

**THE HORNIMAN PUBLIC MUSEUM  
AND PUBLIC PARK TRUST**  
(Company Limited by Guarantee)

Report and Consolidated Financial Statements  
31 March 2005

Company Registration Number: 2456393

# THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST

(Company limited by guarantee)

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**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
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**COMPANY REGISTRATION NUMBER**  
2456393

**CHARITY REGISTRATION NUMBER**  
802725

**DIRECTORS AND TRUSTEES**

Timothy Hornsby\*, Chairman  
Jocelyn Barrow  
Kate Buchanan, from 20/09/04  
Steve Bullock  
Robert Crawford  
Paul Henderson\*  
John Mack  
Sue Minter\*  
Clare Paterson  
Rosamund Sykes, from 20/09/04  
Genie Turton  
Michael Wheeler, until 20/09/04

\* nominated by the Secretary of State for Culture, Media & Sport

**AUDIT COMMITTEE**

Michael Wheeler, Chairman until 20/09/04  
Rosamund Sykes, Chairman from 20/09/04  
John Mack

**SECRETARY**

Jennifer Beever

**MUSEUM DIRECTOR**

Janet Vitmayer

**REGISTERED OFFICE**

100 London Road  
Forest Hill  
LONDON SE23 3PQ

**BANKERS**

Clydesdale Bank

**SOLICITORS**

Currey & Co

**AUDITORS**

BDO Stoy Hayward LLP  
Chartered Accountants

**INTERNAL AUDITORS**

Pritchard Wood

## **TRUSTEES' REPORT for the year ended 31 March 2005**

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**The Trustees present their annual report and the audited consolidated financial statements for the year ended 31 March 2005.**

### **PRINCIPAL ACTIVITY**

The principal activity of the Trust is the provision of a public educational museum and gardens. Its aim is:

**'to encourage a wider appreciation of the World, its peoples and their cultures, and its environments'.**

### **BACKGROUND**

The Horniman Museum and Gardens were given in trust in 1901 to the London County Council, as representing the people of London, 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 Museum is housed in a striking art nouveau building by Charles Harrison Townsend and set in sixteen acres of beautiful gardens.

The collections include musical instruments, ethnographic collections and natural history.

### **LEGAL AND ADMINISTRATIVE DETAILS**

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 the 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 Statutory Instrument 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 charity of the charitable company that administers the property of both charities and is funded by the Department for Culture, Media and Sport (DCMS).

### **TRUSTEE APPOINTMENTS**

There are up to twelve Trustees, four of whom are nominated by the Secretary of State for Culture, Media and Sport. They serve for a four-year term, after which they may be re-elected for a further four years at the Annual General Meeting (AGM) of the Trust held in September.

During the year Professor John Mack was re-elected at the AGM for a further term and Ms Kate Buchanan and Ms Rosamund Sykes joined the Board. Mr Michael Wheeler retired from the Board on the 20 September 2004 having been a Trustee since the Board's foundation in December 1989. His contribution to the work of the Board was very significant, particularly in his work as Chairman of the Audit Committee and as a member of the 2001 Project Board and General Purposes Committee.

None of the Trustees has any material interest in the charity and receive only minimal travel and subsistence expenses for attending meetings.

### **TRUSTEE INDUCTION AND TRAINING**

All new Trustees receive a pack with all the relevant governing documents and policies relating to the Trust. In addition they are invited to spend time with the Director to be shown the Museum and meet senior staff as

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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well as to receive a briefing on major issues. Invitations to attend externally provided training for trustees are also circulated from time to time.

**REVIEW OF THE YEAR, 2004/2005**

**1. OVERVIEW**

**1.1 Visitors**

Our success in attracting ever more visitors to the 'new Horniman' continues to grow and we are delighted to report that in 2004/5 visits were the highest ever recorded with 303,428 visits to the Museum. Since the opening of our Heritage Lottery funded Centenary Development in 2002/3, visits have risen from 250,000 to 270,000 and now in the third year of operation sit at 303,000. This we believe reflects the fact that the development met public need and focussed on providing the type of spaces and facilities that allowed us to programme the exhibitions and activities that the public value and enjoy.

In April 2004 following the introduction of new counting equipment we were able for the first time to count visits that were made to our Gardens and can report that 243,513 visits were made. In total therefore the Museum and Gardens provided a service to over half a million people last year with a total visitor count of 546,941. We will continue in future years to count visitors who only visit the gardens alongside visitors who visit the museum and also the Gardens (80% of visitors to the Museum in 04/05 also visited the Gardens.)

Survey results for 2004/5 show that visitor satisfaction continued to rise with 98% of visitors very satisfied or quite satisfied with their visit. The likelihood of recommending the Horniman to others also rose from 82% in the previous year to 86% in 04/05. The successful promotion of the Museum and Gardens undoubtedly benefits from word of mouth but also from the increasingly regular good press coverage being achieved across a wide range of newspapers and radio programmes. The Museum now has an in-house press office, which enables us to generate more stories and build better relationships, particularly with local media.

**1.2 Awards**

Last year the Museum and Gardens won a string of awards for the new Centenary development and improvements to the Gardens. This year the Gardens were the South East winner of Britain's Best Parks run by the Sun Newspaper. The Gardens were also successful in again achieving the prestigious Green Flag Award for excellence.

**1.3 The Aquarium Project**

The Trust set itself a key objective last year of securing funding for a new Horniman Aquarium. The Aquarium, as one of the most popular attractions at the Horniman, has a crucial role to play in attracting visitors and educating them about the need for the conservation of aquatic life. Sadly, after 12 years in operation, some areas of the Aquarium had to be shut down in 04/05 due to wear and tear.

We are delighted to report that the Horniman secured over £1.1m from the Rediscover Fund (comprising £952,404 from the Millennium Commission, £100,000 from the Wolfson Foundation and £70,000 from the Wellcome Trust). As a result we are able to begin work on the new Aquarium, which we hope to complete in Spring 2006.

This does unfortunately mean that our popular Aquarium will be closed from 3 May 2005 to the end of the 2005-6 financial year. We expect this to have an impact on visitor figures although we will be doing our best to offset this by increasing events, in particular in the Gardens.

In the process of assessing where to house the Aquarium a review of spaces was undertaken which has resulted in us relocating our Library into the environmentally friendly Centre for Understanding the Environment (CUE) building, thus providing better space for adult readers and a new children's and family

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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area. This involved building a small extension to the CUE building, which was completed in May 2005, to re-house our Education Staff. The net result of the moves is a better use of our spaces and the freeing up of the basement area for the new Aquarium. We intend to re-house the Aquarium in the Museum basement as it provides a larger space with much better physical access and a dedicated lift.

For a period of three months the Library will be out of action while it relocates, with its planned re-opening on 5 July 2005.

#### **1.4 Partnerships**

##### *Renaissance in the Regions*

The year was also a success in terms of implementing the plans we put in place within the London Museums Hub (LMH) funded under the Renaissance in the Regions initiative. The LMH is a formal partnership with the Museum of London, London's Transport Museum and the Geffrye Museum. This partnership arises from the Government initiative which created museum Hubs from amongst non-National museums in the nine Regions of England, to enable a mixture of extra funding and co-operative working to bring about a Renaissance of museums in the Regions. Extra funding has allowed new projects and ways of working to be devised which involve not only the Hub museum partners but also other smaller London museums in providing new programmes and opportunities for participation for Londoners. The Horniman has delivered new education programming and sessions for schools and participatory arts programming for community groups. The design and development of a major new temporary exhibition 'Amazon to Caribbean' was also completed. The Museums, Archives and Libraries Commission (MLA) allocated £2.34m to the London Region with the Horniman taking responsibility for £571,000 of Hub funding. Delivery of education and exhibition work along with improvements in documentation on schedule and delivery will be completed on these projects in 05/06.

Funding for the next phase of Renaissance in the Regions has been announced and subject to a Business Plan to be submitted in September 05 the London Museums Hub has been allocated a total of £5.8m for the years 06/07 and 07/08.

A second important relationship continues to grow with the British Museum as part of their Partnership UK initiative. It is bringing benefits in terms of loans, exchange of curatorial expertise and planning for joint working in East Africa. The Partnership also creates an important opportunity to network with other museums with complementary collections around the UK and to benefit from examples of good practice in all areas of museum work. The Horniman brings to the Partnership considerable experience of working with the diverse communities of South London. It also has the ability to work closely with smaller museums in the London Region, particularly in the context of the London Museums Hub.

A new, and as yet less formal, partnership has been developing this year with Kew Gardens as we offered to participate in their Culture on Line project by planting a new South Asian border in the Gardens for summer 2005. The plants in this bed are some of those described in their Plant Cultures web site and they will have fascinating stories to tell.

#### **1.5 Grant-in-Aid**

The year 2004/5 was the second year of the three-year Funding Agreement with the Department for Culture, Media and Sport (DCMS) for the years 2003/4, 2004/5 and 2005/6. Grant-in-aid of £3.281m, £3.659m and £3.682m for each of the three years had been allocated. This included one-off ring fenced amounts of £150,000 for the final two years for major capital repairs.

As always, we are grateful to DCMS for their essential funding of our core activities and for their advice and assistance in many areas.

## **2. FUNDRAISING**

Considerable progress was made in developing new revenue streams. In June the Benefactors' Scheme was launched to Museum suppliers and selected donors, and this has already attracted an annual unrestricted

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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income of £8,400 towards the Museum's work. A promotional flyer was also introduced, enabling visitors to join the Scheme as well. We expect growth to be continued and steady, providing an ongoing source of revenue from this area. Benefactors were treated to a lunch and a "Behind the Scenes" event in November, as part of the Horniman's celebrations marking the 10<sup>th</sup> year of the National Lottery. Legacies too are now promoted as another valuable way to help the Museum; listings were placed in key journals and directories, and information material was produced for people interested in remembering the Horniman in their will.

Fundraising to secure further funding towards the Aquarium project was undertaken with submissions to charitable trusts and public sources. This will continue into 05/06. A public appeal was also launched, led by Horniman Patron and actor, Timothy Spall. The Museum is also very grateful to the Friends of the Horniman, who have pledged £10,000 towards the campaign.

### **3. COMMERCIAL HIRE**

In 2004/5 efforts continued to be made to ensure that the infrastructure necessary to run commercial events, was in place and running smoothly. Considerable interest in hiring the Horniman came from the private market, with a full programme of weddings and private parties throughout the summer 2004. A new company Horniman Museum Enterprises Limited (HME) was set up with a Board of Directors to provide guidance on the overall business direction for this and other commercial initiatives in the future.

### **4. MARKETING**

The Horniman maintained a high profile in 04-05 and a record 303,000 people visited the Museum. Key marketing factors were an extensive promotional campaign for the Dinomites temporary exhibition, which included bus, press and magazine advertising, and a strong media presence achieved via concerted public relations activity.

More than 800 different pieces of media coverage were generated during the year, aided by the various awards won by the Museum and Gardens. Features and listings appeared in national, local and specialist media including BBC and Carlton Lunchtime News, BBC Radio 3 & 4, The Guardian, Times, Independent on Sunday, Time Out and popular commuter titles such as Evening Standard, London Metro and TNT Magazine.

Visitor surveys were undertaken for the Museum and for the Gardens to aid future plans, and adding to our understanding of our existing visitors.

A Blue Badge guided tour service of the Museum was launched to help attract adult leisure groups to visit.

Several initiatives were undertaken to grow the mailing list to 6,500 individuals during the period.

### **5. EVENTS**

The Horniman ran a high quality events programme in 2004-05 which focused on the sixteen acres of Gardens and appealed to wide and diverse audiences.

The highlight was the World Fusion Party in the Horniman Gardens in July 2004. 4,000 people attended an event which included live African, samba and fusion music, Indian dance workshops and mask making for children based on the anthropology collections.

Other large scale events included the Horniman Christmas Concert and a Friends of the Horniman Plant Sale, both of which attracted more than 3,500 people, and Forest Hill Day run by the Forest Hill Traders Association which attracted 4,000 people.

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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These were supplemented with smaller scale Gardens events throughout the summer months with themes linking directly into the collections. A series of children's performances attracted almost 2,000 people and featured themes from around the world, while summer music concerts on the bandstand were equally well attended and reflected the diversity of the music collection, with salsa, jazz and traditional brass band music represented.

The Museum was the venue for a host of smaller scale activities throughout the year including a programme of children's workshops and film screenings around the 'Dinomites' exhibition, a Caribbean Question Time style debate during Black History Month in October, and a discussion on gun crime plus film screenings linked to the Throne of Weapons loan from the British Museum.

