instrument collections, improving the detail and cleaning data to enable these records to be used for on-line access to our collections on the Web. We will also continue work on the documentation of our Natural History collections and new acquisitions as well as exploring ways in which our collections management database, MIMSY XG, can be used to maximise the efficiency of our collections management procedures and processes.

2.5: Collections Conservation & Care

The Horniman Museum aims to ensure that every specimen in the permanent collections is housed and presented in such a way that it is not unduly put at risk, whether it is on display, in store or on loan, so that it can be preserved for future generations. To achieve this we set standards and guidelines for the preservation of our collections, carry out a monitoring strategy and advise on appropriate methods of environmental control for the collections.

Throughout this planning period, conservation of the collections will focus on a rolling programme of monitoring and control, as well as treatment of objects in poor condition. Areas of the collection requiring particular conservation focus include the

textile collection; specimens in the Natural History Gallery, as part of a potential refurbishment project; Indian musical instruments required for the temporary exhibition in 2008, new acquisitions to the collections and objects to be sent on loan to other institutions.

The Collections Conservation & Care section plans and sets up training days for Horniman staff on pest control, disaster planning and materials characterisation. Object handling training is given to all new members of staff, volunteers, students and interns. They also host Continuing Professional Development training days for Conservators such as on materials testing and the identification of bone and ivory. A current new project is to set up a training day on the conservation of leather with the Leather Conservation Centre.

3. ENABLING

We can only achieve the ambitious programme contained in this Corporate Plan with the full support and commitment of all our staff. All staff have been given the opportunity to contribute their ideas to the development of the Horniman and this always results in most welcome enthusiasm and imaginative ideas. We will continue to explore ways in which all staff are able to make an effective contribution.

To achieve our objectives we need to generate income. We also need to use all our resources in a cost effective way. We need to ensure that our planning and monitoring systems are robust, that we have efficient working practices, that the physical infrastructure provides the appropriate conditions for the collections, visitors and staff and that our ICT provision is able to support the Horniman's needs both at present and into the future. In addition we need to ensure that we are able to provide a safe and secure environment for our visitors and staff.

In a constant effort to improve and develop services the organisation participates in a variety of schemes designed to provide outside validation of standards and where appropriate it will embark on new additional schemes. The essential work undertaken by many of our staff does not appear within the activities and programmes highlighted in this Corporate Plan. However, without the essential 'behind the scenes' work of Finance, Personnel, Administration, Facilities and ICT the Museum and Gardens could not function.

The additional resources provided by the Renaissance in the Regions programme in 2008/09 will provide more opportunities for sharing best practice and exploring opportunities for collaborative working and sharing expertise.

In addition an increasing range of formal and informal partnerships and collaborations bring new ideas and resources, enabling the Horniman to both contribute to the wider cultural scene and offer its own visitors an enhanced experience.

3.1: Collaboration and Partnership

The Museum is at the centre of a wide range of networks and collaborations. The work of many departments including Conservation, Education and Curatorial, depend on collaboration and cross working with partners across the sector in this country and abroad. Strategically the Museum is also part of a number of collaborations and partnerships that will continue to be pursued throughout the life of the Corporate Plan.

3.1.1: Renaissance in the Regions

'Renaissance' is a government initiative designed to enable non-national museums in the nine English regions to play a fuller role in serving their communities. The first tranche of funding in 04-05 and 05-06 allowed the Horniman to expand its educational and public programming via outreach, exhibitions, schools and community programmes. It enabled us to work in partnership with other smaller

museums to create greater benefit across London and serve a wider range of people. It allowed us to update our documentation software and make significant progress in creating computer records of our Anthropology collections. In addition it gave us extra resources to work on the Charter Mark. It is clear that without Hub funding very few of these advances would have been achievable and this highlights how important this area of funding is to us.

