

THE HORNIMAN MUSEUM & GARDENS

CORPORATE PLAN

For the three years ending 31 March 2012

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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. 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 benefits significantly from the wider knowledge and strategic advice provided by the Chairman and Trustees.

Some of the developments in this Plan are dependent on special fundraising efforts, while others have funding earmarked through our allocated grant-in-aid or capital allocation from the Department for Culture, Media and Sport (DCMS) and our predicted income generation.

Funding for the final year of the Plan (2011/12) is dependent on the outcome of the next Comprehensive Spending Review (CSR). Trustees and management are aware of the difficult economic climate and the pressures on public spending that are likely to impact on the next CSR. We plan to take every opportunity to enact efficiencies, attract new funding and build strategic partnerships that can help the Horniman continue to offer a high level of service to existing and future users.

The confirmed DCMS allocation of grant in aid and capital funding stands at:

	Resource	Capital
2009-10	£4,166,000	£400,000
2010-11	£4,279,000	£400,000
2011-2012	To be confirmed	To be confirmed

Our funding for 2009/10 and 2010/11 under the Government's Renaissance in the Regions (RinR) programme will be confirmed in March 2009. The Business Plan submitted for RinR funding proposed a total of c.£1million for the two years for Horniman related projects.

A summary financial table is attached at Appendix 3.

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 exhibitions, 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. The new Aquarium was opened in 2006 further increasing the popularity of the Museum and Gardens.

The Trust employs around 120 staff, some of whom are located at our Study Collections Centre in Greenwich.

Awards

The Horniman has won a string of awards since its relaunch in 2002, including the Museum of the Year Award, and London Family Attraction of the Year Award (Good Britain Guide), an RIBA award for the excellence of its new building, a Civic Trust Award, and the Silver Award for London Visitor attraction of the Year (2007). Its Gardens were South East winner of Britain's Best Parks (2004) and won the 'Public Green Corner' Award in 2008.

The Trust has a dedicated and enthusiastic staff and is also proud of holding the Investors in People Award for developing its staff, and the Green Flag award for the excellence of the work in its Gardens. A high standard of customer care across the organisation was achieved and recognised in 2007 with our first award of the Customer Service Excellence Award.

Visitor Success

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 the Museum and Gardens for 2008/9 will stay at or close to the all time high achieved in the previous year, well 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 and the support of our core funder, the Department for Culture, Media and Sport and those Trusts, Foundations and individuals who offer us their long term support and encouragement.

Development Plans

The Trust seeks to refresh and develop its public offer and to this end has prioritised the development of its Gardens and Natural History Gallery as the next major challenges. Under the title 'Evolution 2010' these capital projects follow on from the successful redevelopment of the Horniman Aquarium in 2006 and the new Nature Base which will open in 2009. Significant investment is now being sought to complete the 'Evolution 2010' project and realise the major educational and leisure benefits of both the Gardens Masterplan and the new designs for the Natural History Gallery.

The Evolution 2010 project involves major physical, intellectual and organisational change that would allow the Trust more fully to use its expertise in horticulture, natural history, anthropology, musicology and learning, alongside its world class collections and 16 acres of Gardens to create a truly unique 'window on the world'.

Our Corporate Brochure, kindly sponsored by Barclays Plc, gives an overview of the Horniman, its successes and the considerable potential it has to develop and grow its service to the public. A brochure on the Evolution 2010 Project is available from Head of Marketing and Development, Horniman Museum, 100 London Rd, Forest Hill, London SE23 3PQ and online at www.Horniman.ac.uk/evolution.

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. It has an exceptional record of educational achievement having directly taught children from South London schools for over 50 years. The Horniman works with a range of partners to develop its education work and encourage participation from as wide a range of people as possible. It has both internal and external Access Groups which explore ways of making the buildings, collections and Gardens as physically and intellectually accessible as possible.

This section outlines the audiences we plan to reach and the exhibitions, key developments, learning programmes, targeted events and innovative community led projects that the Trust is planning to deliver in order to engage these audiences over the next three years.

1.1 AUDIENCES

The Horniman has experienced significant visitor growth since the opening of the Centenary Development in 2002, which was further buoyed up by the launch of the new Aquarium in 2006. Museum visitor numbers reached record levels of 477,000 in 2007-08, with some 600,000 to the overall site, and we are anticipating similar final numbers for 2008-09. A dynamic and engaging programme coupled with highly effective marketing, a rising public profile, a string of award nominations and an excellent level of customer care have been key to this success.

The challenge for the years 2009-12 will be to consolidate these successes in a challenging economic environment, retaining visitor numbers and maintaining organisational profile, programming and reputation in the very competitive London cultural and fundraising market. The target for Museum visitors for 2009-10 is 450,000, with 575,000 predicted for the total site including the Gardens.

During the Plan period the Horniman will focus on key audiences, with families, culturally active adults and black and minority ethnic (BME) communities identified as being critical to achieving visitor targets. In addition learning resources will be focussed on engaging schools and community groups, including new initiatives to engage young people (see 1.3 below).

Key Attractions

Key attractions for visitors will include the temporary exhibitions programme, in particular Robot Zoo and Myths and Monsters, both of which will be an excellent attractor for the Horniman's core audience of London families. These will provide the inspiration for major themes driving our events and learning programming. Further major marketing initiatives during this period will focus on promoting the Horniman's music profile, publicising the new developments in the Gardens, promoting our Darwin 200 programme and launching our new introduction to Natural History in the 'Nature Base'.

Advertising, public relations, direct marketing and leaflet distribution will be of particular importance, as will the website and e-communications, both of which are becoming more prominent in influencing visitor decision making. A priority for public relations will be further to build relationships with key contacts in broadcast, print and web based media. Collaborations will be sought with partner organisations where appropriate to develop audiences.

The extension of the East London Line in 2010 will present strong opportunities to target tourist audiences, attracted to London in ever greater numbers in the run up to the 2012 Olympics. It will also open up the Horniman to communities in east and north east London such as Whitechapel, Docklands and Hackney.

We will remain acutely aware of our visitor needs and satisfaction levels. Ongoing research among both visitors and non-visitors will be used to widen audiences and improve the visitor experience, including an annual visitor survey and comment cards.

Special Events

A high quality special events programme is planned for the period to appeal to wide and diverse audiences and to complement the targeted programming provided by the Learning team (see 1.3 below). We also aim to extend our reach with collaborative events such as the Jerk Cook Out festival and Forest Hill Day.

The special events programme will be themed and co-ordinated throughout the Museum and will incorporate a number of components:

Music

A regular programme of music events will reinforce the Horniman's music credentials, as well as animate and highlight our renowned collection. Included will be an annual music-based festival in the Gardens, spring and autumn performance series' in the Conservatory and summer concerts on the Bandstand. We will seek to become involved with high profile music events such as BBC Proms and Music Village.

National Initiatives

The Horniman will take part in large scale national initiatives including Science and Engineering Week, Musees des Nuits, Adult Learners Week, The Big Draw and Black History Month. In 2009, this will include a number of events linked to the Darwin 200 bicentenary celebrations including adult lectures, family talks and music performances, plus participation in the Greater London Authority's (GLA) new Story of London festival. For 2010, we are planning to present an African programme to coincide with the first football World Cup to be held in Africa and to link into our Tuareg exhibition.

Throughout the period, we will also seek to participate in the Cultural Olympiad in the run up to the 2012 London Olympics, linking into the GLA, the Big Dance, and, funding permitting, the 'Stories of the World' Olympic strand.

Thursday Lates

The Horniman has established an evening 'Thursday Lates' programme to engage adults with the collections via lectures, talks, discussions and film screenings. This has been a success and will continue, with events focused on the last Thursday of each month. Events being planned for 2009 include adult only sessions in the Hands on Base and a tour of the new Medicinal Garden.

1.2 KEY DEVELOPMENTS IN THE GARDENS

Gardens Masterplan

Since 2007 we have been working on a long-term masterplan for the Gardens which addresses the development needs of the site as a whole. Using the overarching theme of 'Local to Global' we plan to engage our visitors with all three of our collecting areas (world cultures, music and natural history) in the Gardens as well as the Museum.

The total project cost is c. £2.7m and we are currently seeking funding to enable us to complete the project. The project will require a further 6-9 months of design development and at least a year of construction work before completion.