## **6. TEMPORARY EXHIBITIONS**

### **6.1 Dinomites**

The 'Dinomites' exhibition ran between the 12<sup>th</sup> February and 31<sup>st</sup> October 2004 and proved extremely popular with our visitors. A total of 58,633 people attended the exhibition, bringing in a total gross income of £116,206. The exhibition was produced by an external company, 'Tourwest', and showed models of baby and juvenile dinosaurs in jungle settings, accompanied by hands-on activities and events, supporting talks and a gallery trail. The Museum exhibited some of its fossil collection as part of the exhibition.

Overall, 'Dinomites' has been our most successful temporary exhibition so far, both financially and in terms of visitor numbers. This probably has a lot to do with the subject area, as Dinosaur exhibitions are normally very popular with family audiences.

### **6.2 Kauage's Visions: Art from Papua New Guinea**

This exhibition showcases paintings and drawings by the late Mathias Kauage, Papua New Guinea's most successful and original artist. Kauage used highly stylised imagery to present an exuberant and original view of the World. The exhibition opened to the public on the 12<sup>th</sup> February 2005 and comes to the Museum in association with the Rebecca Hossack Gallery: entrance to the exhibition is free.

### **6.3 Balcony Exhibitions**

#### **6.3.1 Woven Blossoms: Textiles from Savu, Indonesia**

This exhibition ran between 29<sup>th</sup> May 2004 and 20<sup>th</sup> February 2005, focusing on the textiles and weaving traditions that highlight the cultural heritage of the island of Savu in Eastern Indonesia. The exhibition, which encompassed textiles, weaving equipment, ceremonial artefacts and photographs of the textile process was made possible with funding from the Designation Challenge Fund. During the summer, artists and craftspeople from Savu worked at the Museum presenting a series of music performances and weaving demonstrations to the public. The Indonesian Embassy supported this programme of events.

#### **6.3.2 People in the Environment: Photographs by Eddie Parker**

This exhibition ran from April to September 2004 and showcased the work of Eddie Parker, whose photographs illustrate the way people interact with their environments around the world. It encompassed a wide range of images from areas as diverse as the Amazon rainforest and Namib Desert.

#### **6.3.3 The Spirit of Sufi Music: Troubadours of Allah**

This exhibition explored the world of Sufi musicians and dancers using photographs taken in the Indus Valley by Horst A. Friedrichs during 1997-98. A form of Islamic mysticism, Sufism gained considerable strength as a movement in the first Islamic countries by the 9<sup>th</sup> Century and reached the Indus Valley by the 13<sup>th</sup> Century. It is currently practiced by around 50 million people in many parts of the World. The exhibition ran from September 2004 to February 2005.

## **6.4 Amazon to Caribbean**

We have made very good progress with the design and development of the 'Amazon to Caribbean' temporary exhibition (which is to open in October 2005) throughout the year. We have been working with the exhibition designers 'Csaky Associates' to develop and implement Hassan Arero's (the Keeper of Anthropology) vision for the exhibition. The exhibition, conservation, documentation, collections management and education teams have all made significant contributions towards the development of the exhibition and careful project management by the in-house team has ensured that the project remains on programme and on budget.

## **7. AQUARIUM**

Considerable progress has been made towards the development of a new aquarium in the basement throughout the year. A comprehensive Project Team was appointed between July and September 2004, including Project Manager, Quantity Surveyor, Architect, Life Support Systems designer, Mechanical & Electrical consultants, Graphic designer and Vet. Development of the concept and detailed designs continued throughout the year, as did preparations to move the library from the basement to the CUE building.

## **8. EDUCATION**

### **8.1 Teaching Service**

The Museum offers taught sessions to visiting schools across key stages 1-4, each session uses handling objects to illustrate teaching points and stimulate discovery and can be adapted to suit different key stage groups. The main topics covered are: Ancient Egypt; Animals in their Groups; Around Africa; Introduction to Benin; Masks from around the World; Musical Instruments from around the World; Puppets from around the World; Traditional Life of the first North Americans and Toys and Games from around the World. In all some 20,500 schoolchildren were offered face to face sessions during the year.

The Education Programme Delivery Plan (E.P.D.P.) is a Department for Education & Skills funded programme which was channelled through the Regional Hubs. The programme sought to increase the numbers of schoolchildren visiting Hub museums and enhance the quality of museum educational services. From January 2004 one additional teaching post was funded through the EPDP. This allowed the Museum to increase our teaching provision to 27 separate teaching sessions weekly. By December 2005 some 5,000 additional schoolchildren will have been offered face to face teaching sessions at the Horniman.

As well as offering our existing programme, the Schools Section has been able to develop a new Environment & Citizenship workshop using handling objects to illustrate local, national and global environmental and human impact issues and what action young people can take to become active local and global citizens. This session also links to conservation and species decline issues raised in the Aquarium, biodiversity issues exemplified by the Horniman nature trail and gardens and our green roof, and sustainability issues raised in the Environment Room gallery. Feedback from participating classes and teachers has been positive and ongoing evaluation has guided us to refocus the content and remarket the sessions to geography and science teachers for the coming terms.

### **8.2 Smartzone**

The Smartzone project involved a close partnership between the Museum and the local Smartzone, a mini Education Action Zone based in Southwark and Lambeth. The project levered in some £50,000 worth of quality cross-curricular work for the participating schools annually. During the second year of the project one of the Horniman's tutors went into each participating school to offer an introduction to World musical instruments and to music from around the World. All the schools in turn visited the Museum to participate in an on-site session using our handling collection.

### **8.3 Community Education**

In the period April 04 to March 05, around 37,000 people took part in the varied community education sessions led by our experienced teachers, artists, storytellers, singers and dancers. Children out of school, families, adults, youth and community groups had access to an exciting increased programme this year. One highlight was the National Archaeological day event in Gallery Square and the Education Centre. Continuing the success of providing drop-in sessions in Gallery Square, artist in residence Zoë Tillotson forensically analysed the contents of a hoover bag to discover what its contents could tell us about where it had come from and what had happened in the room. Families became archaeologists in their own right as they discussed the contents, deduced information and developed theories. This was followed up with the Museum's own episode of 'Crime Scene Investigation', CSI- Forest Hill, where a crime has been committed and the only evidence is a hoover bag. Families helped Zoë build up a picture of the culprit in this fun workshop.

Families again were the focus in one of a series of collaborations with the Museum's Conservation Section and National Science Week was celebrated with 'Crash Test Eggs', a workshop where families learnt the science of packing fragile objects, experimenting with eggs before dropping them off the Horniman balcony to test the packaging. This was followed by 'X-ray Challenge', matching x-rays to original museum objects. Programming during this period was increased for family audiences and especially those with children under 5 who constitute over 50% of the Museum's audience. The Community Education Section developed an under 5's bookzone, with fun reading material relating to the Museum's themes, and a specific under 5's weekly storytelling session with tales from Africa and the Caribbean.

During Black History Month in October, Caribbean Dance taster days on Bongo, Kalinda and Bele for adults and children proved popular, alongside the highly popular regular African drumming and dance workshops offered in collaboration with our partner Nzinga Dance.

The Dinomites temporary exhibition spurred the developments of a new 'Hands on Our Dinosaurs' family handling session using objects from the handling collections and families and children in the art and craft sessions produced a giant dinosaur for the 'Big Draw' - a national drawing initiative and competition.

During the year the Community Education Section hosted a Museums Association 'Diversify' trainee, Joanna Yeung who developed handling sessions using the Handling Collection to engage with Chinese people and help to build sustainable relationships with that community.

This resulted in Outreach handling sessions in Chinese Community Centres, tours for Chinese community groups around the museum and the development of a 'hands on our chopsticks' families handling section.

Additionally, Community Education participated in the Tate Modern's placement scheme for accelerating employment opportunities for ethnic minority artists in galleries and museums. Twelve trainees participated over two days in sessions which explored the Horniman's approach to 'Learning from Objects' and the use of our Hands on Base.

## **9. COLLECTION DEVELOPMENT**

### **9.1 Research**

#### **9.1.1 Anthropology**

Fiona Kerlogue undertook field research in Cambodia and also worked on the existing Cambodian and Thai collections in preparation for an exhibition of Cambodian costume and culture in 2006. She has also begun preliminary work on the Japanese textile collections, with a view to a possible exhibition of costume in 2008.

#### **9.1.2 Musical Instruments**

In collaboration with Documentation and Library contract staff, research and documentation of the instruments and the archival material in the Boosey & Hawkes collection and other new acquisitions has constituted a

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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major part of the work of the Section during the past year. The Deputy Keeper has also fielded the bulk of public enquiries on the Boosey & Hawkes collection and has published on this acquisition. The purchase of a new digital camera has enabled the department to continue with its programme of documenting new acquisitions with video recordings, among them a collection of 20 accordions from the collection of an accordion bandmaster in Horsham.

The curators identified 22 musical instruments from the Horniman Museum's collection for the planned British Museum's Timelines website, and compiled text about them. The Section also worked on the completion of the arrays of instruments in the Music Gallery, and upgraded the information about the instruments in the MultiMimsy database prior to the proposed launch of the database on the Horniman website.

### **9.1.3 Natural History**

The Keeper of Natural History continued work on the Royal Entomological Society Handbook on banchine wasps. This included a visit to the Lund University Museum collection and also to the Ulster Museum. Recruitment of a new Deputy Keeper was high on the agenda, and this operation was completed during February. Preliminary work on the North Hall concept for the redisplay of the Natural History collections has begun.

## **9.2 Exhibition Research and Academic Partnerships**

The main focus for exhibition research over the period was the Amazon to Caribbean exhibition. As exhibition curator, Hassan Arero was heavily involved in the concept design and the object research for the exhibition. The exhibition text was completed in February 2005.

Proposals for two temporary exhibitions showcasing the Boosey & Hawkes collection and the instruments from rural areas of India, acquired for the Museum over the past four years during the course of a collaborative fieldwork project with the British Library, were compiled and presented to the Trustees. The Keeper researched, recommended and assisted with the editing of the text for the Museum's temporary exhibition of Horst Friedrich's photographs of Sufi musicians in Pakistan (September 2004 to February 2005).

The Museum continued to participate in the British Museum Partnership, with Hassan Arero becoming involved in various Africa 05 exhibitions and programmes both here and at the BM. He was curatorial advisor to the 'Throne of Weapons' tour at the Horniman and helped re-write the text so as to re-contextualise it within the Horniman Museum. He was also involved in planning the "Guns in the wrong hands" event as part of Horniman's launch of the Africa 05 activities.

As part of the Africa 05 programme at the Horniman, Hassan Arero assisted John Picton with the curation of the West African textiles exhibition. He selected, for display, photographs from the Nancy Stanfield archive and also coordinated a contemporary photographic project by local artist Cheryl Fearon in Peckham.

Hassan continued to develop links with museums in Africa especially following the visit of the Kenyan delegation to the Horniman in February.

Together with Bill Sillar from the Institute of Archaeology, University of London, a funding proposal has been prepared for an AHRB collaborative project on the Horniman's archaeological collections. Work has also been undertaken on a proposed bid to the Daiwa Anglo-Japanese Foundation, in partnership with the Victoria and Albert Museum and the National Museum of Ethnology in Osaka, for a grant to support research of the Japanese collections.

A successful application was made to the British Academy to enable an Indian colleague, Dr Alok Kanungo, of the Department of Archaeology at the Deccan College Postgraduate and Research Institute, Pune, India to spend a month at the Museum researching the Naga collections. This is planned for autumn 2005.

## **9.3 Publications**

Throughout the year our staff continued to publish in their specialist areas including:

### **9.3.1 Fiona Kerlogue**

(2004) *The Book of Batik*. Singapore: Didier Millet.

(2004) *The Arts of Southeast Asia*. World of Art series. London: Thames and Hudson.

(2004) 'Living Objects, Changing Worlds' in F.Kerlogue (ed) *Performing Objects: museums, material culture and performance in Southeast Asia*. Horniman Museum.

'Textiles' in Ooi Keat Gin (ed) *Southeast Asia: A Historical Encyclopedia From Angkor Wat to East Timor*, 3 vols. (Santa Barbara, Denver, Oxford: ABC-CLIO, 2004)

'Jambi Malays' in Ooi Keat Gin (ed) *Southeast Asia: A Historical Encyclopedia From Angkor Wat to East Timor*, 3 vols. (Santa Barbara, Denver, Oxford: ABC-CLIO, 2004)

"Importing identity: Indian textiles in Jambi, Sumatra" in Ruth Barnes (ed.) *Textiles in Indian Ocean Societies*. Routledge/Curzon 2005.

