

## **HORNIMAN MUSEUM: FUNDING AGREEMENT 2008-11**

1. This agreement is between the Department for Culture, Media & Sport (DCMS) and the Horniman Museum.

### **The Horniman Museum**

2. The Horniman Museum and Gardens were given in 1901 to the London County Council in trust, as representing the people, by Frederick John Horniman MP. They were dedicated to the public forever as “a Free Museum for their Recreation, Instruction and Enjoyment” and were registered as a charity from the outset (The Horniman Museum and Public Park Foundation). The Trust was incorporated on 29 December 1989 as a company limited by guarantee and is governed by its Memorandum and articles of Association. On 1 April 1992, following the abolition of the Inner London Education Authority, the Trustees’ functions relating to The Horniman Museum and Public Park Foundation (“the Foundation”) were transferred to a new charity (The Horniman Public Museum and Public Park Trust) and the trust property of the Foundation was vested in the new charity, to be held on existing trusts, under the terms of Statutory Instrument No. 437. In addition, the SI transferred certain former local authority property to the Horniman Public Museum and Public Park Trust free of trusts. The Charity Commissioners have agreed that the Foundation may be treated as a subsidiary of the charitable company that administers the property of both charities. Core funding is provided by DCMS.

3. There are up to twelve Trustees, four of whom, including the Chairman, are nominated by the Secretary of State for Culture, Media and Sport. The Board of Trustees is responsible for the charity. The Museum Director is appointed by the Board and she has delegated authority, within the terms of delegation approved by the Trustees, for operational matters. The Director is also appointed Accounting Officer and as such is responsible for the proper use of the grant-in-aid given by DCMS.

4. The aim of the Horniman is ‘to use its worldwide collections and the Gardens to encourage a wider appreciation of the World, its peoples and their cultures, and its environments.’ To achieve this the Trust has 3 key objectives:

- **Access**  
to use the collections and Gardens to stimulate curiosity and wonder, promoting opportunities for people of all ages, abilities and backgrounds to participate in and enjoy exhibitions, educational programmes, activities and events;
- **Collections**  
to make the collections as accessible as possible now and in the future through their effective management, care, research and development;
- **Enabling**  
to secure and effectively manage financial, human and other resources in order to provide high quality services for the benefit and enjoyment of visitors and to ensure good governance of the Museum and Gardens.

5. The core **values** which give the Horniman its character and shape the way in which it goes about the achievement of its objectives are:

- **respect** for the World's diverse cultures, environments and resources;
- **enrichment** through learning and understanding;
- **enjoyment** for its visitors;
- **communication** of its message and awareness of what it does;
- **stewardship** of the collections and Gardens;
- **valuing difference** by working towards a diverse workforce and audience;
- **efficiency and effectiveness** in the way it conducts its business;
- **partnership** with the community and institutions nationally and internationally;
- **relevance** to its urban, multi-cultural setting.

6. The Horniman's plans for the three years ending March 2011 are focussed on developing and refreshing the Museum and Gardens to meet the needs of existing and new audiences now and in the future. The Corporate Plan for 2008-11 lays out in detail what the Horniman hopes to achieve (available at [www.horniman.ac.uk](http://www.horniman.ac.uk)). The main strategic priorities are highlighted below under the headings of Access, Collections and Enabling.

#### **Access**

7. The Horniman aims to provide a high quality and responsive public service consistent with best practice nationally. It works with many partners to develop its education work and encourage participation from as wide a range of people as possible. The Museum has both internal and external Access Groups which explore ways of making the buildings, collections and gardens as physically and intellectually accessible as possible, and looks at a range of access issues associated with both the major projects being developed and the every-day use of the Museum and Gardens.

8. The Horniman has seen significant visitor growth since the opening of its Centenary Development in 2002 and the new Aquarium in 2006. In this period it is seeking to refresh its offer further through the redisplay of the Natural History Gallery and the redevelopment of the Gardens as part of the capital project 'Evolution 2010'. Overall the challenge for the years 2008-11 will be to consolidate previous successes, and maintain organisational profile and reputation in a very competitive market. The Horniman seeks to attract over 600,000 visits to the site per year by 2011, with 420,000 of these being to the Museum.

9. Through understanding the needs of its visitors, the Horniman intends to make the Museum more accessible to its users and to attract more non-users in the future. It has been working over the last 10 years to achieve a visitor profile ever more representative of the London community and has particularly targeted BME groups as the collections offer an opportunity to engage with diverse audiences. BME audiences now comprise 22% of visitors and the Horniman intends to continue building on this success.

10. 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.