The Government made a further substantial allocation of funding for the 'Renaissance' initiative in the 2004 Departmental Spending Review. The second round of funding allocation under Renaissance for 06-07 and 07-08 for the London Regions was £5.81 million. The Horniman has been awarded £958,533 for 2007/8 to allow us to continue to invest in developing partnerships across London, to provide enhanced levels of public and educational programming designed to engage new audiences, to improve our ICT infrastructure and to work with our Regional Hub Partners, the Museum of London (lead museum), London's Transport Museum and the Geffrye Museum. We will also be working with the wider museum community in London, the Greater London Authority, our local authority and other London wide agencies, to ensure the best possible use is made of this funding for the benefit of new and existing museum audiences in London.

We await the outcome of the 2007 Departmental Spending Review in terms of funding for the Renaissance programme which will inform any allocation to the London Region and in turn to the Horniman's role and funding for the years 2008/9 and 2009/10. We hope to be able to continue to build on the important developments in Learning, access to collections and audience engagement achieved to date with the help of Renaissance funding.

Horniman Curators are involved in several subject specialist networks established by Renaissance in the Regions, including the Japanese, Himalayan and Chinese subject specialist networks and the Human Remains Network.

3.1.2: The British Museum's 'Partnership UK'

The Horniman is a member of the British Museum's 'UK Partnership' and very much welcomes the opportunities this brings in terms of loans, supporting expertise and a national network of museums with close collection's links. Our partnership with the British Museum has a very visible public manifestation in terms of the 'spotlight objects' that we are able to display. Spotlight tours include opportunities to hear BM specialists on these key objects, opportunity for panel discussions and debates with Horniman staff and guests which provide our visitors with a broader range of programming than would otherwise be possible. In turn we help the BM by enabling them to reach a wider London audience.

We also work with the British Museum (BM) at an international level collaborating on their work in Ethiopia and Kenya. In 2007 we will begin collaborating on the BM summer school for 18 Curators from abroad, which they propose to hold annually. We have agreed to host a full day for the Curators at the Horniman and we will also provide follow up opportunities for those participants who particularly wish to engage with us. The advantage to us is that it provides an annual fixed point for our

international training work and builds good contacts for us with Curators abroad at little cost.

3.1.3: Local Authorities

The Horniman has a close working relationship with its home Borough of Lewisham. We recognise the value and importance of working with local authorities to maximise the impact of the services we can deliver. Lewisham is highly supportive of the Horniman's plans to improve the Gardens and is providing valuable advice and support for the Trust's bid to the Heritage Lottery Fund.

We are looking to establish a closer working relationship with the Greater London Authority over this period, in particular with regard to the high priority given in the GLA Cultural Strategy to involving multi-cultural communities more in the development and enjoyment of cultural facilities, a priority we both share. We also plan to contribute to the GLAs focus on India in 2007 and China in 2008.

3.1.4: Regional Bodies

The Horniman works closely with Museums Libraries and Archives (MLA) London. As a substantial regional Museum it is appropriate that the Horniman should play its part in influencing and developing strategy for the sector in the London area. The most appropriate conduit for our work with MLA is via membership of the London Regional Hub. We will also participate in the London Museums Group formed in 2006. The Horniman will work with its partners to ensure that Hub plans are properly co-ordinated with those of the Regional Agency.

3.1.5: Academic Links

3.1.5.1: Anthropology

The Anthropology section will continue to offer placements for students of Museum Studies at the University of Leicester, the University of Southampton, and University College London. In addition we plan to offer such opportunities to students at the School of Oriental and African Studies of the University of London, and the University of Gothenburg. We will approach Goldsmiths College with a view to offering collaboration with their anthropology and curating degree programmes.

We plan to collaborate with the V&A and the National Museum of Ethnology, Osaka, on researching Japanese collections. Funding for this has already been secured through the Daiwa Anglo-Japanese Foundation. British Academy funding has also been secured for an external researcher to work on our Naga collections.