### **9.3.2 Hassan Arero**

"ICOM UK and PMDA: Strengthening Partnerships" – ICOM UK Newsletter, October 2004

*Making Beadwork, Telling Many Stories*, for Monkeybi, South African Exhibition catalogue, 2005.

### **9.3.3 Louise Bacon**

The Pace Family musical Instrument Makers, 1788-1901, *Galpin Society Journal* May 2004 Vol. LVII pp117-126

### **9.3.4 Horniman publications**

The most recent volume in the Museum's Series on Critical Museology and Material Culture 'Performing Objects: Museums, Material Culture and Performance in Southeast Asia', edited by Fiona Kerlogue, was published in July 2004.

## **9.4 Lectures, Seminars and Conference Papers**

### **9.4.1 Natural History**

Jim Brock has also been involved with Saturday talks for families, and in running a joint course on insect taxonomy, in collaboration with London Wildlife Trust.

### **9.4.2 Anthropology**

Fiona Kerlogue convened a panel on 'Material culture, Museums and the construction of identities in the Malay Indonesian world' together with Antonio Guerreiro of the Musee de l'Homme at the 4<sup>th</sup> conference of the European Association of South-East Asian Studies held at the University of Paris, Sorbonne, from 1 September to 4 September 2004.

She convened another panel on 'Art, material culture, space and time', for the 22<sup>nd</sup> conference of the Association of South-East Asian Studies UK (ASEASUK) held at the University of Exeter from 29<sup>th</sup> April to 1<sup>st</sup> May 2005.

Hassan Arero took part in various lectures and seminars on Africa 05. Art: he presented the final summary and conclusion of the In and Out of Africa conference held at the British Museum in Feb 2005. He also lectured at the Relational Museum Conference held at the Pitt Rivers Museum in April and at the Sudan Conference, held in Nairobi, which focussed on the future/reconstruction of museums in Southern Sudan.

### **9.4.3 Musical Instruments**

The Keeper organised and gave a paper at an academic conference focusing on musical instruments and the Horniman's Music Gallery, which was held at the Museum by the British Forum for Ethnomusicology. The

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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Deputy Keeper gave papers in her specialist field at three international conferences. Both gave lectures and talks in other forums, and radio broadcasts included a BBC world service programme on the history of the concertina by the Keeper. Both curators provided teaching sessions for M.Mus courses at Goldsmiths College, with the Deputy Keeper giving a half term course in the History of Performance Practice, as a visiting lecturer. Both curators served on expert panels: the Keeper continued her work as Reviews Editor of the *Galpin Society Journal* and advised on the specialist panel for the revision of the MLA's publication '*Standards in Museum Care of Musical Instruments*', while the Deputy Keeper provided input into CIMCIM's Brass Terminology Working Group glossary.

The Musical Instrument Section responded to around 240 written and telephone enquiries requiring research into the Museum's resources. Tours of the Music Gallery were organised for a number of UK groups; visitors from abroad included the director of the Musée de la Musique in Paris, the Fondation Mexique en France, the C. Brailoiu Institute of Ethnography, Bucharest, the Music School in Margilan, Uzbekistan, members of the Yamaha Corporation, Hamamatsu, and the entire complement of staff from the Ringve Museum, the National Museum of Musical Instruments of Norway. Instruments examined by researchers visiting the Museum in person included the Optigan organ and examples from the Dolmetsch, Uzbek and Pre-Columbian collections, with the largest numbers requested from the Carse and Boosey & Hawkes collections.

### **9.5 Music Concerts**

A successful series of four Conservatory concerts of music for historic stringed instruments was organised and supervised by the Deputy Keeper, who also made the arrangements for the Friends' concert held in memory of the founding chairman, Philip Spooner. The Keeper organised and supervised a series of four over-subscribed concerts of music from the Islamic world, themed around the 'Sufi Music' exhibition.

### **9.6 Library**

The Library target opening days for 2004-2005 was 307 days. In all 303 days were achieved. One day was lost due to sickness and three days due to closure to prepare for removal of the stock to the new library.

## **10. COLLECTIONS MANAGEMENT AND CARE**

### **10.1 Documentation of the Collections**

In July 2004 the Museum appointed 2 Documentation Assistants to continue with a basic computerised inventory of the Anthropology collection, with funding from the London Regional Hub. This team will be in place at least until March 2006 to ensure that there is a basic record with location information, description and provenance for each anthropology object. Before the project started we estimated that over half of our collection of 80,000 anthropology objects still require a computerised record including location information. At the end of March 2005, 18,119 object records had been created or improved, a significant increase in the target originally set at the beginning of the project.

### **10.2 Collections Storage and Management**

Throughout the year, the Collections Management team have been busy managing the movement and location of the collections, particularly those stored at the Study Collections Centre. They continue to manage effectively all loans in and out of the Museum as well as the storage of new acquisitions. They have assisted with the development of the Amazon to Caribbean exhibition and the Boosey and Hawkes project as well as ensuring that all collections are safely stored. Storage space continues to be at a premium, with staff constantly exploring new techniques of improving storage capacity and making the best use of the space available.

### **10.3 Conservation**

The work of the Collections Conservation and Care Section has concentrated on the conservation of objects for the Amazon to Caribbean exhibition, Savu and West African textile exhibitions, conservation of the Boosey and Hawkes collection and objects for loans out. Monitoring and control of the environment continues at the

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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Museum and the Study Collections Centre, to ensure the long-term preservation of the collections. Staff in the Section are currently in the process of developing a new pest control facility, as methyl bromide is no longer allowed to be used as a fumigant under EU regulations.

The Conservation Section have also worked closely with Education to add value to community education projects, including talks about dust to coincide with an artist working in Gallery Square and the Big Draw, where conservators prepared and assisted with sessions, using microscopic images of materials from the conservation archives as source material.

#### **10.4 Loans**

The Museum continued to maintain and expand its loans to other organisations throughout the year. Short-term loans included a series of loans to local museums such as Wandsworth, The Grange Museum and Newham Heritage Services as part of the 'Caribbean Currents' community project associated with our forthcoming 'Amazon to Caribbean' exhibition. We also loaned Japanese masks to Dulwich College, an albatross to the Royal Geographic Society, 4 puppets to Compton Verney and 20 African anthropological items to the World Cultures Museum in Gothenburg, Sweden.

There are currently 8 long-term loans of our collections with other museums including the Geffrye Museum, Bankfield Museum; the British Engineerium, Hove; Dean Heritage Museum Trust; Birmingham Museum, Empire and Commonwealth Museum and William Herschel Museum.

#### **10.5 Boosey & Hawkes collection**

Throughout the year, work on the conservation, documentation and storage of the Boosey & Hawkes Collection of historic wind instruments and its archive progressed to programme with the help of funding from the Heritage Lottery Fund. The 270 objects were accessioned into the Museum collection and detailed records, including images, were created on MultiMIMSY (the Museums collections database). A detailed condition report was developed for each object and conservation was carried out to ensure that all objects are stored in a stable condition. New storage furniture was purchased for the collection and it is now safely housed in compact storage at the Study Collections Centre. The archives and ledgers have also been catalogued and microfilmed and are accessible from the Library.

### **11. WEB SITE**

Some progress has been made on the development of our web site this year. All staff now have access to the Internet enabling them to identify areas of the site that need updating and changing. The site is now being hosted independently of the design company who developed the site for us, giving us more independence with regard to the development of the site. A database of part of the Musical Instrument collection has been added to the site, primarily for researchers. An in-house web committee is managing the development of the site, with our Librarian and Marketing sections ensuring the site is regularly kept up-to-date.

### **12. GARDENS**

Recognition of the high standards achieved in the Gardens was accorded when we were asked to host the launch of the Britain in Bloom competition. We subsequently received a Certificate of Merit for the Horniman's contribution to Lewisham's London in Bloom campaign. As reported above we also retained our Green Flag Award and were the winner of the Britain's Best Park Award for the South East Region of England.

The numbers of visitors to the Gardens alone were 243,000 in 2004/05 and, once the 80% of visitors to the Museum who also visited the Gardens is added, the total figure was around 430,000. This is much higher than previous estimates of visits to the Gardens and based on readings from the new electronic counting equipment operating from April 2004.

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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A new partnership with the Trust for Urban Ecology in maintaining and developing the Railway Nature Trail as an educational facility has been established and the hard work through the year of the staff and volunteers from TRUE, together with the Horniman's own staff, is now manifest to visitors to the Trail.

Planning for the planting of a new South Asian border in the Gardens for summer 2005 was undertaken through the winter of 04/05 with advice from Kew Gardens and linked to Kew's South Asian Culture On-Line project. This will be the first of our ethnobotanic displays and the Gardens staff will be giving short talks about the plants through the summer holidays. Additional materials provided by Kew will be available in the Museum and visitors will be encouraged to visit the Plant Cultures Web Site for further information about the plants and their cultural importance.

The high morale of the staff in the Gardens has attracted volunteers, up to twenty on the first Saturday in the month and three during the week, and this has also helped in reaching even higher horticultural standards.

### **13. ENVIRONMENTAL POLICY**

Work has started on the revision of our Environmental Policy Statement: a Sustainable Development Policy has been drafted and is currently being discussed and revised with a team of relevant staff. We are in the process of developing an action plan to support the policy. Our staff are involved with the DCMS Sustainable Development Forum, giving us contact with other National Museums who are further advanced with their strategies thus enabling us to learn from good practice.

We continued to operate a green housekeeping policy, purchasing green cleaning products and stationery where possible and recycling paper and cardboard via a new initiative with the Borough of Lewisham. The recycling of garden waste is now firmly established within the normal working practices of the Gardens.

### **14. HEALTH & SAFETY**

The last year was very busy throughout all areas of the Museum and Gardens. Growing visitor numbers placed more strain on the fabric of the building but regular checks by the Facilities and Garden sections ensured that paths, walkways, floors, steps and stairs were maintained in a safe and clean condition.

The Health and Safety Policy and all procedural documents were reviewed and updated during the course of the year, in addition to the regular review of risk assessments and the undertaking of statutory inspections of fire extinguishers, portable electrical appliances etc.

Health and Safety Induction Courses continued throughout the year with all new staff and students attending. Training for Incident Controllers was completed and there are therefore additional competent staff in the relevant sections to support the site when key managers are off site.

### **15. THE ESTATE**

In Facilities the last year was, as usual, a busy one. We upgraded our incoming electrical supplies via new cable and panels, which it is hoped will ensure a more secure supply for the future. We also carried out an inspection of the site's electrical infrastructure and at the time of writing await its findings. The North Hall was redecorated (involving the erection of extensive scaffolding), thus bringing our Natural History Gallery up to the standards in the rest of the building. Work commenced on the extension of the Centre for Understanding the Environment to provide office accommodation for the education staff. This was in order to enable the move of the Library into the CUE building thus providing public access once more to a delightful and interesting "green" building.

## **16. INFORMATION TECHNOLOGY**

We continued to implement the Consultant's IT systems review which had been undertaken in 2002/03. Desktop Internet access was rolled out across both sites with the Museum and SCC linked via a private network. A programme of server replacement also began at both sites.

## **17. STAFFING**

### **17.1 Investors in People**

The Trust achieved the Award in July 2000 and continued to devote both time and resources in the training and development of the staff. Training was provided in all areas to enable staff and managers to understand the requirements imposed by new legislation, to develop generic and specific skills as needed to meet institutional objectives and provide for continuing personal development and academic achievement. The Trust was successful in its application for reassessment of the Award in July 2003 and will be applying for reassessment by July 2006.

### **17.2 Pay Determination**

A major review of the Horniman's pay rates in comparison with equivalent bodies in both the museum sector and across other relevant public sector comparators was completed early in 2003. A business case for a revision in the Horniman's pay structure was subsequently submitted to the Department for Culture, Media and Sport. While the case was established, public sector pay policy changes meant that it was not possible to implement the proposals fully in that year and the remainder of the changes were therefore put into effect in 2004/05.

Staff turnover has fallen from 19% in 2002/03 to 15% in 2004/05 but to maintain this improvement it will be important to continue to ensure that market rates of pay are achieved.

### **17.3 Management/Staff Consultation Arrangements**

Bi-monthly meetings of the Joint Management Staff Consultative Committee (JMSSC) were held at which all matters affecting staff were discussed. Progress was made with policy development in the following areas: Time off in Lieu scheme, Annual Assessment of Performance (re-named Appraisal) and the implementation of family friendly policies. The Drugs and Alcohol Policies were reviewed and training in their implementation was provided to all managers.

All negotiations with regard to pay were carried out between management and the recognised trade union (GMB).

Communication and consultation with staff generally took place through quarterly Heads of Section and Senior Management team meetings, monthly Heads of Section meetings and monthly staff meetings within sections. Annual budgeting, Corporate planning and Funding Agreements as well as Business Risk Assessment and internal controls were all dealt with and cascaded through these regular sessions.