The main elements of the project include:

- **Bandstand Terrace:** the addition of a new Learning and Community Base and the restoration of the historic Dutch Barn and Bandstand, opening up of sight lines across London and improvement of surfaces and new planting. We will also be greatly improving the animal enclosure.
- **Sunken Gardens and Community Food Garden:** an extension of the footprint of the current African garden south to accommodate a community food garden, work with local communities to develop a community garden / allotment where schools can partake in longer term real growing projects. Enclosure of the Sunken Garden, pergola & Community Food Garden with a hedge to create a more intimate feel & denote this as a special place, introduce new ramped access to make the sunken garden accessible to all and introduce a water pool to the centre of the sunken garden.
- **Improvements to the Gardens infrastructure:** refurbishment of the Gardens toilets; removal of unwanted paths & realign others to create an holistic site layout; replace or remove outdated fences; improvement of degraded path surfaces. We will also build a new glasshouse to replace all the ad-hoc structures in the Nursery.
- **More opportunities for Gardens activities:** a full yearly cycle of Gardens events and activities has been planned for all our visitors to enjoy. These include more 'hands on' opportunities to grow plants; more adult events and leisure activities e.g. painting clubs; bat walks; more opportunity for volunteering; themed

days linked to national initiatives using new facilities e.g. Insect Week; new fun competitions e.g. food fairs and displays built around the new community food garden; improved usage of nature trail for fun activities e.g. wellie walks, mini beast safaris.

1.3 LEARNING

Public education was central to our Founder's vision and remains central to the Trust's vision today.

The Horniman aims to create and facilitate learning programmes for a broad range of audiences. The Learning Section also contributes expertise to Horniman-wide initiatives, as well as many external networks and partnerships.

1.3.1 Schools

We reach over 22,000 school children and about 5000 teachers/accompanying adults each year through 27 led sessions a week. The majority of users are from South London primary schools and we have a high uptake of groups from Special Educational Needs Schools.

2007-08 saw a 20% increase in the number of secondary schools that were booked in to learning programmes. This period also saw an increase in our science offering for both primary and secondary schools. In 2009 -10 we will continue to work on attracting more secondary schools through an increased science and art and design offer, supported by Renaissance London. Alongside this, we will continue to drive to attract secondary schools across all curriculum areas and to monitor the success of the new science programme.

In addition, the Schools Learning team is developing innovative support materials to facilitate self-directed visits for a variety of audiences to help them engage creatively and in a more focused way with the rest of the Museums objects.

We will steadily increase the e-marketing newsletter distribution and continue with the annual flier and poster circulation. In addition to this we will develop our partnerships with Professional Development Centres, Local Authority subject advisors and organisations such as Lewisham Education Arts Network and the Regional Science Learning Centre.

Gardens

Our new Gardens offer launches in Spring 2009 looking at plants and people, mini-beast explorations and field studies. These sessions address areas of the science curriculum for which teachers need support and also tackle cross-disciplinary sustainability issues. They directly support the Horniman's mission and engage schools with topical issues. They will also help to raise the profile of our science offer during the Darwin bicentenary year in 2009 and the International year of Biodiversity in 2010.

Library and Archive

The Learning team will be working with the Horniman's Librarian and Archivist to incorporate the use of the Library into the school visit programme. Opportunities exist at primary level for small group research on most areas covered by the sessions but particularly The Victorian Museum, focussing on Frederick Horniman and using archival material, visitor books etc. At secondary level, the library is an important research tool for areas of independent study at GCSE and A level across the curriculum.

Teachers Professional Development

This is an increasingly important aspect of our offer. We continue to achieve this through daily skills sharing during schools visits, and through teacher training placements. In addition, we plan to increase our provision for tailored in service training (INSET) for established teaching staff through the partnerships mentioned above and Southwark Sustainability Services.

Schools Special Projects

Each year the Schools Team develop special partnership projects to extend the reach of our service and target schools with an identified need. In 2009 we will be partnering with DNA Project Triangle on an African music project relating to the Trans Atlantic Slave Trade targeting schools with culturally diverse students.

Schools and 2012

Leading up to 2012 the team will support schools in South London in reaching their 2012 goals with particular emphasis on the global citizenship strand. Our collections are well placed to inspire and engage young people in conversation about the Olympic and Para-Olympic values.

Extended Schools Services

Providing Extended School Services is central to the Government's Every Child Matters strategy. The Horniman's contribution to this agenda is our Museum Club, whereby 3 or 4 local schools are offered after-school opportunities relating to our collections and Gardens all year round.

The Museum Club's role as a youth forum for the Horniman will be further developed over the coming years. This will help to ensure that our new initiatives linking to Evolution 2010 and the Cultural Olympiad meet the needs of our young visitors.

Special Educational Needs

The Learning service at the Horniman is particularly suitable for students or adults with sensory impairments and/or learning difficulties. The multi-sensory nature of exploring hands-on objects through touch, sound and smell and the variety of learning styles adopted in our 'teaching' methods, enable us better to meet the individual needs of these visitors.

Through the Schools Service we already reach these children via special schools and through our mainstream schools visits (80% of SEN students remain in mainstream schools). Over the coming years we will endeavour to make SEN visits

more comfortable and engaging by working with local SEN groups and initiatives such as our partnership with Oak Lodge School for the Deaf.

In addition we hope to increase the number of out-of-school visits for children and adults with disabilities. We will continue with our British Sign Language Assisted Days, which will be developed in consultation with deaf audiences and with an emphasis on showcasing their contributions to society through these events.

We will also continue to work with local MENCAP groups providing opportunities for both facilitated and self-led activities in the HoB. In addition we will be offering placement opportunities in the Gardens for adults with learning difficulties to support the upkeep of a new Community Food Garden.

1.3.2 Community Learning

The Community Learning Service is responsible for supporting early years and children out of school times, families, adult learners including students in higher and further education, youth groups and community groups. This service attracts c.50,000 users each year. The spectrum of activities provided is wide ranging from dance, music, arts and crafts, storytelling, nature activities and discovery and hands on sessions in the Hands on Base. Activities primarily relate to the collections and our temporary exhibition programme, but also line to regional, national or international celebrations such as Chinese New Year and Diwali.

Targeted Community Engagement

The major challenges for Community engagement over the coming years are to:

- Sustain relationships with new audiences through offering a menu of opportunities to remain engaged with the Horniman;
- Continue our successful engagement with target audiences through regular programmes such as Refugee week;
- Target different community groups in line with the Horniman audience development aims;
- Involve community groups in core Horniman activities including the Stories of the World Cultural Olympiad initiative, refugee days and the community food garden. This ensures the community has a role in shaping our activity, which benefits the Horniman, the participants and our visitors;
- Continue to support our innovative Community Leader training programme developing the skills of our community leaders and sustaining relationships through targeted outreach activities;
- Extend our community engagement programme to include the resources of the Library and Archive.

Handling Collection

Our extensive and inspirational Handling Collection of c.3000 objects which reflect the diversity in the main collections, provides the focus for the learning provision described above.

The Handling Collection is housed in the highly accessible and innovative Hands-on Base gallery (HoB).

During the life of this Corporate Plan more opportunities will be developed to bring the handling objects from the HoB into the Museum's galleries using them more directly to interpret the main collections, This approach will be piloted in the new Nature Base, with volunteers trained to interact with our visitors in this way.

The object-based learning approach practiced by the Horniman Learning section and operated out of the HoB has become recognised across the Museum and Education sectors as a model of good practice.

The new Hands On-line site (our virtual HoB) will bring the Handling Collection to new audiences and enhance engagement for existing audiences through pre and post visit online experiences. The ongoing evaluation of this resource will provide valuable insights into the use of online information on collections, which can inform future plans for putting more collections information on line.

1.4 DEVELOPMENTS IN THE MAIN GALLERIES

The Nature Base

Our new hands-on interactive 'Nature Base' will open in April 2009 as the next part of our drive to realise the Evolution 2010 project, helping us make connections between the Natural History collections and the Gardens, the local environment and beyond.

The aim of the space is to motivate and encourage visitors to explore and value nature 'on our doorsteps' and enable visitors to make links to nature in the Horniman Gardens and other local environments. We will show why it is important to record and monitor wildlife to help preserve the world around us and will encourage further participation and investigation of nature through the launch of our accompanying interactive website linked to our regional biodiversity record centre, GIGL (Greenspace Information for Greater London).

Natural History Gallery

The redevelopment of one of the Trusts major galleries, Natural History, is a pressing issue. 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 much 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. Key opportunities for visitors to link the displayed collections to the Gardens are being missed.

Natural History displays are acquiring a new and greater importance for communicating the significant changes in our natural environment – both locally and globally. The Trust seeks to redisplay its Natural History collections in order to realise the unique potential they offer the Horniman to provide its diverse audiences with a deeper understanding and respect for the natural world

Our new curatorial concept envisages looking at the gallery through the broad prism of biodiversity. Themes will explore the diversity of life, evolution, changes to biodiversity, origins and extinctions and our fascination with nature giving 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.

Having developed concept designs for a new Natural History Gallery, we continue to pursue funding opportunities to enable us to realise this £1.7million project. Whether or not we are successful with the development and implementation of the new Gallery within the Plan period the infrastructure of the Gallery is in urgent need of renewal. The environmental control systems, lighting and ceiling structures are all failing and require replacement. Ideally this work would be carried out as part of the redisplay project, however it may be necessary to approach the infrastructure work as a separate project to be completed before the redisplay of the collections. The programme for these works will be determined during 2009-10.