Following on from the Japan project funded by the Anglo-Japanese Daiwa Foundation in 2006-7, the Museum has established links with colleagues in the Edo Tokyo Museum and the Municipal Museum of Art in Osaka. Links with these two museums and with the Victoria and Albert Museum continue in relation to research on the Museum's Japanese collections.

Following the launch of the textile exhibition area in 2004, links with specialist textile groups have involved visits from the Oxford Asia Textile Group, the Textile Society and students from the University of East London. During the period 2007-10 the

Museum intends to continue to develop its links to these and other specialist textile groups to help exploit the full potential of the Museum's important textile collection.

The Deputy Keeper of Anthropology will continue as a member of the editorial board of the journal 'Indonesia and the Malay World', as the secretary of the Association of South-East Asian Studies in the UK, and as a member of the peer review panel of the Arts and Humanities Research Council.

3.1.5.2: Natural History and Gardens

The Natural History Section collaborates on an on-going basis with colleagues from other museums in London and across the UK. During 2007-10, we plan to establish stronger links with London Wildlife Trust and the London Biodiversity Partnership on research projects relating to biodiversity conservation in London.

We have established a link with Royal Botanic Gardens, Kew through the Plant Cultures project and it is hoped this will lead to further opportunities for collaboration over this planning period including exploring the possibility of linking to their project on traditional Chinese medicine.

The Natural History section collaborates on an on-going basis with colleagues from museums across the United Kingdom. We have borrowed much material from Royal Museum Scotland, also from Ulster Museum, Oxford and the Natural History Museum.

3.1.5.3: Collections Conservation and Care

The Collections Conservation & Care section has academic links with professional conservation training courses both in the UK and Europe, hosting internships and resident student placements from institutions such as University College London, the RCA/V&A, the London Metropolitan University, The Textile Conservation Centre (University Southampton), the Fachhochschule Cologne and L'Institut du Patrimoine, Paris. The section collaborates with the Education section on providing outreach sessions during Science Week and holiday periods.

3.1.5.4: Musical Instruments

The Musical Instruments section collaborates on a regular basis with colleagues from the music department of Goldsmiths College. Horniman Curators are regular guest lecturers at Goldsmiths and lectures are periodically held in the Music gallery. Frequent collaboration between the Musical Instrument section and the Edinburgh University Collection of Historic Musical Instruments occurs and results in various web outputs, including the Brasswind Terminology Working Group and several web pages devoted to the output of Boosey & Hawkes and Besson. Both members of the Musical Instruments Section are officers of the Galpin Society, which promotes research in historic musical instruments and has a significant presence in the academic community.

3.2: External validation

3.2.1: Investors in People (IiP)

The Trust's award as an Investor in People was renewed in August 2003, and again in 2006. All managers participate in developing procedures for the involvement of staff in the business planning cycle and ensure that training plans are closely related to the Corporate Plan. We regularly review the effectiveness of training and development at the individual, team and corporate levels in order to ensure we achieve value for money and deliver a high quality service.

3.2.2: Charter Mark

The Museum has embarked on a project to achieve Chartermark status in 2007. Chartermark is the National Standard for customer care in the public sector and as such is a very appropriate scheme for the Horniman. A cross-sectional team from the Museum worked throughout 2005 towards achieving the 6 criteria that need to be in place before the final assessment at the end of the project. The team, along with the project manager, are working closely with an independent consultant who has been appointed for the purpose of this project. We intend to put in the application for Chartermark by Summer 2007

3.2.3: Green Flag Award

In 2003, 2004, 2005 and 2006 the Horniman was successful in its application for a Green Flag Award for the Horniman Gardens. This scheme, run by the Civic Trust and sponsored by CABE Space, provides the national standard for quality parks and green spaces. Evidence is also required that the public enjoys the facilities provided and that consultation and visitor surveys are undertaken.

The Green Flag Award has to be renewed annually and it is intended that the annual renewal will be achieved through this period.