### **17.4 Organisation Structure**

The current staff structure is shown in Appendix III.

### **17.5 Equal Opportunity and Disability Policies**

The Trust pursued a policy of equal opportunity both with regard to staff and to visitors to the Museum and Gardens.

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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Good practice in recruitment, including equal opportunities monitoring, was carried out. Given the proportion of posts recruited from the local job market in relation to those recruited nationally, our non-white staff should form around 24% of our total post holders and we fell short by 7%. We continued to assess the suitability of the placement of our recruitment advertising in relation to the success in attracting applicants representative of our local community.

Training for all managers and staff in diversity awareness, and related legal updates, was completed during the year. Training for managers in the new requirements for disciplinary and grievance procedures was also undertaken.

Our Disability Policy was reviewed and up-dated by our in-house Access Group during the year and an action plan developed and implemented for 2004-05 to ensure that we are meeting the requirements of the Disability Discrimination Act 1995 and other relevant legislation. An action plan for 2005-06 was also developed to enable us to identify ways in which we can make further progress to improve accessibility throughout the organisation.

## **18. RISK MANAGEMENT**

Trustees reviewed the major risks to which the Trust is exposed and the measures taken to mitigate them, where possible. The Senior Management Team also reviewed these risks regularly during the year.

The work of the Audit Committee included the detailed perusal of the Annual Accounts and Schedules thereto, and consideration of Internal Audit Reports. As well as the regular annual reports of assurance to the Accounting Officer on the systems of internal controls the following reviews were accepted: Corporate Planning & Risk Management; Corporate Governance; Visitor Numbers; Storage & Condition Control; Ordering, Receipts & Payments; Programmes – Education; Budgetary Control; Fixed Assets; General Ledger; Estates Management; Health and Safety; IT Access Controls.

Risk Management was also maintained across the organisation. Risk lists were drawn up for all sections and reviews of the risks were put on the agenda of the quarterly meetings held between the Heads of Sections and the Senior Management Team.

## **19. FUTURE DEVELOPMENTS**

The importance of maintaining and developing the audience for the Horniman and making the very best use of our wonderful new building, galleries and the Gardens remains at the forefront of attention both in the short and longer term.

The main challenge for 05/06 is to construct a new high quality aquarium to budget in 05/06. We plan to have a major launch for the new Aquarium in Spring 2006. We believe this will provide a major new incentive for the public to visit and provide an important opportunity to communicate the mission for the Trust in terms of a wider appreciation of the world and its environments. We will be raising further funds during 05/06 for the new Aquarium which has a total cost of £1.5 m. £1.1m of this is in place thanks to the ReDiscover Fund.

We will be opening a major new temporary exhibition 'Amazon to Caribbean' in October 2005. This is the result of 2 years of research and fieldwork and will give the public to opportunity to see fine objects from the stored collections set in the context of pre-colonial influences on the Caribbean. We will be evaluating the success of this Renaissance funded exhibition in 06/07 and will then be in a position to undertake a major review of our temporary exhibition programme.

We will continue to place a strong emphasis in the coming years on developing further our role within the London Museums Hub and also our membership of the British Museum's 'Partnership UK.' The London Museum Hub is at a critical phase with the new business plan for 2006/7 and 2007/8 being drawn up in 2005/6. The amount of funding available to the London Hub over this 2-year period is £5.8m.

**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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We are aware of the need to review our approach to Information & Communications Technology (ICT) and the role the Web and other new technology should play in our delivery of services to the public.

In aiming to achieve these developments the key objectives are:

- to improve on our baseline figure of at least 260,000 visitors for the year 2005-6;
- to provide a stimulating visit to 33,000 children via our educational programmes and to engage in one major community education partnership project;
- to raise further funds for, and successfully complete, the installation of the new Aquarium by Spring 2006;
- to develop a suitable concept for the redisplay of our Natural History Gallery and identify potential sources of funding;
- to continue to develop an attractive and successful Temporary exhibition programme;
- to develop our relationship with our Hub partners and selected non national museums in London in order to deliver innovative and attractive new opportunities for Londoners to become involved in their museums;
- to use the review of ICT within the Hub partners undertaken in 05/06 to investigate sources of funding and expertise that could help the Horniman take a more strategic view of the potential for ICT in delivering services to the public;
- to develop our relationship with the British Museum in order to benefit from a broader range of academic expertise and wider range of objects for the public benefit and to enhance our ability to become involved in international projects, particularly the programme in Africa beginning in 2004-5;
- to foster projects aimed at using the unique combination of our collections and Gardens to inform and encourage debate on the links between people and the environment;
- to provide opportunities for the links between the collections and live performance to be enjoyed by the public via our events programme in the Museum and Gardens;
- to develop our ability to generate unrestricted income via commercial activities and fundraising.

Success in achieving these objectives will be dependent on ensuring that sufficient resources are available to fund the increased range and scale of the Trust's operations.

It is essential that we continue to develop and refresh the Museum and Gardens to ensure that the Horniman is able to meet the demands of our audience and our sector in the 21<sup>st</sup> Century. To this end we will continue to seek funds and partnerships that will enable us to engage in new development and enhance public programming that cannot be met from grant-in-aid alone. A major challenge that remains is to decide on the future of our Study Collections Centre in Greenwich and find the best way forward in terms of our stored collections and their accessibility. We aim to have developed a plan for this within the next 5 years.

## **20. RESERVES POLICY**

The current year's results show a small surplus on revenue income and expenditure (see page 24). Excluding additional pension charges and finance costs arising from the implementation of FRS17 a surplus of £136,578 arose (2004 - £49,252 surplus excluding FRS17 costs) largely due to savings in several areas of activity. These savings were initiated during the year in order to build up reserves to fund the Aquarium project and essential property maintenance work in 2005/2006.

At 31 March 2005 the balance on General Reserves stood at £556,951. The Trustees consider that, given the virtual certainty of the receipt of the Museum's annual grant-in-aid before budgets are set, the risk of income not meeting expenditure each year is low and therefore the level of reserves required is minimal. Accordingly they have resolved that £100,000 of the general funds will be retained as a contingency fund to cover any uninsured losses not likely to be met by the DCMS. The surplus over £100,000 will be used to fund essential expenditure, not met by grant-in-aid and other income, during the three years of the next Funding Agreement.

## **21. PAYMENT POLICY**

As a result of the introduction of The Late Payment Of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, the Trust has adopted the Better Payment Practice Code, replacing the previous CBI Prompt Payment Code. Accordingly all contracts entered into on or after 1 November 1998 have complied with the Act. No interest payments have been made under the terms of the Act.

The Trust undertakes to pay all bills, except for those under dispute, in accordance with the contract terms or otherwise within 30 days. Payment procedures are to be agreed with suppliers before goods and/or services are ordered. In practice, invoices are paid weekly, except where more immediate payment is required.

During the year 96% of invoices not in dispute were paid within 30 days or supplier terms (2004 – 93%).

Budget managers are required to inform suppliers immediately they become aware of any query or dispute involving one of their invoices and every effort should be made to resolve the problem before the due date. The Finance Section should be notified of any invoices which cannot be approved for payment within 7 days, together with the nature of any dispute and progress made in resolving it. Any complaints or enquiries made direct to the Finance Section are followed up and resolved, within 3 days whenever possible. Suppliers are kept informed of any problems leading to a delay in resolving the matter.

## **22. FORM OF ACCOUNTS AND TRUSTEES' RESPONSIBILITIES**

Under company law, and in the form directed by the Secretary of State with the consent of the Treasury, the Trustees are required to prepare financial statements for each financial year. A copy of the Accounts Requirement may be obtained from the Company Secretary at the Company's registered office. The financial statements are prepared on an accruals basis and must show a true and fair view of the state of affairs of the company and the group at the year-end and of its income and expenditure and cash flows for the financial year.

In preparing those financial statements, the Trustees are required to:

- observe the Accounts Requirement issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on the going concern basis.

The Accounting Officer for the Department for Culture, Media & Sport has designated the Director of the Horniman Museum and Gardens as the Accounting Officer. Her relevant responsibilities as Accounting Officer, including her responsibility for the propriety and regularity of the public finances for which she is answerable and for the keeping of proper records, are set out in the Non-Departmental Public Bodies Accounting Officer Memorandum.

The Foundation has no income or expenditure of its own, its only assets having been given on permanent endowment. The Company administers the property of both charities on a combined basis and the Trustees of the Company consider it impractical to segregate the results of the two. Consequently the Foundation has been treated as a subsidiary of the Company and the results have been consolidated to represent their combined activities. The collection of exhibits given in the original indenture are considered inalienable (see Note 1.e) on page 28). In addition the original property given under the endowment has been so fundamentally altered since 1901 that only an immaterial part of its carrying value relates to the original

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
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**TRUSTEES' REPORT for the year ended 31 March 2005** (continued)

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indenture property. The Trustees consider that the costs of establishing a separate value for this property would be onerous compared with the additional benefit. This entire property is therefore included in the value of the Museum's Freehold properties and is held as part of Designated Funds (Capital Projects Account).

Horniman Museum Enterprises Limited, a wholly owned subsidiary, incorporated during the year, has not been consolidated as its results are immaterial to the group.

**23. AUDITORS**

A resolution to reappoint BDO Stoy Hayward LLP as auditors will be proposed at the next annual general meeting.

Approved by the Trustees  
and signed on their behalf

Timothy Hornsby  
Chairman  
20 July 2005

Janet Vitmayer  
Accounting Officer

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**ANNEX TO THE TRUSTEES' REPORT**

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A summary of the outturns against the 2003-2006 Funding Agreement between the DCMS and the Horniman is set out below. The detailed Funding Agreement and the outturn at April 2005 can be viewed on the Museum's website at [www.horniman.ac.uk](http://www.horniman.ac.uk).

Core Target	2003-04 Actual	2004-05 Target	2004-05 Actual
1. Total Number of Visitors	272K	250k	303k
2. Numbers of Children Visitors	113k	100k	129k
3. Numbers of Venues in England to which objects from the Collection are loaned	13	15	16
4. Numbers of C2DE visitors to achieve an 8% increase on the 2002-03 baseline	56,000	47,500	60,000
5. Number of website visits (unique users)	47.3k	50k	109k
6. Number of children in organised educational programmes both on-site and outreach	33.5k	30k	41k

## **STATEMENT ON THE SYSTEM OF INTERNAL CONTROL**

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### **Scope of responsibility**

As Accounting Officer and Trustees of the Horniman Museum, we have responsibility for maintaining a sound system of internal control that supports the achievement of the Horniman's policies, aims and objectives, whilst safeguarding the public funds and assets for which the Accounting Officer is personally responsible, in accordance with the responsibilities assigned in Government Accounting and ensuring compliance with the requirements of the Management Statement and Financial Memorandum.

### **The purpose of the system of internal control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Horniman's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place for the year ended 31 March 2005 and up to the date of approval of the Report and Consolidated Financial Statements, and accords with Treasury guidance.

### **Capacity to handle risk**

Risk management is implicit in Horniman systems and procedures. The following responsibilities for managing risk have been established:

- the Board of Trustees sets key performance and risk indicators and reviews the major risks on a quarterly basis;
- the Audit Committee receives and reviews reports from internal audit and reports on major weaknesses in internal control to the Board;
- the Accounting Officer is responsible for managing risk and ensuring that an effective system of internal control is maintained and operated within the Horniman;
- the Senior Management Team maintains a key risk list which is considered and updated at least quarterly and key changes reported to the Board;
- Section managers are responsible for maintaining key risk lists for their sections, which are updated at least quarterly and are available for viewing by all staff;
- Internal Audit's primary role is to give the Accounting Officer and Trustees an independent and objective opinion on the Horniman's risk management, internal control and governance;
- periodic risk awareness training is given to senior managers and section managers.

### **The risk and control framework**

The system of control is based on a framework of management processes including regular management information, administrative procedures, and a system of delegation and accountability. In particular it includes:

- a Board of Trustees, which meets quarterly to consider the plans and strategic direction of the Trust;
- the establishment of key performance and risk indicators;
- comprehensive budgeting systems with an annual budget which is agreed by the Senior Management Team, and reviewed and approved by Trustees and incorporated in the corporate plan;
- monthly reviews by the Senior Management Team and quarterly reviews by Trustees of financial reports which indicate financial performance against budgets;
- regular reports from managers on the steps they are taking to manage risks in their areas of responsibility including progress reports on key projects;
- a system of delegation and accountability.