Music Gallery Refurbishment

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. In 2009-10 we intend to review the instruments available for playing and the way that information is presented about these instruments, and implement changes to make this area more accessible to our visitors. We also intend to renew sections of the Gallery that are currently outdated, in collaboration with key partners such as the Brit School.

Aquarium

Since the Aquarium opened in 2006 it has been extremely popular with our audiences and has helped to increase visitor numbers to the Horniman. The Aquarium systems and environments are now fully established and capable of sustaining livestock at optimum levels of health. During this planning period we will continue to maintain existing displays and make adaptations and changes where appropriate to make the displays as interesting and informative as possible.

In particular we will be working in the following areas:

The Iwokrama rainforest display will be adapted to support terrestrial species such as insects or lizards. The current planting bays will be modified to improve soil drainage and the environment changed to support plants that are characteristic of a Guyanese rainforest. The aim of this improvement is to represent a complete ecosystem that focuses equally on aquatic and terrestrial species.

During 2009 we will be co-coordinating a display with Natural England and Charles Snell from the University of Greenwich School of Science, to highlight the native status of the northern pool frog (*Rana lessonae*) in the UK and to raise public awareness of environmental issues affecting native populations.

The Aquarium will have an enhanced web presence, including video on our YouTube channel.

Objects in Focus

During this planning period we intend to develop a new 'Object in Focus' display programme which will provide the opportunity to highlight important or interesting objects from our stored collections.

The intention is that there will be two 'Object in Focus' displays each year in the galleries with supporting information on the web and in publications. The first of the exhibitions will focus on the Nandi Bull showing how recent conservation research has helped unfold the extraordinary story of this historically important object.

1.5 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 major new exhibition each year, running from the February half term to the end of October half term wherever possible. We have an established Temporary Exhibition group which meets quarterly to discuss all exhibition proposals and programming across the Museum, from our major temporary exhibition gallery to the local art exhibitions in the café. This group works to ensure that collections are used to good effect and all our visitor needs are met within our exhibition programme.

1.5.1 Major Temporary Exhibitions

Robot Zoo – March 2009 to November 2009

This exhibition transforms the rhinoceros, chameleon, platypus, bat, giant squid, house fly, tortoise, grasshopper and giraffe into huge robotic creatures, highlighting their unusual features using machinery, text, images and new technology. Eight animal robots and sixteen hands-on activities illustrate fascinating animal characteristics, such as how a chameleon changes colour, a giant squid jets around or a fly walks on the ceiling.

Sections of the robotic creatures are removed to reveal the animal's insides, constructed using machinery parts such as shock absorbers and pumps, illustrating the mechanisms that make these animals work. By comparing anatomy, environments and size of the actual creatures to their mechanic counterparts the exhibition provides new ways to discover how animals work.

This exhibition was developed in the USA and is currently touring in Europe. The Horniman will be its first UK venue.

Myths and Monsters - February 2010 to September 2010

Myths and Monsters is an entertaining, educational and dramatic mix of animatronic

mythical creatures from the Natural History Museum including specimens and replicas. For thousands of years people from every culture have told tales of terrifying mythical beasts, and over the centuries legend and folklore have often become entwined with reality. The exhibition will allow visitors to find out about the origins of mythical beasts like the Dragon, the Cyclops and the Yeti.

1.5.2 Textile Exhibitions

China – Symbols in Silk – May 2008 to September 2009

This exhibition looks at key concepts relating to the use of symbols in Chinese society. Symbols lie at the heart of Chinese culture, permeating all communications in China through pictograms, visual symbols or behaviour. Symbolic images and signs are used to express ideas about religion, rank, gender and the forces which shape the world. The exhibition focuses on symbols used on objects found in the Horniman's historic collections, in particular our Chinese costume and textile collections. It is our first to focus on embroidery and should be of particular interest to embroiderers. It also helps us to continue our work with members of the Chinese community in London

Fabric of a Nation – November 2009 to February 2010

Fabric of a Nation is a British Museum touring exhibition focusing on the role of printed cloths and their designs as an expression of cultural, social and political identity in modern Ghana, cutting across ethnic and language differences.

The exhibition was produced in partnership with the Department of Archaeology (now the Department of Cultural and Heritage Studies) of the University of Ghana at Legon as part of the British Museum's ongoing 'Africa Programme'.

Tuareg Dress and Ornamentation – March 2010 to September 2011

This exhibition will showcase the Horniman collections of Tuareg clothing and ornamentation collected during field work carried out in Niger during the 1970's and in 2005. The exhibition will take both a contemporary and historical view of Tuareg dress and ornamentation, as well as exploring differences and similarities in the adornment of a people who are spread over a wide geographical area. The exhibition will address the significance of clothing and ornament in Tuareg society and culture, and illustrate production processes, which are linked to trade and exchange on a local and international level.

1.5.3 Photographic and Art Exhibitions: The Balcony

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

Wycinanki: The Art of Polish Paper Cutting - February 2009 to September 2009

The exhibition showcases examples of Polish paper cuts from the Horniman

collections. Some of the paper cuts are representational, with figures of people in costume, angels and cockerels, while others are geometrical, chiefly symmetrical star-shaped designs.

Wycinanki is the Polish word for paper-cut designs. They have been used to decorate the interior of Polish homes since the early 19th century, especially at Easter time. Paper cuts vary according to the region in Poland. For example, Wycinanki created in the Kurpie region near Warsaw are typically single-coloured, while Wycinanki from the Lowicz region west of Warsaw are multi-coloured. There are paper cuts from both regions in the Horniman collections.

Nature as Designer – October 2009 to May 2010

This exhibition has been developed by designer Alison Milner and photographer Steve Speller and consists of black and white digital photographs of natural subjects exploring different genres of nature photography, including a snake skeleton, trees, rocks, seeds and seaweed, juxtaposed with display boxes containing small, anonymous and perfectly formed man made objects, displayed using a wide variety of techniques and materials. It is about the crossover between the manmade and the natural within our environment and makes links between manmade objects from a range of different cultures. It will be linked to the Horniman's Darwin 200 programme (see 1.5.4 below).

Coal, Frankincense and Myrrh – Yemen and British Yemenis – May 2010 to November 2010

The core of this exhibition consists of photographs taken by Tim Smith of the Yemeni communities in Britain during the early 1980s and more recently, as well as in Yemen between 2005 and 2007. It will also include historical documents, ephemera and extracts from oral history interviews collected in Yemen and Sheffield.

The exhibition explains how and why Yemeni people came to Britain, and how Yemeni migration is linked to Yemen's ancient role as a trading nation and its close historical relationship with Britain. Using Newport and Sheffield as examples the 1980s pictures illustrate two distinct phases of immigration - that of the early seafaring community and the post Second World War economic migrants - and show how these communities established themselves in Britain.

The exhibition reflects the impact migration has had on families and society in both Britain and Yemen. It documents the journeys people made and their subsequent lives within communities developing in Britain, exploring notions of home and belonging and what their past and future means to them.

You Say Potato - The Cultural Life of a Humble Spud - 2010 - 2011

This research and exhibition project was suggested by the Curator of Prints and Drawings at the Yale Centre for British Art, Yale University, as a joint project between our two Museums. The research and exhibition would examine issues such as the ways in which the potato came to be an important food crop internationally, global movement of the potato and peoples, the potato famine, relationships of food and power and food security, as well as more contemporary issues such as genetically modified foods.

1.5.4 Other Exhibitions

Darwin 200 – Darwin at Down House (Feb – June 2009) & Darwin Photographic Competition Exhibition (November 2009 – April 2010)

These exhibitions, to be held in Gallery Square, will be part of the Horniman's celebration of the bicentenary of Charles Darwin's birth. 'Darwin at Down' is an exhibition of photographs showing the social, cultural and historical aspects of Darwin's home, where he carried out the majority of his work on natural selection.

The Darwin photographic exhibition will be a showcase of the winning entries of a competition based on the themes of Exploration and Investigation of Nature, to be held during 2009 in collaboration with the Grant Museum and the Institute of Biology, and funded in part by the Wellcome Trust. There will be a web presence alongside the exhibition.

“Sound Designs: Technical Drawings and Photographs from the Boosey & Hawkes Archive”– June 2009 to November 2009

An exhibition of technical drawings and photographs from the Boosey & Hawkes archive will give visitors a unique insight into musical instrument design and manufacture. The drawings are visually stunning examples of the draftsman's art and will complement the material in the Boosey & Hawkes display in the Music Gallery. Hand tools used in instrument making will also be displayed. The exhibition, in Gallery Square, will tie in with “Making the British Sound” a conference scheduled for 7-11 July 2009 and will draw attention to the Horniman's important music collections archive holdings. Papers from the conference will be made available on the website.

Community Gardens Project - May 2010 to September 2010 Photo Exhibition - Gallery Square

This exhibition in Gallery Square will focus on the results of a project to create an ethno-botanical exhibit in the Horniman Gardens to reflect the range of food grown by people using allotments in south-east London. The project will begin with a research phase to map the distribution of allotments in south-east London, then visits to the allotments to identify the plants grown and to interview the allotment holders.