11. During this plan period the Horniman will be introducing new educational opportunities for children and community groups and a lively temporary exhibition programme designed to engage a diverse contemporary audience, including programming in support of the cultural Olympiad. The Horniman will be increasing the numbers of children involved in high quality participatory activities in support of the 'Cultural Offer'. Some of these activities will be linked to the themes of the 2012 Cultural Olympiad, and the outdoor learning programme will focus on themes of healthy living to support the current schools agenda as well as the Cultural Olympiad. In the lead up to the Cultural Olympiad the Horniman will be developing its work with community youth groups and linking to initiatives such as the World Festival of Youth Culture.

12. The Horniman will be seeking to improve its learning service to SEN students in partnership with local SEN groups and will aim to increase the number of non-traditional visitors via its innovative Community Leader training scheme. The Horniman will aim to build on the networks and sustain the relationships with new audiences that have been nurtured as part of community outreach projects

13. During the Agreement period, the Horniman will continue to place an emphasis on maintaining its major galleries and Aquarium to a high standard, including the redevelopment of the Natural History Gallery, should fundraising be successful. In addition, the public will be provided with a varied programme of exhibitions and events, including Utsavam - Music from India and Robot Zoo. Programming for 2010 onwards will be developed during the Agreement period. In order to provide a lively and varied series of exhibitions and events that responds to the needs of repeat visitors, the Horniman will be programming many smaller exhibitions, drawing on the stored collections and the work of outside photographers and artists, alongside larger shows.

14. The Horniman will develop a strategic plan in 2008 that focuses on developing its website as a resource that can broaden and grow its offer and reach a much wider regional, national and international audience. In 2008/9, the Horniman will launch the first versions of the innovative Hands Online service for schools, community groups and non-specialist users and pilot the usage of podcasting and video content on YouTube. It will also launch a new searchable database, initially with material from the musical instrument and Chinese Collections. Evaluation of this work will provide feedback to help refine plans and prioritise the use of resources. In the next stage of development, the Horniman will be seeking to integrate appropriate digital and web based information and activities in all it does.

15. The Horniman achieved the Charter Mark in 2007 and intends to maintain the award throughout the life of this agreement. The Horniman also aims to maintain the Green Flag Award for the next 3 year and beyond. If the Gardens redevelopment project goes ahead, however, there may be an interruption in the award due to works in the Gardens.

## **Collections**

16. A core aspect of the Horniman's work remains looking after and developing the collections for current and future generations. These cover Ethnography (80,000 objects), Natural History (250,000 objects) and Musical Instruments (14,000 objects), with the Ethnographic and Musical Instrument Collections being designated as of national and international importance. These collections, combined with 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 Trust will be improving the storage of and access to its collections via the installation of a lift and other modifications in its Study Collections Centre in line with dedicated Capital funding from DCMS for this purpose.

17. The Museum has a long and consistent record of field collecting which will be maintained over the Plan period. 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 it to build and maintain close international contacts. All Curators hold a research portfolio, one project 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 seeks wherever possible to make appropriate links with other Museums and scholarly institutions and research is published by internationally recognised peer-reviewed academic journals in edited scholarly volumes and elsewhere, including books published by academic publishing houses. Key research projects over the period will include 'Music in London' and 'South-East Asia'.

### **Enabling**

18. The achievement of the Trust's Access and Collections related objectives require effective management of its infrastructure, its financial and human resources as well as the good governance of the Museum and Gardens. The capital works programme planned during the Funding Agreement period is critical for the management and maintenance of the physical infrastructure. The Horniman will also be commissioning a new condition survey of plant and buildings which will enable it to establish a new 10 year rolling management and maintenance plan, including addressing some of its sustainability challenges. The ICT infrastructure will continue to grow and develop in order to provide the platform for activities and services to both visitors and virtual users.

Income generation activities will continue to operate through the trading subsidiary Horniman Museum Enterprises with the main opportunities being commercial hire of the conservatory, café and shop retail income.

19. The Horniman's ability to deliver programmes is dependent on its ability to recruit, retain and develop staff with the required knowledge and skills. The Horniman's Investors in People (IiP) award is up for renewal in 2009 and the Museum is committed to maintaining the high standards of people management and development required to achieve this. The Horniman is committed to equality of opportunity and has developed a Workforce Diversity Action Plan following Museums and Libraries Association guidelines which it plans to implement during the planning period. It has also developed a Trustee Diversity Action Plan which will inform future Trustee appointments.

20. 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. It recognises that volunteers can play a vital role in enabling the organisation to deliver its objectives and in developing and broadening audiences. The Horniman plans to increase its use of volunteers and expand the roles they play at the Horniman during the Funding Agreement period.