### **Review of effectiveness**

As Accounting Officer and Trustees, we are also responsible for reviewing the effectiveness of the system of internal control. Our review of the effectiveness of the system of internal control is informed by the work of the

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
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**STATEMENT ON THE SYSTEM OF INTERNAL CONTROL** (continued)

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internal auditors, the Audit Committee which oversees the work of the internal auditors, the Senior Management Team and section managers within the Horniman who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. We have been advised on the implications of the result of our review of the effectiveness of the system of internal control by the Board and the Audit Committee, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The Horniman uses an externally provided internal audit service, which operates to standards defined in the Government Internal Audit Standard. The work of the internal auditors is informed by the analysis of risk to which the Horniman is exposed, and annual internal audit plans are based on this analysis. The analysis of risk and the internal audit plans are endorsed by the Audit Committee and approved by us. At least annually the Head of Internal Audit provides an independent opinion on the adequacy and effectiveness of the Horniman's system of internal control together with recommendations for improvement. This is reviewed by the Audit Committee and reported on to the Board of Trustees.

Annual statements are also provided by section managers, confirming their awareness of their responsibilities in the areas of risk management and internal controls and giving assurance that they are unaware of any weaknesses in control or irregularities, which have not been notified.

In our view, the information we have received was sufficient to enable us to review the effectiveness of the Horniman's system of internal control.

Timothy Hornsby  
Chairman  
20 July 2005

Janet Vitmayer  
Accounting Officer

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS**

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We have audited the financial statements of The Horniman Public Museum and Public Park Trust for the year ended 31 March 2005 on pages 24 to 39. These financial statements have been prepared under the accounting policies set out on pages 28 to 29.

**Respective Responsibilities of the trustees, Accounting Officer and auditors**

The responsibilities of the trustees, who are also the directors of the charitable company for the purposes of the Companies Act 1985, and of the Accounting Officer for the preparation of the financial statements in accordance with the Companies Act 1985, and for ensuring the regularity of financial transactions, are set out in the statement of trustees' responsibilities. The trustees and Accounting Officer are also responsible for the preparation of the contents of the Annual Report. Our responsibilities, as independent auditors, are established by statute and guided by the Auditing Practices Board and the auditing profession's ethical guidance.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985, and whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. We also report if, in our opinion, the trustees' report is not consistent with the financial statements, if the company has not kept proper accounting records, or if we have not received all the information and explanations we require for our audit.

We read the other information contained in the Annual Report, and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements.

We review whether the statement on pages 20 and 21 reflects the compliance with Treasury's guidance "Corporate governance: statement of internal control". We report if it does not meet the requirements specified by Treasury, or if the statement is misleading or inconsistent with other information we are aware of from our audit of the financial statements.

Our report has been prepared pursuant to the requirements of the Companies Act 1985 and for no other purpose. No person is entitled to rely on this report unless such a person is a person entitled to rely upon this report by virtue of and for the purpose of the Companies Act 1985 or has been expressly authorised to do so by our prior written consent. Save as above, we do not accept responsibility for this report to any other person or for any other purpose and we hereby expressly disclaim any and all such liability.

**Basis of audit opinion**

We conducted our audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements and of whether the accounting policies are appropriate to the circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by error, or by fraud or other irregularity and that, in all material respects, expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming our opinion we have also evaluated the overall adequacy of the presentation of information in the financial statements.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS** (continued)

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**Opinion**

In our opinion:

- The financial statements give a true and fair view of the state of affairs of the group and company at 31 March 2005 and of its incoming resources and application of resources, including income and expenditure for the year then ended, and have been properly prepared in accordance with the Companies Act 1985; and
- In all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

BDO Stoy Hayward LLP  
Chartered Accountants and Registered Auditors  
Emerald House  
East Street  
Epsom  
Surrey KT17 1HS

22 August 2005

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**SUMMARY INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2005**  
Group and Company

		2005	2004
	page note	£	£
Total income	<b>25</b>	4,468,966	3,786,115
Operating expenditure	<b>25</b>	<u>(4,729,765)</u>	<u>(4,125,133)</u>
<b>Total deficit for the year</b>	<b>25</b>	(260,799)	(339,018)
Less capital projects income (see note below)		(227,865)	(225,187)
capital charges (see note below)		<u>502,242</u>	<u>487,457</u>
<b>Operating surplus/(deficit) on revenue income and expenditure</b>		<u>13,578</u>	<u>(76,748)</u>

The capital projects income represents income received which the trustees have identified as being designated for current and future capital projects. In the year to 31 March 2005 this comprised of £187,820 of unrestricted income (2004 - £60,258) and £40,045 of restricted income (2004 - £164,929).

Capital charges represent depreciation, revaluation losses and loss on disposal of fixed assets which are charged against capital projects income in the capital projects fund and restricted capital funds.

Capital expenditure during the year was funded as follows:

Current year capital projects income		227,865	225,187
<b>Total capital expenditure</b>	<b>15</b>	<u>227,865</u>	<u>225,187</u>

The notes on pages 28 to 39 form part of these financial statements.

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2005**  
**Group and Company**

<b>INCOME AND EXPENDITURE</b>	Page note	Unrestricted Funds 2005	Restricted Funds 2005	Total Funds 2005	Total Funds 2004
<b>Incoming Resources</b>					
<i>Donations, legacies and similar incoming resources</i>					
		£	£	£	£
Grant-in-aid	2	3,659,000	-	3,659,000	3,281,000
Other grants and donations	3	28,140	10,566	38,706	27,951
		<u>3,687,140</u>	<u>10,566</u>	<u>3,697,706</u>	<u>3,308,951</u>
Activities in furtherance of charity's objects	4	143,746	526,389	670,135	411,812
Activities for generating funds	5	67,922	-	67,922	41,857
Investment Income		30,073	3,130	33,203	23,495
<b>Total incoming resources</b>	<b>24</b>	<b><u>3,928,881</u></b>	<b><u>540,085</u></b>	<b><u>4,468,966</u></b>	<b><u>3,786,115</u></b>
<b>Resources Expended</b>					
Cost of generating funds	6	199,591	9,769	209,360	143,453
<i>Charitable expenditure:</i>					
Activities in furtherance of charity's objects	7	3,264,334	628,806	3,893,140	3,385,778
Support costs	8	448,810	9,373	458,183	434,974
Management and administration	9	118,081	-	118,081	104,928
Pension finance costs		51,000	-	51,000	56,000
<b>Total resources expended</b>	<b>24</b>	<b><u>4,081,816</u></b>	<b><u>647,948</u></b>	<b><u>4,729,764</u></b>	<b><u>4,125,133</u></b>
Notional costs	13	273,219	-	273,219	262,489
Net (outgoing)resources after notional costs		<u>(426,154)</u>	<u>(107,863)</u>	<u>(534,017)</u>	<u>(601,507)</u>
Reversal of notional costs		273,219	-	273,219	262,489
<b>Net (outgoing) resources for the year</b>	<b>24</b>	<b><u>(152,935)</u></b>	<b><u>(107,863)</u></b>	<b><u>(260,798)</u></b>	<b><u>(339,018)</u></b>
<b>OTHER RECOGNISED GAINS AND LOSSES</b>					
Net gains on revaluation of fixed assets		318,576	130,041	448,617	676,429
Actuarial gains and losses on defined benefit pension scheme		8,000	-	8,000	147,000
<b>Net movement in funds</b>		<b><u>173,641</u></b>	<b><u>22,178</u></b>	<b><u>195,819</u></b>	<b><u>484,411</u></b>
Fund balances brought forward		5,741,789	15,017,153	20,758,942	20,274,531
Transfer		216	(216)	-	-
Fund balances brought forward as adjusted		<u>5,742,005</u>	<u>15,016,937</u>	<u>20,758,942</u>	<u>20,274,531</u>
<b>Fund balances carried forward</b>		<b><u>5,915,646</u></b>	<b><u>15,039,115</u></b>	<b><u>20,954,761</u></b>	<b><u>20,758,942</u></b>

All operations of the Museum continued throughout both periods and no operations were acquired or discontinued in either period. There are no further recognised gains or losses in the current year or preceding year other than as stated in the statement of financial activities.

The movement in the Group's funds are detailed in note 20 to the accounts.

The notes on pages 28 to 39 form part of these financial statements.

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**BALANCE SHEET AT 31 MARCH 2005**  
**Group and Company**

	note	2005	2004
		£	£
<b>FIXED ASSETS</b>			
Tangible fixed assets	15	22,319,988	22,145,748
<b>CURRENT ASSETS</b>			
Stocks		13,628	18,332
Debtors	16	222,283	214,328
Cash	17	777,623	706,747
		<u>1,013,534</u>	<u>939,407</u>
<b>CREDITORS: amounts falling due within one year</b>	18	<u>314,761</u>	<u>377,213</u>
<b>NET CURRENT ASSETS</b>		<u>698,773</u>	<u>562,194</u>
<b>NET ASSETS excluding pension liability</b>		23,018,761	22,707,942
Pension liability	22	2,064,000	1,949,000
<b>NET ASSETS including pension liability</b>		<u><u>20,954,761</u></u>	<u><u>20,758,942</u></u>
<b>REPRESENTED BY:</b>			
Designated funds	20	7,422,695	7,239,226
General funds	20	<u>556,951</u>	<u>451,563</u>
Unrestricted funds excluding pension liability		7,979,646	7,690,789
Pension reserve	20	<u>(2,064,000)</u>	<u>(1,949,000)</u>
Total unrestricted funds		5,915,646	5,741,789
Restricted funds	20	15,039,115	15,017,153
		<u><u>20,954,761</u></u>	<u><u>20,758,942</u></u>

These financial statements were approved by the Trustees on 11 July 2005  
Signed on behalf of the Trustees

Timothy Hornsby

Janet Vitmayer  
Accounting Officer

Rosamund Sykes

The notes on pages 28 to 39 form part of these financial statements.

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**CASH FLOW STATEMENT**  
**Group and Company**

**For the year ended 31 March 2005**

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	note	2005	2004
		£	£
Net cash inflow from operating activities	21	265,538	476,133
Returns on investment and servicing of finance		33,203	23,495
Capital expenditure and financial investment	21	<u>(227,865)</u>	<u>(225,187)</u>
<b>Increase in cash in the year</b>	21	<u><u>70,876</u></u>	<u><u>274,441</u></u>

The notes on pages 28 to 39 form part of these financial statements.

## **1. Accounting policies**

### *a) Basis of Accounting*

The financial statements have been prepared under the modified historical cost convention and comply with the Statement of Recommended Practice: "Accounting and Reporting by Charities" (Revised 2000), the SORP Update Bulletin 1 (issued January 2003) and applicable accounting standards.

As explained in the Trustees' report the company administers the property of both the Foundation and the company on a combined basis and the Trustees consider it impractical to segregate the results of the two. Consequently consolidated accounts have been prepared for the Museum which includes the Foundation as well as the Grant-in Aid account and restricted funds administered by the Museum.

Horniman Museum Enterprises Limited, a wholly owned subsidiary, incorporated during the year, has not been consolidated as its results are immaterial to the group.

### *b) Incoming resources*

All income is accounted for on a receivable basis.

Grant-in-aid from the Department for Culture, Media & Sport allocated to general purposes is taken to the income and expenditure account in the year it is received.

Other grant income is recognised as income when the conditions for its receipt have been met.

Legacies are credited to income when the Museum becomes entitled to the income and there is certainty of receipt.

### *c) Expenditure*

Expenditure is classified under the principal categories of cost of generating funds and charitable expenditure rather than the type of expense, in order to provide more useful information to users of the financial statements.

Cost of generating funds includes the direct costs of all activities included in generating income. Charitable expenditure comprises direct expenditure including direct staff costs attributable to all activities in furtherance of the charity's objects. Where costs cannot be directly attributed, they have been included within support costs.

### *d) Fund accounting*

General funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Museum.

Designated funds are funds which have been set aside at the discretion of the Trustees for specific purposes. Restricted funds are funds subject to restriction imposed by donors or by the purpose of the appeal.

### *e) Collection purchases*

Additions to the collection acquired since 1 April 2001 are capitalised and recognised in the Balance Sheet as part of 'Tangible Fixed Assets', at the cost or value of the acquisition, where such a cost or valuation is reasonably obtainable and reliable and is greater than £500. Such items are not depreciated or revalued as a matter of routine. (The Museum's collection of exhibits held at 31 March 2001 has not been capitalised in the balance sheet as it was previously considered to be inalienable. Purchases for the collections were charged to the income and expenditure account in the year of acquisition.)

### *f) Tangible fixed assets*

Assets comprising the freehold land and main museum buildings at 100 London Road, Forest Hill, London SE23 3PQ are used to provide museum and garden services and together with certain museum artefacts

and fixed assets form the permanent endowment of the Foundation.