This research will inform the development of an exhibition planned for the Horniman Gardens. The Gallery Square exhibition will capture the people and communities using allotments, and their motivations for doing so, using photography and oral histories.

The Body Adorned

This project will use our large collections of costumes, carvings and tattooing implements to explore the complex ways that we dress the body to mark who we are. The project will be developed through the creation of a variety of youth programmes linked to the theme of 'The Body Adorned' and some of the creative outputs from these programmes will be exhibited at the Horniman during this corporate planning period. The project is funding dependent as part of the Cultural Olympiad Stories of the World and would have a significant web presence.

1.6 ACCESS THROUGH THE WEB

The Trust is committed to engaging a contemporary world wide virtual audience in dialogue, participation and debate that is stimulated by the Horniman collections and mission. We seek to offer the online community the opportunity to participate, follow their interest through linked sites, and contribute to and benefit from creative engagement with our collections. We also recognise that the web is potentially a tool for enriching and extending our programmes and will be seeking to develop our web presence during the planning period with the aspiration to integrate the web into all areas of activity; whilst developing content with the provision of easily accessible visitor information, a range of collections information and information about the Trust and its services.

Web Developments in this period

We will be undertaking a strategic review of our web presence in 2009 which will pave the way for a major redevelopment and redesign of our website and the identification of new ways of meeting the needs of new and existing virtual audiences. This will build on the work started in 2008/09 with the commissioning of video and podcasts made available through the web, the establishment of a YouTube channel, Facebook fan page, and Flickr group.

Additions to our web presence in the planning period will include a new microsite to complement the new Nature Base aimed at young audiences, and the review of our 'Hands on-Line' and collections on line developments.

1.7 HORNIMAN GARDENS

The Gardens will deliver a quality service to our visitors maintaining our high horticultural standards and continuing to offer excellent quality customer care to our visitors. We will continue to work to achieve the Green Flag standard throughout the Plan period as well as striving to achieve the Green Pennant award for our Nature Trail.

The Gardens Learning & Access Officer post, funded for two years by City Bridge Trust, will continue to champion the expansion of the Horniman Learning service into the Gardens. The post encourages a collaborative approach to achieving our goals for the Gardens and works across the Learning section and other departments. This approach helps to ensure greater access to the Gardens and Nature Trail for schools and the wider public.

We plan to maintain our South Asian border and African Garden up until Autumn 2009 when, should our Parks for People bid be successful, we will review our ethnobotanic planting areas. Our South Asian border is linked to Kew Gardens Plant Cultures website. Both the South Asian border and the African Gardens were planted in 2005 and they have proved to be very popular with our visitors as are the related horticultural talks provided by our Gardens staff.

In 2009 we will see the development of a temporary wildlife garden and medicinal planting area to support the Darwin 200 bicentenary commemorations. There will also be an enhanced web presence for the Gardens and nature trail most notably through the Nature Base development.

1.8 LIBRARY AND INFORMATION

During the period of our Corporate plan we will continue to develop our plans for the Library focusing our work in the following four areas

Learning

The Library will develop links with the Learning team, working with them as they develop their first Library linked programme which will be made available to schools in the spring term of 2009

Archives

The Horniman will seek to consolidate our archives, auditing what holdings we possess, developing our finding aids and seeking to make concrete the links between our archives and the rest of our collections.

General & Specialist Users

We wish to develop appropriate and targeted services for our specialist audiences through booked visits to the library and to support our general readers through a major reassessment of the quality and accessibility of the reading stock in our galleries

Information and Records Management

The Library will play a key role in the development of our information management policies including the ongoing development of our Web based services. The specialist skills of the Library staff, which include information, records and archive management, mean they can make a vital contribution to these areas.

Photographic Collections

At present there exists a wide array of visual media in photographs, lantern (glass) slides, video etc. On the whole, however, this group of material is not part of the accessioned collections of the Museum, but documentary material to support our work. Working with the Archivist over the period, it is hoped that we can augment these objects to create a 'Photography and Other Visual Media' collection associated with the Anthropology department.

1.9 LOANS FROM OUR COLLECTIONS

During 2009-10 we will be lending objects from the Music from India exhibition to the Croydon Clock Tower for an exhibition they are working on with Rolf Killius. We will also be loaning our Philip Henry Gosse water colours to the Yale Centre for British Art in February 2009 and these will then tour to the Fitzwilliam Museum as part of an exhibition entitled Endless Forms: Darwin, Natural Science and the Visual Arts.

Existing loans include The Museum of Hatting (Hat Works), Stockport, Wilberforce House, Hull, the Museum on the Mound, Edinburgh, the Geffrye Museum, Dean Heritage Museum Trust, Gloucestershire and the William Herschel Museum, Bath. Many of these are longer-term loans (three years with possibility of renewal).

During the Plan period we will be making more of our stored collections accessible via our website, including specimens from the Hart Bird collection, Tuareg textiles and objects associated with the 'Body Adorned' project.

In the longer term we aim to increase our 'loans out' service and to pro-actively encourage long-term loans, particularly of large objects from the collections, as a means of making our objects more physically accessible.

2. COLLECTIONS

Our collections are core to the way we communicate with our public and a key aspect of our work remains looking after and developing these for current and future generations.

The Museum Collections cover Anthropology (Ethnography 80,000 objects and Archaeology 10,000 items), Natural History (250,000 objects) and Musical Instruments (9,000 objects). Among our very rich collections, our Ethnographic and Musical Instruments Collections are of national and international importance and are Designated. 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 and research. 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.

Our Acquisitions Committee provides an opportunity for Curatorial sections, Collections Management, Documentation, Conservation, Exhibitions and Learning, with an interest in the acquisition of new material, to be kept informed about current acquisition proposals and to comment on the proposals in relation to their own Sectional responsibilities.

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. Work by Curators and staff active in research is published by internationally recognised peer-reviewed academic journals in edited scholarly volume 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 and it is our intention to continue this.

2.1.1 Musical Instruments

Musical Instrument Classification and Thesaurus

The MIMO project (Musical Instrument Museums Online) is an EU-funded project

which has the objective of creating a single access point to illustrated online catalogues of musical instrument collections in Museums in 9 different EU member states, under the aegis of the European Digital Library. The catalogues will use consistent, systematic terminology. As part of this project the Horniman will lead the working group for developing a classification for musical instruments and a multi-lingual thesaurus for the catalogue, from 2009 to 2011. There will be synergies between the MIMO project and Horniman Museum's own online cataloguing project.

'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. A number of research papers have already been submitted and in 2009 the companion guide to the Boosey and Hawkes exhibition will be published.

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 the University of Edinburgh 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. In collaboration with Goldsmith's College, the Horniman has been granted Collaborative Doctoral Award Scheme funding to enable two students to research a PhD based on material in the Boosey & Hawkes Collection and Archive from 2007-2010. The project is titled 'Winds of Change', Wind Instrument Design and the Changing Sound of British Orchestras between c. 1890 and c. 1950'.

2.1.2 Natural History Research

Research on specific areas of the collection will continue to inform any plans for the redevelopment of the Natural History Gallery. As part of this, new on-line collections resources will be developed to deliver information about our diverse collections to a wide range of users.

Edward Hart Birds Research Project

The Horniman holds over 250 Victorian taxidermy cases from the collection of Edward Hart (1847-1928). This unique taxidermy collection, along with associated notebooks is one of the most significant of its type in the country. It is of relevance to ornithologists and conservationists interested in breeding biology and for comparison

of past and current distribution of bird species. During this corporate planning period the Keeper intends to research Edward Hart and the Horniman's holdings. The cases will be digitally photographed and associated data transferred to MimsyXG, our collections database, an on-line catalogue developed and collections data made available on our website. To accompany this, the Keeper aims to publish an Edward Hart biography and guide to the entire collection. This will involve collaboration with other institutions or individuals with Hart cases and knowledge of Edward Hart such as Hampshire County Council Museums and Archive Service and members of the British Society for the History of Taxidermy.

Skulls and Skeletons Research Project

During this planning period the Deputy Keeper will carry out research on the skeletal material held in the collection. The aim will be to gain a comprehensive view of our holdings in relation to other collections and work with colleagues from other institutions to develop on-line identification resources and searchable databases of our skulls and other skeletal holdings for teaching or research use. Phase one will involve checking and improving our MimsyXG database records of mammalian skulls, followed by those of other vertebrates. Phase two will involve checking and identification of any other skeletal holdings. The project aims to assess the range of species the skeletal collection covers, the quality of data across the collection and identify any previously unknown significant specimens in the collection such as those belonging to endangered species.

Ice-Age Mammals Project

During 2011-12 the Deputy Keeper's research will turn to our palaeontology collections. Research will include a review of our existing holdings of 'Ice-Age' fossil material covering the last 2 million years and updating our MimsyXG database records, again with the aim of publishing these on-line. This part of our collection contains a number of specimens collected from parts of London and the south-east. How best to promote the existence and use of this material to those involved in palaeontological research in this geographical area will be investigated as part of this research.