3.2.4: Accreditation

In July 2006 the Museum was awarded MLA Accredited Status through the Accreditation Scheme for Museums in the United Kingdom. Accreditation is the means by which museums and galleries in the UK can show that they have reached acceptable standards in the areas of governance and museum management, user services, visitor facilities and collections management. Accreditation is an important benchmark in the sector and is regarded by many funders as a key indicator of the institution's state of health.

3.3: Capacity Building and Realising the Museum's Commercial Potential

Over the next three years, fundraising will fall into three main areas of activity in order to support this Corporate Plan.

3.3.1: Fundraising for Major Projects

The fundraising priority for 2007-10 will be the major campaign for the redisplay of the Natural History Gallery, improvements to the content and interpretation of the Horniman Gardens and Gardens infrastructure. The main thrust of effort will be to

seek funds from public sources, individuals and charitable trusts. We estimate that a total of c£4.1m is needed to further these projects.

3.3.2: Fundraising for Medium Scale Projects and Capacity Building

With the Natural History Gallery and Gardens developments being the top priority for fundraising in 2007-10, the Development Team's capacity to play a part in raising funds for other Museum projects is likely to be severely restricted. Its involvement in supporting other funding needs is therefore likely to be on an advisory and supportive level, rather than taking a lead. Projects, which fall into this category, include the summer music and community festival and the textiles projects.

3.3.3: Developing Unrestricted Income from Individuals.

A number of initiatives are now underway to grow this important type of income stream. Following a successful launch in 2004-05, the Benefactors' Scheme is now generating almost £10,000 pa in unrestricted income for the Museum. In 2007-8 we will be developing our scheme and offering increased benefits to those taking part.

During the period of the Plan, the Museum plans to install a new collection box in the front entrance, and introduce some new fundraising materials into the Museum and Gardens, namely a general fundraising leaflet and a legacy promotional pack.

3.3.4: Commercial Activities

During this period the Horniman will continue to establish its lettings business based on weddings and parties in the grade 2 listed conservatory. A trading company, Horniman Museum Enterprises, began trading in April 2005. The Board of Directors of HME bring commercial expertise from outside the Museum and will shape the direction of the hire business and any other commercial areas deemed suitable. The Horniman receives income from its café and shop operations, both of which have been contracted out. Further income comes from fees charged for filming and photography in the Museum and Gardens.

The HME Board will continue to monitor these commercial activities, to set targets and to consider other opportunities as and when they arise. The target for 2007/8 is £30,000, increasing at c.10% net income per annum.

3.4: Maintain and Manage Estates

3.4.1: Facilities

Our Facilities team underpins the work of the Horniman by providing a high quality buildings and site management service to the Museum, Gardens and Study Collections Centre (SCC) so that staff and visitors are able to operate in a well-planned, safe, secure and well maintained physical environment. This is a particular challenge as we continue to attract larger visitor numbers, placing greater demands on the physical infrastructure.

3.4.2: Study Collections Centre Development Project

The Study Collections Centre (SCC) houses over 90% of the Museum's collections. Converted from a Victorian school building, the SCC has maintained reasonable

environmental conditions and provided access to the collections for Museum staff and external researchers since the 1970s. The SCC is now full to capacity, putting at risk our ability to ensure appropriate storage environments, lend objects and provide public access to the collections.

Therefore it will be necessary to improve and increase the available capacity at the SCC by using mobile storage units to replace static units and to extend and improve the physical infrastructure to enable objects to be stored and moved more easily as well as developing facilities which will increase access to objects in store for study purposes. Our ability to develop this will depend on the funding arrangements which are agreed for 2008/09 and beyond

The SCC needs to be replaced by a larger, purpose built facility, better able to comply with Health and Safety regulations, the Disability Discrimination Act and enable access to this important national and regional resource for future generations to enjoy. The challenge during the next three years is to create a robust development plan, exploring the costs, funding and partnership possibilities to ensure the long term care and development of the Museum's important collections. The Museum hopes to undertake this review with the Museum of London, assisted by funds from the Renaissance in the Regions initiative.