In accordance with "Executive NDPB Annual Reports and Accounts Guidance" the value of land surrounding the Museum's freehold properties (principally the Gardens) is now capitalised. A revaluation of all the Museum's freehold land and buildings was carried out at 31 March 2003 by external valuers from Wilks, Head and Eve, Chartered Surveyors, in accordance with the Statement of Assets Valuation Practice and Guidance Notes of the Royal Institution of Chartered Surveyors.

Wilks, Head and Eve carried out a review of these valuations as at 31 March 2005. The combined surplus on the revaluation of all the land and buildings has been taken directly to the Capital Projects Fund or the relevant Restricted Fund. The valuations and the treatment of the resulting surpluses are in accordance with FRS15.

Improvements to all buildings are capitalised where it is considered that future economic benefits in excess of the originally assessed standard of performance will flow as a result of that expenditure. The capitalisation threshold for all assets is £500.

Other tangible fixed assets are stated at modified historical cost as permitted under FRS 15. The resulting gains and losses have been taken directly to the Capital Projects Fund, or the appropriate Restricted Fund, in accordance with FRS 15.

Donated assets, qualifying as fixed assets, are revalued, depreciated and subject to impairment reviews in the same way as other fixed assets.

*g) Depreciation*

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost or valuation of each asset evenly over its expected life, as follows:

Equipment and fixtures	3 – 20 years
Exhibitions	5 - 20 years
Freehold buildings	20 - 50 years

The main museum building and Study Collection Centre are considered to have an existing life greater than 50 years and are subject to an annual impairment review and hence no depreciation is provided as permitted by FRS15.

*h) Pension costs and any pension asset or liability*

The Museum is a member of the London Pension Funds Authority superannuation scheme which provides benefits based on final pensionable pay. The provisions of FRS17 were fully implemented from the year ended 31 March 2004. The net pension liability and resulting reserve have been recognised in the Balance Sheet and movements in the liability are charged to the Statement of Activities in accordance with FRS17.

*i) Stock*

Stock is stated at the lower of cost and net realisable value and comprises publications for resale.

*j) Leases*

The Museum has no material finance leases. Costs in relation to operating leases are charged to the Statement of Financial Activities over the life of the lease.

*k) Notional costs*

In accordance with Treasury guidance, the notional cost of capital is charged in the Statement of Financial Activities in arriving at a net incoming resources figure. This is reversed so that no provision is included on the balance sheet.

*l) Taxation*

As a charity the Museum is exempt from corporation tax under Section 505 ICTA 1988.

**2. Grant-in-aid**

The Trust is a Non-Departmental Public Body (NDPB) sponsored by the DCMS. Grant-in-aid is available for running costs, capital improvements and collection purchases.

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2005</b>	<b>Total 2004</b>
	£	£	£	£
<b>3. Other grants and donations</b>				
Donations in kind	5,000	6,186	11,186	14,084
Other grants and donations	23,140	4,380	27,520	13,867
	<u>28,140</u>	<u>10,566</u>	<u>38,706</u>	<u>27,951</u>

A list of all donors and sponsors can be found at Appendix I.

**4. Activities in furtherance of charity's objects**

Designation Challenge Fund grant	-	45,815	45,815	76,805
HLF acquisition grant	-	73,041	73,041	145,440
London HUB grants	-	287,200	287,200	46,448
Bridge House Trust grant	-	30,000	30,000	30,000
Wolfson grant	-	81,078	81,078	-
Other specific grants and donations	-	9,255	9,255	12,631
Temporary exhibition income	102,791	-	102,791	61,524
Course fees	18,304	-	18,304	11,780
Miscellaneous income	22,651	-	22,651	27,184
	<u>143,746</u>	<u>526,389</u>	<u>670,135</u>	<u>411,812</u>

A Designation Challenge Fund grant was awarded in 2002 towards the funding of a two year project to improve physical and intellectual access to the Museum's textile and costume collections. This was completed during the year and a further grant of £53,000 was awarded towards providing educational and community programming and resources to enhance the Caribbean Identity project.

In June 2003 the Heritage Lottery Fund awarded the Trust a grant of up to £221,500 towards the project costs relating to the acquisition of the Boosey & Hawkes Collection and Archive. This was completed during the year.

As a result of the Trust's membership of the London Museums HUB, grants were awarded during the year towards various projects including the Caribbean Identities and Education projects and the Amazon to Caribbean temporary exhibition.

In 2003 the Bridge House Trust awarded the Trust a grant of £90,000 over three years for the employment of an Environment Project Manager.

**5. Activities for generating income**

Letting income	50,583	-	50,583	24,600
Shop and café revenue	16,528	-	16,528	16,646
Miscellaneous income	811	-	811	611
	<u>67,922</u>	<u>-</u>	<u>67,922</u>	<u>41,857</u>

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**NOTES TO THE ACCOUNTS** (continued)  
Group and Company

**For the year ended 31 March 2005**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2005 £</b>	<b>Total 2004 £</b>
<b>6. Cost of generating funds</b>				
Fundraising costs	85,648	-	85,648	71,118
Other costs	113,943	9,769	123,712	72,335
	<u>199,591</u>	<u>9,769</u>	<u>209,360</u>	<u>143,453</u>

**7. Activities in furtherance of charity's objects**

*The Horniman Centre* \*:

Object purchase	18,611	624	19,235	38,943
Conservation	132,620	21,492	154,112	129,724
Collections management	180,358	74,894	255,252	258,733
Curatorial	349,982	1,448	351,430	354,796

*Education & Public Services*:

Education	252,901	98,278	351,179	261,009
Environment room	15,569	30,000	45,569	47,867
Exhibitions	393,020	248,110	641,130	529,037
Marketing and publicity	184,810	15,000	199,810	169,118
Visitor services	362,289	3,284	365,573	360,447
Premises	786,477	126,374	912,851	716,617
Library	99,179	5,506	104,685	96,567
Event costs	34,879	1,951	36,830	33,475
Gardens	327,402	1,845	329,247	310,778

*Development Projects*:

Current year revenue costs	126,237	-	126,237	78,667
	<u>3,264,334</u>	<u>628,806</u>	<u>3,893,140</u>	<u>3,385,778</u>

\*The Horniman Centre for the Research and Interpretation of Cultural and Natural History.

**8. Support costs**

*Finance & Operational Services*:

Finance	62,448	-	62,448	59,795
Personnel	167,047	4,349	171,396	141,718
Systems	95,793	27	95,820	95,599
Central costs	48,149	-	48,149	57,418
Premises	55,677	4,997	60,674	58,514
Telephone and fax	19,696	-	19,696	21,930
	<u>448,810</u>	<u>9,373</u>	<u>458,183</u>	<u>434,974</u>

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**NOTES TO THE ACCOUNTS** (continued)  
Group and Company

**For the year ended 31 March 2005**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2005</b>	<b>Total 2004</b>
	£	£	£	£
<b>9. Management &amp; administration of the charity</b>				
Staff and office costs	79,854	-	79,854	69,352
Audit fees	11,000	-	11,000	11,750
Internal audit	11,910	-	11,910	11,610
Legal and professional	13,931	-	13,931	10,933
Trustee expenses	1,386	-	1,386	1,283
	<u>118,081</u>	<u>-</u>	<u>118,081</u>	<u>104,928</u>

**10. Total resources expended**

	<b>Staff Costs</b>	<b>Depre- ciation</b>	<b>Other Costs</b>	<b>Total 2005</b>	<b>Total 2004</b>
	£	£	£	£	£
Costs of generating funds	143,304	11,728	54,328	209,360	143,453
Activities in furtherance of charity's objects	2,349,256	467,825	1,076,059	3,893,140	3,385,778
Support costs	226,779	22,689	208,715	458,183	434,974
Management & administration	78,837	-	39,244	118,081	104,928
Pension finance costs	-	-	51,000	51,000	56,000
	<u>2,798,176</u>	<u>502,242</u>	<u>1,429,346</u>	<u>4,729,764</u>	<u>4,125,133</u>

**11. Salaries and pension costs**

	<b>2005</b>	<b>2004</b>
	£	£
Wages and salaries	2,398,999	2,154,537
Social security costs	195,395	176,809
Other pension costs	203,782	186,982
	<u>2,798,176</u>	<u>2,518,328</u>
Less: Project staff costs	<u>(175,098)</u>	<u>(109,699)</u>
	<u>2,623,078</u>	<u>2,408,629</u>

The Trustees neither received nor waived any emoluments during the year (2004 - nil).  
Expenses amounting to £377 (2004 - £769) were reimbursed to 2 Trustees (2004 - 4) during the year.

The salary and pension entitlements of the Chief Executive were as follows:

		<b>31 March 2005</b>	<b>31 March 2004</b>
Janet Vitmayer - <i>Museum Director</i>	Age	52	51
	Salary	£70,455	£65,430
	Real increase in pension	£1,002	£1,399
	Total accrued	£8,443	£7,217

"Salary " includes gross salary and bonuses. No other payments or benefits in kind were received.  
Pension benefits are provided through the London Pensions Fund Authority Scheme, of which the Director is a member on the same terms as other employees (see note 22).  
No other person received emoluments in excess of £50,000.

**12. Staff Numbers**

The average number of employees during the year, including 9 temporary project contracts (2004 – 6), was 118 (2004 - 115).

The number of full time equivalent employees at 31 March 2005 was 96.9 (2004 - 97.2), including 6.6 temporary project contracts (2004 – 5.0) analysed into the following categories:

	<b>2005</b>	<b>2004</b>
Management	4.0	4.0
Finance, Personnel & Administration	6.9	4.9
Systems	1.2	1.2
Conservation	2.0	3.0
Collection Services	6.7	7.1
Ethnography	2.0	2.0
Natural History	2.0	1.0
Aquarium	4.0	3.0
Musical Instruments	2.0	2.0
Education	7.6	7.6
Environment project	1.0	1.0
Exhibitions	5.5	4.5
Library	1.3	1.3
Gardens	10.0	12.0
Marketing and Development	5.0	5.0
Commercial Activities	1.0	1.0
Facilities management	18.1	17.8
Visitor services	16.6	18.8
	<u>96.9</u>	<u>97.2</u>
Less: project contracts	(6.6)	(5.0)
	<u><u>90.3</u></u>	<u><u>92.2</u></u>

	<b>2005</b>	<b>2004</b>
	<b>£</b>	<b>£</b>
<b>13. Notional costs</b>		
Cost of capital	<u><u>273,219</u></u>	<u><u>262,489</u></u>

Notional cost of capital is calculated as 3.5% of the average capital employed by the Museum in the year.

**14. Capital Commitments**

There were no significant capital commitments at 31 March 2005.

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**NOTES TO THE ACCOUNTS** (continued)  
Group and Company

For the year ended 31 March 2005

15. Tangible fixed assets	Computers				Freehold	Assets in the course of construction	Total
	Collection Purchases	Equipment & Fixtures	Exhibitions	Staff Dwellings	Land & Buildings	Aquarium project	
<i>Cost or valuation</i>	£	£	£	£	£	£	£
At 1 April 2004	180,857	1,687,347	2,944,405	515,000	18,573,791	-	23,901,400
Additions	2,556	92,931	21,905	-	-	110,473	227,865
Disposals	-	(183,039)	-	-	-	-	(183,039)
Revaluation	-	37,193	94,626	-	298,775	-	430,594
At 31 March 2005	183,413	1,634,432	3,060,936	515,000	18,872,566	110,473	24,376,820
<hr/>							
<i>Depreciation</i>							
At 1 April 2004	-	795,147	960,505	-	-	-	1,755,652
Provided in year	-	126,152	303,386	10,300	62,404	-	502,242
Disposals	-	(183,039)	-	-	-	-	(183,039)
Revaluation	-	14,314	40,367	(10,300)	(62,404)	-	(18,023)
At 31 March 2005	-	752,574	1,304,258	-	-	-	2,056,832
<hr/>							
<i>Net book value</i>							
At 31 March 2005	183,413	881,858	1,756,678	515,000	18,872,566	110,473	22,319,988
<hr/>							
At 31 March 2004	180,857	892,200	1,983,900	515,000	18,573,791	-	22,145,748
<hr/>							
The comparable amounts of tangible fixed assets determined according to the historical cost convention are:							
Cost	183,413	1,489,761	2,699,418	238,224	13,792,896	110,473	18,514,185
Accumulated depreciation	-	772,167	1,121,673	33,164	329,508	-	2,256,512
NBV at 31 March 2005	183,413	717,594	1,577,745	205,060	13,463,388	110,473	16,257,673
NBV at 31 March 2004	180,857	781,918	1,824,788	209,824	13,512,439	-	16,509,826

Note: All the fixed assets are used for charitable purposes

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**NOTES TO THE ACCOUNTS** (continued)  
Group and Company

**For the year ended 31 March 2005**

<b>16. Debtors</b>	<b>2005</b> £	<b>2004</b> £
Trade debtors	15,777	11,749
VAT debtor	66,252	54,353
Other debtors	74,893	50,654
Prepayments	65,361	97,572
	<u>222,283</u>	<u>214,328</u>

**17. Cash**

Cash at bank and in hand	299,461	248,551
<i>Short term deposits</i>		
CAF Deposit Fund	96,663	93,004
COIF Deposit Fund - Dolmetsch Fund	22,028	21,087
COIF Deposit Fund - Development Fund	359,471	344,105
	<u>478,162</u>	<u>458,196</u>
	<u>777,623</u>	<u>706,747</u>

Short term deposits are repayable on demand, without penalty.