Natural History and Conservation Research

Collaboration between Curators and Collections Conservation and Care in developing techniques for conserving Natural History specimens for display and long-term storage will continue throughout this period.

2.1.3 Anthropology Research

South East Asia research project: Bali

During the period the Deputy Keeper will continue to work on the Balinese Culture project. This will involve research work on the ethnographic collections, photographic and film archives and will include visits to other collections in the UK and the Netherlands as well as a visit to Indonesia to obtain more film, photographs and material for the collections, as well as working with local experts on interpretation and to enlist support.

The Deputy Keeper's ongoing research into the Horniman's South East Asia collections will continue throughout the period.

“The Body Adorned”

Utilising the Horniman's and partners' collections of body adornments from different regions of the world, this research project will explore notions of self and identity, especially ways in which recent immigrants to London have influenced the ways we understand and manifest ourselves. Additionally, this project will explore the importance of choice and the ways in which these choices are displayed as part of identity negotiations.

Caribbean

The Keeper of Anthropology will work on further developing the Americas collection and especially collections related to the Caribbean area of the collections. As a short-term strategy we hope to collect objects from the Afro-Caribbean ritual/religious and performance traditions as well as objects from the Maroons of Suriname, French Guyana and Jamaica.

Gardens and World Cultures Project

The Keeper of Anthropology, working with the Learning team, will conduct research to support our Allotment Gardens project in south-east London. This will have a photographic exhibition and academic publication as outputs.

The Keeper of Anthropology will work with the Gardens Learning and Access Officer and the Gardens team to develop a Gardens tour within the galleries.

This will be in the form of a trail that visitors can follow that identifies the different plants within the Anthropology galleries.

2.1.4 Other Research Projects

Both the Keeper and Deputy Keepers of Anthropology will be conducting research on Latin American and Romanian Textiles respectively for possible textile exhibitions.

Temporary Exhibitions

Both the Keeper and Deputy Keeper will offer support to externally curated temporary exhibitions. These will include: Polish Papercuts, Fabric of a Nation, Coal, Frankincense and Myrrh, and Tuareg Textiles.

Object in Focus

The department will develop an “Object in Focus” programme. In this programme one object will be used to develop a small exhibition. External scholars/curators will be invited in to assist with these exhibitions. It is our hope that these exhibitions will be accompanied by a publication. The object in focus will also be available on our website.

2.1.5 Conservation Research

The Collections Conservation and Care section carries out and publishes research into the Horniman's collections. Its research focus over the next few years will be the Natural History collections, with collaborative projects exploring the potential for laser cleaning of specimens with City & Guilds. There will also be research projects looking at the colour of feathers, wax model conservation, the use of adhesives to mount objects in showcases, the historical development of wet specimens and a survey of the specimens treated with arsenic.

The section currently also has a collaborative research project with Camberwell College of Art (University of the Arts London) and the British Museum on the deterioration of raffia. In 2009 the Head has been invited to give a paper on her PhD research work (The Analysis of Brass Wind Instruments) at a joint ICOM-CIMCIM/HBS musical instrument conference in Rome.

2.1.6 Aquarium Research

The aim of research during the period 2009-2012 will be to investigate the environmental triggers that stimulate corals to sexually reproduce in the wild and then to replicate this process in captivity. The research will cover both in-situ (in the field) and ex-situ (captive) research, field research being conducted in Saudi Arabia and Puerto Rico, providing baseline data that will compliment captive research conducted at the Horniman Museum. The ex-situ settlement and growth of sexually produced coral planula larvae has great potential as a technique that can aid coral reef restoration efforts and provide a supply of highly sustainable cultured corals for the aquarium industry.

Initial captive coral rearing trials will be conducted on the brooding hard coral *Pocillopora damicornis*. The parent colonies of this coral were donated to us by the London Aquarium & the Zoological Society of London and will reach sexual maturity in 2009. *Pocillopora damicornis* expresses many reproductive strategies making it a good species for our initial focus.

To complement our captive research, baseline data obtained from coral reefs will provide important insights to improve techniques and operational procedures for captive coral management. To gather this data a research consortium will be formed between the Horniman Museum, Issham Aquatics, Sparsholt College and the Marine Biological Association. The field coral reef research trials will investigate the factors effecting sexual coral reproduction, including lunar cycle, annual temperature fluctuations, coral zonation patterns and favoured recruitment substrate types. For example light quantity and quality data obtained from the field will inform the design of LED lighting to replicate natural lunar cycle conditions in captivity in an attempt to stimulate coral spawning.

In August the Curator will attend the Sexual Coral Reproduction (SECORE) workshop in Puerto Rico, in collaboration with Rotterdam Zoo. During this workshop

sexually reproduced coral gametes will be collected and techniques used to support the early stages of coral life will be investigated.

The research conducted will be presented at the National Aquarium Workshop, which in 2009 will be hosted by the Horniman Museum and will appear on the Horniman website.

2.1.7 Academic Partnerships

Anthropology

The Anthropology section has over the years developed strong mutually beneficial partnerships with several Museums, Universities and other institutions. We will continue to offer opportunities for student attachments from the Museum Studies programmes at the Universities of Leicester, and Southampton as well as University College London. Additionally, we plan to offer opportunities to students at the School of Oriental and African Studies of the University of London, and the University of Gothenburg. We have approached Goldsmiths College with a view to offering collaboration with their anthropology and curating degree programmes. Additionally, in an effort to increase the profile of our archaeological collections we have also approached the Sainsbury Research Unit, University of East Anglia to discuss possible collaborative initiatives.

Following on from the Japan project funded by the Anglo-Japanese Daiwa Foundation in 2006-7, the Museum established links with colleagues in the Edo Tokyo Museum, which we hope to maintain. Additionally, we have initiated fruitful discussions towards partnerships with colleagues at the Yale Centre for British Art, the History of Art and Anthropology Departments at Yale University as well as colleagues at the National Museum of Ethnology, Leiden and the Royal Tropical Museum, in Amsterdam. Over the period we hope to work through the Museum Association of the Caribbean to strengthen our relationship with the Caribbean Museums.

More locally, the section continues to enjoy fruitful relationships with the Victoria and Albert Museum, the British Museum and we hope to strengthen our relationship with the Brighton Museum.

The Horniman has an important textile collection and during the period 2009-12 we intend to continue to develop its links to other specialist textile groups to help exploit the full potential of the 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 UK representative of the European Association of South East Asian Studies UK as a member of the Council of the Anglo Indonesian Society and as a member of the peer review panel of the Arts and Humanities Research Council. In addition to membership in several academic and professional bodies, the Keeper of Anthropology will be a member of the Centre for Transnational Cultural Analysis, Yale University.

Aquarium

The Aquarium section will work in partnership with Aberdeen University to present DRUGS FROM THE DEEP – The journey of New Medicines from the Seabed to the Bedside during The Royal Society's 2009 summer science exhibition. The Royal Society Summer Science Exhibit aims at showcasing scientific research to members of the public and post-16 students. Our role will be to provide technical expertise and to display a small coral Aquarium during the exhibition. This Aquarium will be used as a living example of the species that yield medicines and highlight the number of scientists involved in the process of drug discovery.

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. Since 2001, a member of the Horniman Museum's Musical Instrument section staff has held office on the Executive Committee of the Galpin Society, which promotes research in historic musical instruments and has a significant presence in the academic community. The Deputy Keeper also serves as Subject Standards External Examiner for the BA/BSc Music Technology programme at London Metropolitan University.

Natural History

The Natural History section will continue to develop its partnership with the Grant Museum of Zoology at University College London and with the Institute of Biology. We will be working with both institutions on aspects of the Darwin 200 celebrations. This includes joint work on a wildlife photographic competition and coordinating aspects of our public programme with the Grant Museum in 2009. Both Curators will further their involvement with a number of professional bodies including NatSCA (Natural Sciences Collections Association), Geological Curators Group, Society for the History of Natural History, Greenspace Information for Greater London, and London Natural History Society. The Deputy Keeper continues to collaborate with colleagues from the University of Bristol and University College Dublin, and the Symposium of Vertebrate Palaeontology and Comparative Anatomy (SVPCA), and contributes to the 'Ask a Biologist' website as Outreach Co-ordinator.

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 and the Textile Conservation Centre (University of Southampton). The section will work with Learning on providing outreach sessions during Science Week and holiday periods. The Head of Collections Conservation and Care gives external lectures at a variety of Universities and training establishments, as well as being an external examiner for West Dean

Metals Conservation course and an Honorary Visiting Research Fellow at The Institute of Archaeology UCL.

Subject Specialist Networks

Horniman staff 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.

2.2 PUBLICATIONS, CONFERENCES and SEMINARS

Publications

The 2009-10 publication is provisionally entitled 'Nagas in the Museum' based on a doctoral thesis written by Andrew West and already reviewed by the editorial board. The volume will include a section on the Horniman's Naga collections and will include illustrations of items from them.