3.4.3: Major Condition Survey 10-Year Plan

To ensure the efficient management of our estates we commissioned a major condition survey in January 2004 which provided a new 10 year rolling plan for maintenance.

The works scheduled for 2007/08 include the roof repairs to the Museum, repairs to the Douling front steps and walkways, access improvements to clock tower and roof space as well as some external repairs to the SCC building. Our plans for implementing the condition survey beyond 2007/08 include replacement of plant, increasing the energy efficiency of our building, and upgrade and renewal of facilities, but will depend on the funding available in 2008/09 and beyond.

3.5: Information and Communication Technology

Our ICT network is a vital component of our ability to deliver high quality services to our visitors. In 2008/09 we will work with the Hub ICT strategy development officer (funded through Renaissance in the Regions funding to provide a shared resource for all hub museums) to develop an ICT strategy for the Museum which will enable us to improve our efficiency and ensure that we are well placed to use ICT effectively to support all areas of our work and to increase the impact of our activities through our website.

3.6: Staff

The Personnel Section provides support for staffing issues to all sections of the Museum and Gardens. The challenges which it will face in the planning period

include the need to maintain the current high levels of staff motivation and professionalism as well as reviewing and updating employment policies to reflect changing legal requirements and staffing requirements.

3.6.1: Staff Council

The introduction of the new Staff Council in 2008 will provide greater opportunities for staff consultation and involvement of staff in planning for new activities and implementation of change.

3.6.2: Staff Development

As part of the Investors in People process an annual review of training is carried out in relation to the business needs of the Horniman. This includes supporting staff in individual professional development, which is identified through individual annual reviews, as well as providing training to staff to ensure that they are well equipped to respond to new challenges and changing legal requirements in areas such as health and safety and child protection. In addition a management development programme will be introduced in 2008/09 and, subject to funding, the successful programme offered to front of house and gardening staff to obtain relevant NVQs will continue through the planning period.

3.6.3: Finance

As our funding and reporting arrangements become more complex a challenge for the Finance team will be to ensure that we are able to produce robust and appropriate financial reporting whilst continuing to maintain strong systems of internal control.

3.7: Efficiency Review

An Efficiency Delivery Plan was submitted to DCMS in March 2005 to cover our plans for meeting efficiency targets in the 2006-2009 planning period. We are on target to achieve our targets for 2007/08 which is the third and final year of this plan. During 2008/09 we will also be considering where further efficiencies can be achieved in 2008/09 and beyond and factoring these into our plans and negotiation of our funding agreements.

**Annexe 1: Performance Indicators Agreed with the
Department for Culture, Media & Sport for 2007-08**

	2007-08
No of actual Museum visits*	290,000
No of unique users visiting web site	380,000
No of adult UK visitors aged 16 and over from lower socio-economic groups attending the Museum (this is NS-SEC groups 5-8)	27,500
Number of children aged 15 and under visiting the museum	141,000
No of children aged 15 and under in on and off-site organised educational sessions	48,000
Net income from trading (including corporate hire)	54,000
Efficiency Savings	43,607

Annexe 2 2007-08

KEY ACTIVITIES 2007-2010

Communicating to a larger & Broader Audience

Exhibitions

Walking with Beasts
Music in India
Textiles from Japan
Journey Through Japan
Every Third Mouthful

Education

Schools Provision
Community provision for adults
& children
Operahouse Project (subject
To funding)

Community Projects

Indian Music in London

Events & Activities

Concerts
Festivals
Guided tours
Slavery

Web Development

Learning Portal
Exploring 20th Century London
Music Collections

Publications

Boosey & Hawkes
Caribbean and the Guianas

Major Developments

Gardens Project
Natural History Project

Harnessing the Potential of the Collections

Research

Indian Music Project
Deterioration of Raffia
Natural History Project
Malay Collections
Chinese Collections
East African Collections
Music in Britain
Herbarium Project
Hart Dioramas Project