**18. Creditors: amounts falling due within one year**

Trade & sundry creditors	103,456	126,112
Retentions	33,045	107,849
Taxation and social security	64,168	66,135
Accruals	114,092	77,117
	<u>314,761</u>	<u>377,213</u>

**19. Analysis of group net assets between funds**

	<b>Unrestricted funds</b> £	<b>Restricted funds</b> £	<b>Total 2005</b> £
<b>Fund balances at 31 March 2005 are represented by:</b>			
Tangible fixed assets	7,418,683	14,901,305	22,319,988
Current assets	875,724	137,810	1,013,534
Current liabilities	(314,761)	-	(314,761)
Pension liability	(2,064,000)	-	(2,064,000)
<b>Total net assets</b>	<u>5,915,646</u>	<u>15,039,115</u>	<u>20,954,761</u>

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**NOTES TO THE ACCOUNTS** (continued)  
Group and Company

**For the year ended 31 March 2005**

<b>20. Statement of Funds</b>	<b>1 April 2004</b>	<b>Income &amp; transfers</b>	<b>Revaluation surplus/deficit</b>	<b>Expenditure</b>	<b>31 March 2005</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital projects fund	7,213,242	188,036	318,576	(301,172)	7,418,682
Collection purchases fund	25,984	494	-	(22,465)	4,013
<b>Total designated funds</b>	<b>7,239,226</b>	<b>188,530</b>	<b>318,576</b>	<b>(323,637)</b>	<b>7,422,695</b>
<i>General funds:</i>					
Income and expenditure	451,563	3,740,567	-	(3,635,179)	556,951
Unrestricted funds excluding pension reserve	7,690,789	3,929,097	318,576	(3,958,816)	7,979,646
<i>Pension reserve</i>	(1,949,000)	8,000	-	(123,000)	(2,064,000)
<b>Total unrestricted funds</b>	<b>5,741,789</b>	<b>3,937,097</b>	<b>318,576</b>	<b>(4,081,816)</b>	<b>5,915,646</b>
<b>Restricted funds</b>					
<i>Donated assets reserve</i>					
2001 project - HLF grants	12,308,962	-	151,947	(139,748)	12,321,161
2001 project - other grants	1,723,313	-	21,277	(19,569)	1,725,021
Conservatory	417,719	-	(36,697)	(20,886)	360,136
CUE development	62,307	-	(2,420)	(3,115)	56,772
South Hall improvements	136,262	-	-	-	136,262
SCC Development	60,976	-	(6,133)	-	54,843
MultimIMSY	30,026	-	809	(5,060)	25,775
Textiles project	28,948	21,905	1,191	(8,805)	43,239
Boosey & Hawkes instruments	153,342	12,740	294	(1,153)	165,223
Other capital donations	10,651	5,183	(227)	(2,734)	12,873
<b>Total donated assets reserve</b>	<b>14,932,506</b>	<b>39,828</b>	<b>130,041</b>	<b>(201,070)</b>	<b>14,901,305</b>
<i>Revenue grants/donations</i>					
Dolmetsch fund	19,361	833	-	-	20,194
Apostle clock	22,831	1,574	-	(1,350)	23,055
Textiles project	70	17,639	-	(17,709)	-
HUB projects	25,933	287,906	-	(235,773)	78,066
Boosey & Hawkes instruments	-	60,085	-	(60,085)	-
North Hall redecoration	-	81,078	-	(81,078)	-
Other grants and donations	16,452	50,926	-	(50,883)	16,495
<b>Total restricted funds</b>	<b>15,017,153</b>	<b>539,869</b>	<b>130,041</b>	<b>(647,948)</b>	<b>15,039,115</b>
<b>Total funds</b>	<b>20,758,942</b>	<b>4,476,966</b>	<b>448,617</b>	<b>(4,729,764)</b>	<b>20,954,761</b>

The capital projects fund represents income which the Trustees have identified as being designated primarily to finance future depreciation on unrestricted capital assets.

The collection purchases fund represents grant-in-aid which the Trustees have designated for the purchase of exhibits and artefacts.

The donated assets reserve represents fixed assets donated by third parties, either by gift of the asset or by way of funds for the asset. All funds donated for this purpose were fully utilized during the year and the reserve is therefore held to finance future depreciation on restricted capital assets.

The Dolmetsch Fund represents money donated for the maintenance of the Dolmetsch collection of musical instruments.

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**NOTES TO THE ACCOUNTS** (continued)  
Group and Company

**For the year ended 31 March 2005**

The Apostle Clock fund represents donations made by the public for the ongoing maintenance of the Apostle Clock.

A grant of £142,542 was given during 2003/04 by the Heritage Lottery Fund towards the purchase of the Boosey & Hawkes collection of musical instruments and archive. Further monies were given during the year towards the conservation, documentation and storage of the collection and archive.

The Textile project, which was completed during the year, was a two-year project to improve physical and intellectual access to the Museum's textile and costume collections and was largely funded by the Designation Challenge Fund.

The Museum is a member of the London Museums Hub, which awarded further grants during the year for the ongoing Caribbean Identities and Education projects and additional grants for the Amazon to the Caribbean exhibition, chartermark application, two documentation and one administration post.

During the year a grant of £81,078 was given by the DCMS/Wolfson Museums and Galleries Improvement fund towards the redecoration of the North Hall Gallery.

Other revenue grants and donations are monies or gifts-in-kind donated by third parties for the specific purposes described. Balances are outstanding at 31 March 2005 where those purposes were not fully completed at that date. It is expected that most of these funds will be utilised during the coming year.

The rest will be spent at the earliest appropriate opportunity in accordance with the donors' wishes.

**21. Cash flow information**

	<b>2005</b>	<b>2004</b>
	<b>£</b>	<b>£</b>
<i>a) Items reconciling surplus to cash flows from operating activities</i>		
Net incoming resources	(260,798)	(339,018)
Depreciation for the year	502,242	487,347
Loss on disposal of fixed assets	-	9,910
Investment income	(33,203)	(23,495)
Pension finance cost	51,000	56,000
Excess pension service cost over contributions	72,000	70,000
(Increase)/decrease in stock	4,704	2,668
(Increase)/decrease in debtors	(7,955)	183,055
(Decrease)/increase in creditors	(62,452)	29,666
<b>Net cash inflow from operating activities</b>	<u>265,538</u>	<u>476,133</u>
<i>b) Analysis of cash flows</i>		
<b>Returns on investment and servicing of financing</b>		
Interest received	<u>33,203</u>	<u>23,495</u>
<b>Capital expenditure and financial investment</b>		
Payments to acquire tangible fixed assets	<u>227,865</u>	<u>225,187</u>
<i>c) Reconciliation of net cash flow to movement in net funds</i>		
Movement in net funds in the period	70,876	274,441
Net funds at 1 April 2004	706,747	432,306
<b>Net funds at 31 March 2005</b>	<u>777,623</u>	<u>706,747</u>
	<b>1 April</b>	<b>Cash</b>
	<b>2004</b>	<b>Flow</b>
	<b>£</b>	<b>31 March</b>
<i>d) Analysis of net funds</i>		<b>2005</b>
<b>Cash at bank and in hand</b>	<u>706,747</u>	<u>777,623</u>
	<b>£</b>	<b>£</b>
	70,876	777,623

**22. Pension Scheme**

The Company belongs to the London Pensions Fund Authority Scheme. This is a statutory, funded pension scheme, which provides benefits on a 'final salary' basis at the state retirement age and is available to all qualifying employees. Benefits accrue at the rate of 1/80th of pensionable salary for each year of service. In addition a lump sum equivalent to 3 years' pension is payable on retirement. Pensions increase in line with the Retail Price Index. On death, pensions are generally payable to the surviving spouse at a rate of half the member's pension. On death in service, the scheme pays a lump sum benefit of twice pensionable pay. Early retirement may be taken voluntarily from age 60, or between the ages of 50 and 59 with the employer's consent, but the pension and lump sum may be reduced dependent on age and total membership. Medical retirement is possible in the event of serious ill health. In this case the pension and lump sum is payable immediately with service enhanced if total membership exceeds 5 years. The assets of the scheme are held in a separate trustee administered fund. The scheme was subject to a triennial valuation at 31 March 2004 using the 'projected unit' method, in which the actuarial liability makes allowances for projected earnings. The valuation revealed a funding level of 74% for the active sub-fund and 91.5% for the pension sub-fund. As a result of this, on the recommendation of the actuary, the employers' contributions increased to 12.1% of earnings with effect from 1 April 2005 with an additional cash contribution of £116,088 payable over three years towards the funding deficit. Employees' contributions will remain at 6% of earnings except for those entitled to the protected rate of 5%.

Pension contributions made during the year were £131,782 (2004 - £116,982).

The valuation used for FRS 17 disclosures has been based on the most recent actuarial valuation as at 31 March 2004 and updated to take account of the requirements of FRS 17 in order to assess the liabilities of the scheme at 31 March 2005. Scheme assets are stated at their market value at 31 March 2005. Scheme liabilities were calculated using the 'projected unit' method and the following financial assumptions:

	31 March 2005	31 March 2004	31 March 2003
	% p.a.	% p.a.	% p.a.
Price increases	2.9%	2.9%	2.5%
Salary increases	4.4%	4.4%	4.0%
Pension increases	2.9%	2.9%	2.5%
Discount rate	5.4%	5.5%	5.4%

The estimated fair value of the scheme assets at 31 March 2005 (based on a proportion of the whole fund) and the expected rate of return were:

	31 March 2005		31 March 2004		31 March 2003	
	Long term rate of return % p.a.	Fund value £	Long term rate of return % p.a.	Fund value £	Long term rate of return % p.a.	Fund value £
Equities	7.7%	2,615,000	7.7%	2,675,000	8.0%	2,147,000
Bonds	4.8%	358,000	5.1%	408,000	4.8%	369,000
Property	5.7%	236,000	6.5%	122,000	6.0%	-
Cash	4.8%	111,000	4.0%	52,000	4.0%	80,000
Total Estimated Asset Value		<u>3,320,000</u>		<u>3,257,000</u>		<u>2,596,000</u>
Present Value of Scheme Liabilities		<u>5,384,000</u>		<u>5,206,000</u>		<u>4,566,000</u>
<b>Net Pension Liability</b>		<b>(2,064,000)</b>		<b>(1,949,000)</b>		<b>(1,970,000)</b>

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**NOTES TO THE ACCOUNTS** (continued)  
Group and Company

**For the year ended 31 March 2005**

	<b>2005</b>	<b>2004</b>	
	<b>£</b>	<b>£</b>	
<b>Movement in deficit during the year</b>			
<b>Deficit at 1 April</b>	(1,949,000)	(1,970,000)	
Current service cost	(203,000)	(185,000)	
Employer contributions	131,000	115,000	
Impact of settlements and curtailments	-	-	
Net return on assets	(51,000)	(56,000)	
Actuarial gain	8,000	147,000	
<b>Deficit at 31 March</b>	<b>(2,064,000)</b>	<b>(1,949,000)</b>	
 <b>Analysis of operating costs</b>			
<i>Operating costs</i>			
Service cost	203,000	185,000	
Past service cost	-	-	
Curtailment and Settlements	-	-	
Decrease in irrecoverable surplus	-	-	
	<u>203,000</u>	<u>185,000</u>	
<i>Finance income</i>			
Expected Return on Employer Assets	239,000	194,000	
Interest on Pension Scheme Liabilities	(290,000)	(250,000)	
	<u>(51,000)</u>	<u>(56,000)</u>	
 <b>Net operating costs</b>	 <b>254,000</b>	 <b>241,000</b>	
 <b>History of experience gains and losses</b>	 31.03.05	 31.03.04	 31.03.03
	£	£	£
Difference between the expected and actual return on assets	92,000	420,000	(1,112,000)
Value of assets	3,320,000	3,257,000	2,596,000
<b>Percentage of assets</b>	<b>2.8%</b>	<b>12.9%</b>	<b>(42.8%)</b>
Experience gains/(losses) on liabilities	2,000	(5,000)	(6,000)
Present value of liabilities	5,384,000	5,205,000	4,566,000
<b>Percentage of the present value of liabilities</b>	<b>0.0%</b>	<b>(0.1%)</b>	<b>(0.1%)</b>
Actuarial gains/(losses)	8,000	147,000	(1,247,000)
<b>Percentage of the present value of liabilities</b>	<b>0.1%</b>	<b>2.8%</b>	<b>(27.3%)</b>

**23. Related Party Transactions**

The DCMS is regarded as a related party. During the year, the Museum has had various transactions with other entities for which the DCMS is regarded as the parent Department. The only material transactions were with the Heritage Lottery Fund, the Museums, Libraries and Archives Council (which awards funding under the Designation Challenge Fund and to the Regional Hubs) and the DCMS/Wolfson Museums and Galleries Improvement Fund. Details of these transactions and outstanding balances are given in notes 4 and 21. In addition, the Museum has had a number of transactions with other Government sponsored bodies. However in many cases it is not practicable to quantify these as in many cases they involve the loan of objects, for which no values have been attributed.