The companion guide to the Boosey & Hawkes exhibition will be published to coincide with the conference 'Making the British Sound'.

The Deputy Keeper of Anthropology is also editing a special issue of 'Indonesia and the Malay World' to be published in July 2009.

The Deputy Keeper of Natural History has submitted a paper on methods in measuring for publication and is working on a joint paper with Collections Conservation and Care on the removal and repair of labels from fossil specimens, both of which we expect to be published during 2009.

All publications will be advertised and where appropriate appear on the Horniman website.

Conferences and Seminars

The Deputy Keeper of Anthropology will be co-ordinating a panel at the conference of the Association of Southeast Asian Studies UK at Swansea University in September 2009 as well as giving a paper at the Museum Ethnographers' Group conference in April 2009 in Bristol.

The Keeper of Anthropology will be co-ordinating a Seminar/Workshop entitled Museums, Curators and Community Participation - Towards an Embedded Approach, in 2009. We hope to publish papers in 2010.

The Keeper of Anthropology will coordinate a seminar in Jamaica entitled Exhibiting Slavery: Problems and Possibilities. This project is aimed at a publication with the same title.

As part of the Darwin bicentenary celebrations, the Keeper of Anthropology will be presenting a paper entitled Darwin and the Caribbean which will also feature on the Horniman website.

Making the British Sound, a joint Galpin Society and Historic Brass Society conference, will take place from 7-11 July 2009 at the Horniman and at the University of Edinburgh. It will focus on wind instrument making and performance in Britain. It will be linked with the Boosey & Hawkes display and an exhibition of technical drawings from the Boosey & Hawkes archive.

2.3 DOCUMENTATION

Documentation work during 2009-10 will focus on tackling the Acquisitions Backlog and managing the development and implementation of the Museum's de-accessioning and disposal procedures. In 2009-10 we will also continue to document and digitise priority areas of our Natural History, Anthropology and Musical Instrument Collections including selected items in preparation for the future Tuareg Textiles Exhibition and the Bali Exhibition, and support for "The Body Adorned" project (funding dependant). We will also be involved in the review and development of the Museum's collections online.

With the new Acquisition Procedure and Acquisitions Committee now in place for over a year, the Documentation section will continue to process new acquisitions into the Permanent and Handling Collections and review and develop the procedures. Throughout this period, the Documentation section will also continue to maintain and develop the Museum's collections management database, MimsyXG, and in particular develop the classification systems and terminology controls within the database. We will also improve the training and support program currently provided for all users of the system. We will work closely with departments across the Museum, including Collections Management, Conservation and Exhibitions, to explore ways to develop MimsyXG in accordance with the documentation needs of the Museum, maximising efficiency and ensuring that we are using the system to its full potential including supporting our web work.

2.4 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. During 2009/11 there will be particular concentration on the Study Collections Centre because of the installation of the new lift and improvements to collections storage.

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 specimens designated for inclusion in the Natural History Gallery, as part of the potential refurbishment project, 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. Continuing Professional Development training days for Conservators are also held for, eg materials testing and the identification of bone and ivory. A current new initiative is to set up a training day on the conservation of entomology specimens.

2.5 COLLECTIONS MANAGEMENT

During 2009-10 the section will continue to maximise the benefit of the storage furniture recently installed at the SCC, making full use of the increased storage capacity to accommodate new acquisitions and collections housed in cramped conditions. The rolling programme of increasing storage capacity by installing compact, mobile racking will focus on one of the Anthropology storage areas (3/2) subject to funding. The previous years project in a Natural History storage area will continue as the items are relocated and repacked as required in the new storage area. We will also be able to use the newly built lift to enable us to relocate large and/or heavy items currently limited to the ground floor to our storage spaces as effectively as possible.

During years 2011-12 we intend to increase storage capacity for the Anthropology and Natural History collections by installing more compact mobile racking (funding dependant). We anticipate that these storage projects will increase storage capacity at SCC by 160 cubic metres, an additional 6% of the total storage utilised at the Study Collections Centre.

3. ENABLING

We recognise the importance of ensuring that our resources are managed to ensure the sustainability of the organisation and in a manner appropriate to the economic climate in which we anticipate we will be operating during the planning period.

To support this we need to use all our resources in a cost effective way, ensuring that our planning and monitoring systems are robust, that we have efficient working practices, effective management of business risks and that the physical infrastructure provides the appropriate conditions for the collections, visitors and staff and that our ICT provision is able to support our needs both at present and into the future. In addition we need to ensure that we are able to provide a safe, secure and welcoming environment for our visitors and staff.

We will continue to secure additional funding through donations and commercial activities and seek to gain support for both our capital and revenue projects from Trusts, Foundations, Sponsors, the Museum Friends and our Benefactors scheme, and also to maximise the impact of our activities through working in partnership.

3.1 GOVERNANCE

The Board of Trustees are responsible for the strategic and policy direction of the Horniman. The Board meets quarterly with the Senior Management Team in attendance and is supported by:

- Audit Committee which ensures that the organisation has effective systems in place for managing risks.
- General Purposes Committee which acts as a project board for major projects including Evolution 2010.
- Remuneration Committee which makes recommendation on pay for the Chief Executive.
- Fundraising Strategy Committee which coordinates fundraising strategy for major projects.

3.2 PARTNERSHIPS

The Horniman is involved with a wide range of networks, collaborations and partnerships. The work of many sections including Conservation, Learning and Curatorial, depend on collaboration and cross working with partners across the sector in this country and abroad. At a strategic level, the Horniman is also involved in partnerships that it aims to maintain throughout the life of the Corporate Plan.

London Museums Hub

The Horniman, along with the Museum of London (Lead), the Geffrye Museum and

London Transport Museum form the London Hub created by the government's Renaissance in the Regions initiative. This provides an important source of funding to enable non national Museums in the nine English regions to play a fuller role in serving their communities. Working together the Hub Museums have been able to make significant improvements to the key areas of Access, Collections and Enabling for public benefit.

Funding for the Hubs up to 2011 was allocated under the CSR 2006. The London Hub submitted a draft Business Plan in December 2008 for the years 2009-10 and 2010-11. The Horniman element of the 2009-10, 2010-11 Plan amounts to c £1m. in total. Much of this supports work in Learning, Community Engagement and involvement in the Cultural Olympiad.

The British Museum's 'Partnership UK'

The Horniman is a member of the British Museum's 'Partnership UK' 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 (BM) 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. They also provide the opportunity for focussed 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 at an international level collaborating on their work in Africa. In 2009 we will continue collaborating on the BM's international summer school for Curators from abroad. We will 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 overseas Curators.

Local Authorities

The Horniman has a close working relationship with its home borough of Lewisham and plans to work with smaller Museums in 8 other boroughs (funding dependant) as part of its contribution to the Cultural Olympiad. 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 to the Trust.

We are looking to establish a closer working relationship with the Greater London Authority over this period. Initially this will focus on supporting the GLA's 'Stories of London' initiative in 2009.

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

Museums Hub. We will also participate in the London Museums Group. The Horniman will work with its Hub partners to ensure its Renaissance plans are properly co-ordinated with those of the Regional Agency.

3.3 EXTERNAL VALIDATION

Peer Review

The DCMS are implementing a Peer Review scheme for their sponsored Museums and Galleries in 2009 and the Horniman anticipates that it will be reviewed under this new scheme during the Plan period.

Investors in People (IiP)

The Trust has held Investors in People status since 2000 and this will be due for renewal in 2009. Our investment in staff development and the involvement of staff throughout the organisation in planning and decision making is central to our success and we continue to strive to ensure there is continuous improvement in these areas.

Customer Service Excellence Award

The Horniman achieved the Customer Service Excellence Award in 2007. We intend to maintain the award throughout the life of this Corporate Plan. The Customer Service Excellence Award is reassessed annually and our Audience Advocacy team will monitor our progress against the standard and regularly identify our successes in this area as well as highlighting areas for improvement.

Green Flag Award

For the last 7 years we have been successful in our application for a Green Flag Award for the Horniman Gardens. This scheme, run by the Civic Trust and sponsored by CABI Space, provides the national standard for quality parks and green spaces. Evidence is required that the public enjoys the facilities provided and that consultation and visitor surveys are undertaken. It is our aim to maintain the award for the next 3 years and beyond. If our Gardens redevelopment project goes ahead however there may be an interruption in the award due to works in the Gardens.

3.4 FUNDRAISING AND COMMERCIAL ACTIVITY

For the period 2009-12, fundraising will fall into a number of key areas in support of the corporate objectives.

Fundraising for Major Projects

The fundraising priority will remain the Evolution 2010 project – the redevelopment of the Gardens and Natural History Gallery – which will proceed in a number of phases. In 2009/10, the focus will be on raising funds for the Gardens' project, if our HLF grant is awarded. If the application is not successful, we will review our options for moving parts of the Gardens projects forward with other potential funders from a range of sources – trusts, corporate sponsorship and the community, employing

such methods as a public appeal, a senior “Stakeholder” scheme and the increasingly popular “Behind the Scenes” evenings, which are proving very effective in introducing donors and prospects to the project.