Academic Conferences

Music in India
Patterns, Forms & Boundaries –
Caribbean Conference

Documentation

Chinese collections
Inventory work–Natural History

Conservation

Natural History Gallery
Chinese Textiles
Loans
Music in India

Collections Management

Loans
Storage Project

Projects

SCC Development Project

To Achieve this we need:

Collaboration/Partnerships

London Hub
British Museum
Goldsmiths College
Greater London Authority
Local Authorities
Operahouse
University College London
RCA/V&A
London Metropolitan University
(Conservation)
Leicester Students/Leicester
Museum
British Institute in east Africa

National Museums of Kenya
Textile Conservation Centre,
University of Southampton
City & Guilds, London
University of Gothenberg
Hong Kong Heritage Museum
London Wildlife Trust
Trust for Urban Ecology (TRUE)
Camberwell College

To Maintain & Manage Estates

Implement condition survey plan

ICT

Develop strategy

To Generate Income

Natural History project
Gardens project
Gardens events

Staff

Works Council
NVQs

External Validation

Chartermark
Renew Green Flag

2008-09

KEY ACTIVITIES 2007-2010

Communicating to a larger & Broader Audience

Exhibitions

Music in India
Chinese Textiles
Recycling in India
Bought-in Exhibition

Education

Schools provision
Community provision for adults and children

Community Projects

Indian Music in London?

Events & Activities

Concerts
Festivals
Guided Tours

Web Development

Chinese Collections

Publications

Major Developments

(funding dependant)
Gardens Project
Natural History Project

Harnessing the Potential of the Collections

Research

Indian Music Project
Natural History
Chinese Collection
East African Collection

Academic Conferences

Music in Britain

Documentation

Inventory Work

Conservation

Music Collections (B&H & Music in India)
Textile Exhibition – rotation
Natural History Gallery
Loans

Collections Management

Loans
Storage Project

Projects

Gardens
Natural History Gallery
Olympics
SCC Development Project

To Achieve this we need:

Collaboration/Partnerships

London Hub
British Museum
Goldsmiths College
Greater London Authority
Local Authorities
University of Edinburgh
University College London
RCA/V&A
London Metropolitan University (Conservation)
University of Leicester/Leicester Museum
National Museums of Kenya
Textile Conservation Care & Museum Studies, University of Southampton
Camberwell College

To Maintain & Manage Estates

Implement Condition Survey Plan

ICT

Implement Strategy

To Generate Income

Natural History Project
Gardens Project
Gardens events

Staff

NVQs

External Validation

Renew Green Flag Award

2009 - 2010

KEY ACTIVITIES 2007-2010

Communicating to a larger & Broader Audience

Exhibitions
Textile Exhibition – Niger?
Bought-in Exhibition
Contemporary Kenya

Education
Schools Provision
Community Provision for Adults
And children

Community Projects

Events & Activities
Darwin April 09
Natural History events

Web Development

Publications
Music from India

Major Developments
(funding dependant)
Gardens Project (work begins
Spring 2009)
Natural History Project (Gallery
closure throughout 2009/10)

Harnessing the Potential of Collections

Research
Natural History

Academic Conferences

Documentation

Conservation
Natural History
Textile rotation
Touring Music in India
Loans

Collections Management
Loans
Storage Project

Projects
SCC Development

To Achieve this we need:

Collaboration/Partnerships
London Hub
British Museum
Goldsmiths College
Greater London Authority
Local Authorities
University College London
RCA/V&A
London Metropolitan University
Camberwell College
National Museums of Kenya
Textile Conservation Care &
Museum Studies, University of
Southampton
University of Edinburgh
University of Leicester/Leicester
Museum

To Maintain & Manage Estates
Ongoing implementation of
Condition Survey

ICT
Ongoing

To Generate Income
Gardens
Natural History

Staff

External Validation
IIP

Anthropology research dependant on China and East Africa exhibition projects going ahead