None of the trustees, key managerial staff or other related parties has undertaken any material transaction with the Museum during the year.

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**ADDITIONAL INFORMATION**  
**Group and Company**

**For the year ended 31 March 2005**

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The additional information on pages 41 to 45 has been prepared from the accounting records of the company. While it does not form part of the statutory financial statements, it should be read in conjunction with them and the auditors' report thereon.

**DONATIONS AND GRANTS: MUSEUM PROJECTS AND ACQUISITIONS**

Bridge House Trust  
British Academy  
DCMS/Wolfson  
Designation Challenge Fund  
Friends of the Horniman  
Harold Thorpe Trust  
Heritage Lottery Fund  
Horniman Café  
London Hub

Marsh Christian Trust  
Sainsbury's Supermarkets Ltd  
Somerset Trust for Sustainable  
Development  
Textile Society  
Visiting Arts  
Worshipful Co. of Chartered Secretaries &  
Administrators

**Individuals:**

Mr David Ashman  
VAP Barrett  
Ms Heather Bernard  
Mr & Mrs David Boston  
LR Callard  
MA Carey  
Mr Francis Carnwath  
Mr Robert Crawford  
Mr FE Curtiss  
Ms Marjorie Davis  
Mr F Doubtfire  
Ms Eleanor Edwards  
M Edwardes Evans  
JB Firmin  
KAT George  
K Graham  
WP & JR Higman  
Mr Michael Horniman  
Mr Timothy Hornsby  
Ms Emily Hughes-Hallet  
G Hyman  
Ms Suzanne James  
Mrs May Johnson  
Mr Donald Kirkham  
JF Long

Miss CA MacKintosh  
Mr John McCann  
J McDonald  
Ms Janet More  
Mr Simon Morrow  
RD Mulley  
Mrs G Owens  
HO Parker  
Mr Leaford Patrick  
D Rooke  
Ms Sheila Round  
Mrs JMR Sharman  
Ms Helen Stanfort  
Miss AM Stewart  
Ms Barbara Sutcliffe  
Mr Karl Voltz  
TF Walker  
Mrs Ann Wallace  
JB Ward  
Mr Martin Watts  
Mr David Wells  
Mr & Mrs J West  
Mrs SA Willcocks  
Ms Elizabeth Williams  
Ms Jessica Wyatt

**We would also like to take this opportunity to thank all those donors who wish to remain anonymous.**

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
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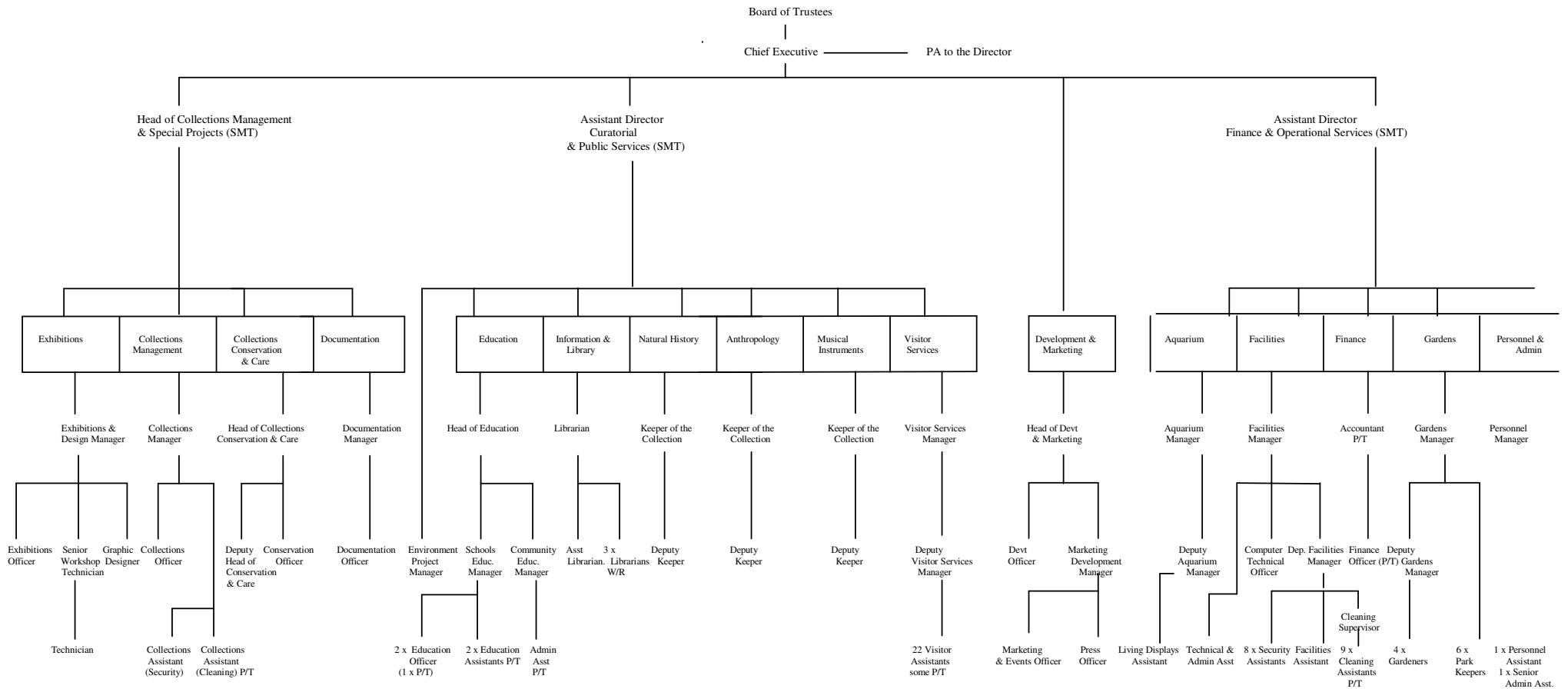
**APPENDIX II: VISITOR NUMBERS**  
**Group and Company**

**For the year ended 31 March 2005**

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	<b>TOTAL</b>
General Public	24,324	16,978	15,642	18,344	27,810	18,595	19,254	10,225	10,027	13,870	17,940	14,603	207,612
Child Education Visits	2,974	3,715	3,960	4,671	2,394	1,981	3,958	4,018	1,871	3,060	4,574	4,233	41,409
Other Group/Education Visits	1332	2,277	2,785	3,109	2,413	1,425	2,988	2,942	1,022	1,947	4,426	4,180	30,846
Gardens Events	0	3,820	3,000	4,000	3,982	0	500	0	3,500	0	0	0	18,802
Hiring of Spaces	452	130	905	630	471	1,036	500	140	140	0	285	70	4,759
<b>Sub-Total</b>	<b>29,082</b>	<b>26,920</b>	<b>26,292</b>	<b>30,754</b>	<b>37,070</b>	<b>23,037</b>	<b>27,200</b>	<b>17,325</b>	<b>16,560</b>	<b>18,877</b>	<b>27,225</b>	<b>23,086</b>	<b>303,428</b>
<b>Additional Gardens Only Visits</b>	<b>17,851</b>	<b>24,803</b>	<b>25,097</b>	<b>24,805</b>	<b>15,758</b>	<b>26,264</b>	<b>10,792</b>	<b>17,750</b>	<b>18,971</b>	<b>20,810</b>	<b>17,689</b>	<b>22,923</b>	<b>243,513</b>
<b>Total 2004-2005</b>	<b>46,933</b>	<b>51,723</b>	<b>51,389</b>	<b>55,559</b>	<b>52,828</b>	<b>49,301</b>	<b>37,992</b>	<b>35,075</b>	<b>35,531</b>	<b>39,687</b>	<b>44,914</b>	<b>46,009</b>	<b>546,941</b>
<b>Total 2003-2004*</b>	<b>23,610</b>	<b>24,075</b>	<b>24,431</b>	<b>29,898</b>	<b>29,949</b>	<b>16,105</b>	<b>22,237</b>	<b>16,793</b>	<b>16,421</b>	<b>16,004</b>	<b>29,951</b>	<b>22,746</b>	<b>272,220</b>

\* Gardens Only Visits not available

# The Horniman Museum and Gardens Organisational Chart – 1<sup>st</sup> June 2005



**Key**  
SMT = Senior

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
(Company limited by guarantee)

**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
**Group and Company**

**For the year ended 31 March 2005**

	£	Total 2005 £	£	Total 2004 £
<b>INCOME</b>				
DCMS Grants		3,659,000		3,281,000
Donations-in-kind	11,186		14,084	
Other grants/donations	553,908		325,192	
Temporary exhibition charges	102,791		61,524	
Course fees	18,304		11,780	
Café income	16,528		16,646	
Shop income	-		-	
Commercial lettings	50,583		24,600	
Other rent receivable	1,200		1,200	
Misc. income	22,263		26,594	
		776,763		481,620
Interest receivable		33,203		23,495
		4,468,966		3,786,115
<b>EXPENDITURE</b>				
Pension finance costs	51,000		56,000	
Salaries and pension costs	2,798,176		2,518,328	
Object costs	19,235		38,943	
Cost of publication sales	4,707		7,677	
Commercial letting costs	20,396		21,099	
Conservation	15,854		14,984	
Collections Management	44,758		15,460	
Curatorial expenses	4,510		4,597	
Aquarium expenses	30,691		33,492	
Education expenses	46,951		39,470	
Environment room	4,190		6,767	
Exhibition expenses	63,571		28,774	
Event fees and expenses	22,935		19,739	
Library expenses	16,576		16,400	
Garden expenses	38,170		30,666	
Marketing and publicity	103,990		111,128	
Balance carried forward	3,285,710	4,468,966	2,963,524	3,786,115

**THE HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**  
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**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
**Group and Company**

**For the year ended 31 March 2005**

	£	2005 £	£	2004 £
Balance brought forward	3,285,710	4,468,966	2,963,524	3,786,115
Systems	45,716		39,013	
General maint./ improvements	182,003		158,095	
General equipment	6,437		9,798	
Cleaning	32,836		22,912	
Vehicle costs	3,037		1,994	
Misc house expenses	5,617		6,094	
Utilities	92,015		79,851	
Telephone and fax	19,696		21,930	
Printing, postage & stationery	20,339		27,788	
General office expenses	2,495		2,988	
Subscriptions	5,490		4,736	
Internal & external audit	22,910		23,360	
Legal and professional	13,931		10,933	
Travel and subsistence	16,742		8,539	
Uniforms	11,573		9,657	
Sundry staff costs	9,117		10,257	
Recruitment	26,667		37,828	
Staff dev.& training	75,027		45,317	
Insurance	11,855		12,366	
Trustee expenses	1,386		1,283	
Bank charges	1,343		1,611	
Depreciation	502,242		487,347	
Loss on disposal of fixed assets	-		110	
Major projects:				
2001 Project revenue costs	16,901		15,829	
Temporary exhibitions	67,691		97,248	
SCC Development	15,415		12,542	
North Hall refurbishment	121,617		-	
Aquarium redevelopment	8,723		-	
Web development	25,046		-	
Caribbean Identities	77,153		-	
Chartermark	3,034		-	
		<u>4,729,764</u>		<u>4,112,950</u>
<b>(DEFICIT) FOR THE YEAR</b>		<u><u>(260,798)</u></u>		<u><u>(326,835)</u></u>