Alongside this activity, the Development team will also be keeping a watching brief on potential major donors for the Natural History Gallery. In 2010/11 and the subsequent year, we would hope to increasingly turn our attention back to the Natural History Gallery to secure the major funding required to enable this side of the project to go ahead. As the initial emphasis over this period will be on securing major funding, the Museum expects to engage with potential funders in very individual ways – site visits, meetings with the project team and dinners if felt appropriate.

Fundraising for Other Projects

With the Evolution 2010 project remaining the top fundraising priority for 2009-12, the Development Team’s capacity to play a part in raising funds for other Museum projects during this campaign is likely to be limited. Fundraising priorities are regularly reviewed by the Fundraising Strategy Committee. In the current economic climate, flexibility of priorities is to be expected. Its involvement in supporting other fundraising is therefore likely to be on an advisory and supportive level, rather than taking a lead. Projects needing support in this way include temporary exhibitions, such as Bali, visiting artists, and the summer music and community festival.

Developing Unrestricted Income from Individuals

The Museum continues to enjoy success in developing support from its community, which not only delivers a regular source of unrestricted income, but the Horniman has become increasingly successful in nurturing some of these relationships to support the Museum in other ways.

Collection boxes continue to provide a reliable source of unrestricted income of c.£30,000 each year. We are now receiving Gift Aid donations from c.1000 people in the boxes – these are donors whom we can go on to nurture for future support. Alongside this, our Benefactor Scheme is showing steady growth. Membership is now 32, which between them contribute £8,700 p.a towards Museum funds. Through an annual focussed recruitment drive we aim to recruit 2-3 new Benefactors each year to achieve an annual target income of £10,000 by 2011.

In addition to their annual contributions, Benefactors bring with them considerable “added value”. They have given £17,000 in additional gifts to other projects and are making some useful introductions into other sources of support for ‘Evolution 2010’. One key aspect to the successful development of Benefactors has been our increasingly popular behind the scenes family evenings which allow Benefactors and their families and friends closer access to our specialist staff and work.

Patrons

Finally we continue to nurture and develop our relationship with Patrons, who play an important part in the Horniman’s continued growth and success – either by supporting our fundraising endeavours or helping to raise our profile. We therefore plan to engage more closely with some of the Patrons attached to the ‘Evolution

2010' project as our fundraising and press activity proceed, such as inviting them to speak at key events or to lead some of the fundraising strands.

Commercial Activities

Horniman Museum Enterprises (HME) is a wholly owned subsidiary trading company and has let contracts for the hire of the conservatory and shop. In addition, it oversees the commercial aspects of the café, which is operated by a third party. Further income arises 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.

3.5 ESTATES

We are committed to managing our estate including the Museum, Gardens and Study Collections Centre in a way which ensures that staff and visitors have access to a well-planned, safe, secure and well maintained physical environment. This is a growing challenge as our buildings age and we attract larger visitor numbers, with more diverse interests and needs as well as delivering a greater range of activities with consequent demands on the physical infrastructure and operating procedures.

London Road Site

Our main site at London Road includes our Grade II* listed buildings and more recent developments, including our Centenary Development as well as our Grade II listed Gardens. Our challenge during this Plan period is to ensure that these are effectively managed to meet the needs and expectations of our 21st century operation whilst maintaining their historic and heritage value.

During 2008/09 we undertook extensive testing to explore emerging potential problems with the fabric of the 1901 buildings and also conditioned a condition survey both of which have led to the development of a 10 year rolling plan for capital works and maintenance which we will start to implement during the period of this plan.

The new Energy Performance in Buildings Regulations also came into effect in 2008 and we will be working to monitor and improve the energy efficiency of our operations.

Study Collections Centre (SCC)

During the planning period we will be seeking to realize the benefits of the major capital project which took place in 2008/09 to improve access at the Study Collections Centre, including installation of a new lift.

The new lift facilities will mean that access to our stored collections will have improved. We intend to upgrade visitor facilities further with the development of a dedicated visitor room and the improvement of toilet facilities.

The Museum will continue to work with the Museum of London and other HUB partners to explore good practice and cutting edge solutions for collections storage, assisted by funds from the Renaissance in the Regions initiative. As part of the London Museums Hub we will continue to explore ways of developing partnerships and utilising others' experiences and expertise to provide effective solutions for the storage of our collections.

3.6 SUSTAINABILITY

We have developed a sustainability action plan with contributions from across the Museum and Gardens to ensure that we are able to implement our Sustainable Development Policy. Key components for implementation during the planning period are improvements to conservation of energy, fuel and natural resources, development of procurement practices which support sustainability, recycling and waste minimisation, promoting sustainability through our programmes and activities, sustainability in collections care (including living collections) and ensuring that our commitment to sustainability is effectively communicated both internally and externally.

3.7 INFORMATION AND COMMUNICATION TECHNOLOGY INFRASTRUCTURE

Our ICT network plays a vital part in our ability to work effectively and deliver high quality services to our visitors. Demands on this have grown significantly in recent years.

The introduction of an intranet to support internal communications and improve access to information during 2009/10 will bring with it the need to improve access to ICT for a wider group of staff and to ensure that our communications infrastructure is robust.

We recognise the need to have an ICT infrastructure in place which underpins our vision for our virtual presence and the efficiency and effectiveness of the Organisation. We will continue to review and develop this during the period of this Plan.

3.8 STAFF

We are committed to following good employer practice in relation to our staff and we continue to develop employment policies and practices which enable us to deliver against our objectives, comply with relevant employment legislation and good practice standards as well as valuing and recognising the needs and contributions made by our employees. We will be carrying out our triennial external pay benchmarking exercise in 2009.

We undertook a staff survey in 2008 which was followed up with discussions across the organisation. As a result of this plans have been developed and work started in

a number of areas which will come to fruition in the planning period; these include improvements to the staff work planning and performance review system, improvements to internal communications, review of how the staff consultation through the Staff Council can be improved.

Staff Development

Priorities for 2009/10 include management and team development, training to support the roll out of changes to our staff performance management and appraisal systems, as well as web related skills development, access training and diversity training. This is in addition to individual staff development programmes and our core staff training which encompasses areas such as Health & Safety.

Communication and Consultation

Communication and consultation with staff and staff involvement in the planning and delivery of our objectives is a key part of how we operate. The Staff Council meets quarterly and acts as an information and consultation forum. We also provide more informal communication opportunities such as staff vision days, regular staff newsletters and coffee mornings.

We will be rolling out a staff intranet in 2009 to help improve internal collaboration, communication and ease of access to information as well as simplifying processes and improving efficiency.

3.9 INFORMATION AND RECORDS MANAGEMENT

We are currently developing an information policy framework and action plan to ensure that information is effectively managed and used across the organisation. In addition to the new staff intranet, we will be rolling out new records management policies and procedures to support effective information management during the planning period. This will include embedding the monitoring and management of information risks in to our business risk management framework.

3.10 VOLUNTEERS

The Horniman places great value on the support it receives from volunteers on a wide range of activities and from the local community through the Friends of the Horniman. Our volunteer programme provides a valuable contribution towards the delivery of our objectives.

In 2008/9 we saw a significant increase in volunteer involvement with over 100 people giving their time, compared to an average of 40 in previous years, and with new links with the community established through our volunteering programme. This included the increased involvement of volunteers with disabilities and other special needs as well as the trialling of volunteering involvement in a wider range of activities to enhance the visitor experience, such as interpretation volunteers in the temporary exhibition ' Bouche du Roi' and information volunteers in the Gardens.

We aim to consolidate and build on this during the planning period, continuing to offer volunteering opportunities in areas where we already offer opportunities such as Gardens, Curatorial, Conservation and Learning. We also plan to develop new volunteering programmes, including the introduction of exciting new opportunities for learning volunteers supporting Natural History activities and the Nature Base. This programme will also enable the involvement of young volunteers later in the year. Early 2009 will also see an evaluation of the volunteering programme and an update of our volunteering policy.

3.11 DIVERSITY

The diversity of our workforce and audiences are central to our values and the delivery of our objectives. We are fully committed to implementing our obligations both as an employer and a service provider to a diverse range of visitors. Our targets for workforce diversity aim to ensure that the diversity of our workforce reflects the diversity of the job markets from which we recruit. We have developed an action plan to enable us to develop our workforce to be more diverse in order to meet the needs of those whom we serve.

3.12 VALUE FOR MONEY

We will continue to seek to deliver the value for money plan which was agreed with DCMS through more efficient procurement and developing more efficient and effective working practices.