21. A sustainability action plan has been developed with contributions from across the Museum and Gardens to ensure that the Horniman is able to implement its Sustainable

Development Policy. Key components for implementation during the planning period are conservation of energy, fuel and natural resources, procurement practices which support sustainability, recycling and waste minimisation, promoting sustainability through programmes and activities, sustainability in collections care (including living collections) and communication strategy.

### **Funding from Renaissance in the Regions**

22. Funding allocated to the London Museums Hub during the Agreement period allows the Horniman to invest in the three key areas agreed as priorities by the Museum, Libraries and Archives council, namely:

- to increase and sustain user participation;
- to provide benefits to users by developing the organisation and workforce; and
- to provide benefits to users through improving access and use of collections through better collections development, care and interpretation.

The Horniman hopes to be able to continue to build on the important developments in learning, access to collections, audience engagement and modernising our services achieved to date with the help of Renaissance funding.

### **The British Museum's 'Partnership UK'**

23. The Horniman is a member of the British Museum's 'Partnership UK' and welcomes the opportunities this brings in terms of loans, supporting expertise and a national network of Museums with close collection's links. It also works with the British Museum at an international level collaborating on their work in Africa and will be providing conservation advice to colleagues in Kenya and Ethiopia over the Plan period. The Horniman will continue to contribute to the BM's International Summer School for Curators, hosting a full day for all the Curators at the Horniman and providing follow up opportunities for School participants.

### **Financial Allocation**

24. The Secretary of State's letter of December 2007 sets out:

- the Horniman's allocations for 2008-9 to 2010-11, including ring-fenced sums to be spent on particular projects;
- the Secretary of State's priorities and the Departmental Strategic Objectives (DSOs) for 2008-11 and the Horniman's contribution towards their achievement.

25. The grant in aid allocation is dependent on the Horniman maintaining free admission to the permanent collections. The Horniman's ability to show measurable improvements in service delivery and its contribution to the delivery of DCMS's DSOs will be factors in the Secretary of State's decisions on future allocations, in addition to any other performance monitoring processes that may be introduced.

## **Compliance**

26. In addition, the Horniman has undertaken to:

- comply with all relevant legislation;
- comply with its Management Statement and Financial Memorandum;
- observe the requirements of Managing Public Money.

## **Performance and Monitoring**

27. The Horniman will supply DCMS each year with the regular financial information set out in the data collection schedule, as well as returns against 12 performance indicators supplied by DCMS (annexed).

28. This information, together with the Horniman's Annual Reports and any further reports it prepares in relation to progress against its own corporate priorities, will be used to monitor performance year-on-year. DCMS expects the Horniman to be able to report in its Annual Report progress against the areas that are of greatest priority to Ministers. These include diversity (of both audiences and those employed by the museum or serving on the board) and actions you are taking to promote sustainability and mitigate the effects of climate change.

29. The level of scrutiny that DCMS will adopt in monitoring performance during the period of this funding agreement will be commensurate with the outcome of regular joint risk assessment exercises. The Horniman's risk rating at the start of the funding period is as follows:

Leadership	Low
Systems	Low
Results	Low
External Environment	Low

## **Supporting Information**

30. The documents relevant to this agreement, and against which the Horniman will be monitored are as follows:

- Allocation letter
- Performance Indicators
- Risk Assessment
- VFM delivery plan
- Data collection schedule
- MS/FM
- Statement of Internal Control
- Managing Public Money
- Annual Reports and Accounts
- Corporate Plan and reports

Ben Cozell

Department for Culture, Media & Sport

Date 9/6/08

Janet Wainwright

Horniman Museum

Date 5/6/08

## PERFORMANCE INDICATORS

### Access

1. Number of visits to the museum/gallery (excluding virtual visitors)
2. Number of unique website visits

### Audience Profile

3. Number of visits by children under 16
4. Number of visits by UK adult visitors aged 16 or over from NS-SEC groups 5-8
5. Number of visits by UK adult visitors aged 16 and over from an ethnic minority background
6. Number of visits by UK adult visitors aged 16 and over who consider themselves to have a limiting long-term illness, disability or infirmity
7. Number of overseas visits

### Learning/Outreach

8. **Children**
  - Number of facilitated and self-directed visits to the museum/gallery by children under 16 in formal education
  - Number of instances of children under 16 participating in on-site organised activities
  - Number of instances of children under 16 participating in outreach activity outside the museum/gallery
9. **Adults**
  - Number of instances of adults aged 16 and over participating in organised activities at the museum/gallery
  - Number of instances of adults aged 16 and over participating in outreach activities outside the museum/gallery

### Visitor Satisfaction

10. % of visitors who would recommend a visit

### Income Generation

11. Self generated income
  - Admissions
  - Trading
  - Fundraising

### Regional Engagement

12. Number of UK loan venues