Performance indicators for Corporate Plan 2009/10

The following performance indicators will be used to monitor performance during the planning period

	Target 2009/10
Number of visits to the Museum (excluding virtual visitors)	450,000
Number of website visits (unique users)	230,000
Children on school visits (up to age 18)	28,000
Participants in informal learning programmes	50,000

Annex 2

Corporate plan 2009/10 to 2011/12							
Grant in aid figures based on current Funding Agreement between the Horniman and DCMS for the period 2008/09 - 2010/11.							
Other restricted funds relate to funds approved at 31 March 2009							
Funding agreement not yet in place for 2012/13							
		2009/10			2010/11		
		Grant in aid related	Other restricted funds	Total	Grant in aid related	Other restricted funds	Total
INCOME							
GRANTS AND DONATIONS							
1. Grant in Aid							
Revenue		4,166,000		4,166,000	4,279,000		4,279,000
Capital		400,000		400,000	400,000		
2 Other grants and donations							
Restricted		1,500	36,600	38,100	1,500		1,500
Unrestricted		35,000		35,000	35,000		35,000
3. Activities for generating income		55,000		55,000	55,000		55,000
4. Income from charitable activities		150,000	419,086	569,086	105,000	418,875	523,875
5. Investment income		20,000		20,000	20,000		20,000
Transferred from (to) Development Fund		14,000		14,000			0
	TOTAL INCOME	4,841,500	455,686	5,297,186	4,895,500	418,875	5,314,375
EXPENDITURE							
CHARITABLE ACTIVITIES							
ACCESS							
1.1 Major galleries & Exhibitions		997,083		997,083	972,025		972,025
1.2 Learning		284,137	234,450	518,587	289,820	197,150	486,970
1.3 Library		120,903		120,903	123,321		123,321
1.4 Marketing, events, web		240,242	69,000	309,242	245,047	69,000	314,047
1.5 Gardens		342,582		342,582	349,434		349,434
Major projects		88,400		88,400	75,888		75,888
COLLECTIONS							
2.1 Curatorial		332,528		332,528	339,179		339,179
2.2 Collections Management & care		381,853		381,853	389,490		389,490
2.3 Acquisitions		15,000		15,000	15,500		15,500
Projects				0			
OTHER EXPENDITURE							
3.1 Governance costs		58,443		58,443	59,737		59,737
3.2 Support costs		1,378,667	152,236	1,530,903	1,406,240	152,725	1,558,965
3.3 Pension fund finance costs		73,072		73,072	98,658		98,658
Cost of generating funds		128,590		128,590	131,162		131,162
	SUB TOTAL REVENUE EXPENDITURE	4,441,500		4,441,500	4,495,500	418,875	4,914,375
	CAPITAL EXPENDITURE	400,000		400,000	400,000		
	TOTAL EXPENDITURE	4,841,500	455,686	5,297,186	4,895,500	418,875	5,314,375
Note Restricted Funds (non-gia related) are broken down as follows:							
	Renaissance in the Regions		419,086			418,875	
	City Bridge Trust - Gardens Learning & Access Officer		36,600				
			455,686			418,875	

Annex 3

2009-10

KEY ACTIVITIES 2009-2012

Communicating to a larger & Broader Audience

Exhibitions

Nature Base
Robot Zoo
Polish Paper Cuts
China - Symbols in Silk
Fabric of the Nation
Nature as Designer
Boosey & Hawkes Technical drawings
Darwin 200
Wildlife Garden
Textile exhibition - Tuareg

Learning

Provision for schools, families and community groups
Increase offer for Secondary schools
Expansion of service to Gardens and Library

Community Projects

China
Community Leader Training
Community Food Garden
Cultural Olympiad - Youth proj

Events & Activities

Concerts
Festivals
GLA 'Stories of London' Festival
Darwin 200
Science week
Drugs from the Deep

Web Presence

Nature Base
Hands on Line

Harnessing the Potential of the Collections

Research

Hart Collection
Skulls & Skeletons
Gardens Living Collection
Community Food Garden
Bali
Textiles
Boosey & Hawkes
EU-MIMO project
Coral reproduction-SECORE
Raffia (phase III)
Caribbean
The Body Adorned

Academic Conferences

Making the British Sound
National Aquarium Workshop
Museum Curators & Community Participation'

Publications

NAGA
Boosey & Hawkes

Documentation

Prep for exhibitions - Bali & Tuareg Textiles
Acquisitions
Disposals
MIMSY XG development

Conservation

Textile rotation (Tuareg)
Bali
Boosey & Hawkes
Cons. Doc reconciliation
Loans
Touring Music from India
Natural History

To Achieve this we need:

Collaboration/Partnerships

London Hub
British Museum
Capel Manor College
City & Guilds
UCL
GLA
East London Line
Darwin200 partners
Nat Mus Ireland/UC Dublin
Natural History Museum
TRUE
Greenspace Inf. G.London (GIGL)
Rotterdam Zoo - SECORE
University of Aberdeen
Marine Conservation Society- MCS
Goldsmiths College

Maintain & Manage Estates

Implementation of 10-year Plan
Outcome of Fabric Testing
Disaster Planning

ICT

Intranet
Infrastructure

Generate Income

E-2010 - raise matching funding for Gardens

E2010 - maintain watching brief for major funder for N.Hist
Benefactors - ongoing nurturing and aligning with suitable projects where appropriate

Major Developments

Evolution 2010

Collections Management

Touring Music from India

Loans

Storage Project

Exhibition preparation

External Validation

IIP Renewal

Green Flag

Customer Service Excellence

Award

Peer Review

Projects

Cultural Olympiad

2010-11

KEY ACTIVITIES 2009-2012

**Communicating to a larger &
Broader Audience**

Exhibitions

Tuareg Textiles
Myths & Monsters
Community Food Garden
Coal, Frankincense & Myrrh
The Body Adorned

Youth projects

Learning

Provision for Schools, families
and community groups
Increase offer for secondary
schools
Cultural Olympiad - Youth
projs

Community Projects

Community Food Garden

Events & Activities

Concerts
Festivals
Storytelling connected with
Myths & Monsters
GLA festivals
African events (1st World Cup
in Africa)
East London Line

Web Presence

Gardens
Collections on line - Tuareg
Hart Birds
Skulls & Skeletons
The Body Adorned

Major Developments

Evolution 2010
Corporate re-branding

**Harnessing the Potential
of
the Collections**

Research

Bali
Hart Birds
Boosey & Hawkes
EU MIMO Project
Skulls & Skeletons
Coral reproduction-
SECORE
Raffia (phse III)
Caribbean
The Body Adorned

Academic Conferences

Museum Ethnographers grp

Documentation

MiMSY XG Development
Exhibition preparation
Acquisitions/disposals

Conservation

Loans
textile rotation
Bali
Natural History
Acquisitions backlog

Collections Management

Loans
Storage project
Exhibition preparation
Storage space assessment

Publications

Museum Curators and
Community Participation

To Achieve this we need:

Collaboration/Partnerships

London Hub
British Museum
Goldsmiths College
Greater London Authority
University College London

London Metropolitan University
Camberwell College
University of Edinburgh
University of Leicester/Leicester
Museum
City & Guilds
Capel Manor College

Trust for Urban Ecology (TRUE)
London Wildlife Trust (LWT)
London Biodiversity Partnership
Greenspace Inf. for Greater London
East London Line
National Mus Ireland/UC Dublin
Rotterdam Zoo - SECORE

Maintain & Manage Estates

Implementaiton of 10-year
maintenance Plan

ICT

Infrastructure

Generate Income

E 2010 - complete fundraising for
gardens
E2010-resume fundraising for NHG
Benefactors-nurture and dev/t
Patrons-nurture and dev/t

External Validation

Green Flag
Customer Service Excellence

2011-2012

KEY ACTIVITIES 2009-2012

Communicating to a larger & Broader Audience

Exhibitions

Bali
Textile exhibition
Photographic exhibition

Learning

Provision for schools, families
and community groups
Cultural Olympiad

Community Projects

Community Food Garden

Events & Activities

Cultural Olympiad
Concerts
Festivals

Web Presence

Ice Age Mammals

Major Developments

Evolution 2010

Harnessing the Potential of the Collections

Research

Boosey & Hawkes
Horniman beetles &
butterflies
Ice Age Mammals
Coral reproduction-
SCORE

Documentation

Exhibition preparation
Acquisitions
Disposals
Mimsy XG development

Conservation

Loans
textile rotation
Bali
Natural History

Collections Management

Loans
Storage Project
Exhibition preparation

To Achieve this we need:

Collaboration/Partnerships

London Hub
British Museum
Goldsmiths College
Greater London Authority

University College London
London Metropolitan University
Camberwell College
University of Edinburgh
University of Leicester/Leicester
Museum
City & Guilds
Natural England
Capel Manor College
Trust for Urban Ecology (TRUE)
London Wildlife Trust (LWT)
London Biodiversity Partnership
Greenspace Inf. for Greater London
Natural History Museum
Rotterdam Zoo - SCORE

Maintain & Manage Estates

Implementation of 10-year
Maintenance Plan

Generate Income

External Validation

IIP Renewal
Green Flag
Customer Service Excellence
Award