

REVIEW OF THE HORNIMAN MUSEUM

What do you think of the Horniman Museum?

Customer relations and responsiveness

How satisfied are you with the quality of the Horniman's services and its delivery?
How well do you think the Horniman consults users to identify its service requirements?
How effectively do you think the Horniman promotes its services?
What steps do you think the Horniman could take to improve the delivery of its services?
How easy do you think the Horniman makes it for users to complain and how effective is it at putting things right?

Links with other organisations

If you currently work in partnership with the Horniman , what is the nature of that partnership and how effective is it ?

To what extent do you think that the Horniman works with other organisations in an open and facilitative manner?

Do you think there are areas where the Horniman should develop its joint working arrangements with other bodies?

Purpose, aims and objectives

To what extent do you think the current sponsorship arrangements for the Horniman, under the Department for Culture, Media and Sport, are appropriate?

As a non-national Museum, to what extent do you think the Horniman meets the aims and objectives of the Department for Culture, Media and Sport (below)?

To what extent do you think the Horniman meets its stated aims and objectives?

How responsive do you think the Horniman is to developments in Government policy and to change more generally?

How do you think the Horniman's role should develop over the next few years?

Organisation, functions and delivery mechanisms

Are there any services you think the Horniman should provide that it currently does not?

Are there any services or functions that you think the Horniman should no longer provide or undertake?

Are there any areas in which you think the Horniman duplicates the work of other bodies?

Are there any areas in which you think the Horniman complements the work of other bodies?

Efficiency and effectiveness

How effective do you think the Horniman is in carrying out its current services and functions?

What improvements might be made to increase the Horniman's effectiveness?

In your opinion, what has been the Horniman's greatest achievement over the last five years?

To what extent do you think the Horniman provides value for money in the use of their resources?

New Technology

To what extent do you think the Horniman is at the leading edge of technological development in the sector?

How do you think the Horniman could make better use of new technology?

Any other comments or additional information you might wish to provide (please continue on a separate sheet if necessary)

Your name:

Organisation:

Your comments will be treated confidentially by the Department of Culture, Media and Sport and will be used only to inform this review.

Please return your comments to me, Stephen Bristow, at the Department for Culture, Media and Sport, 2-4 Cockspur Street, London, SW1Y 5DH. If you have any questions or comments I should be happy to answer them. An electronic version of this consultation paper is available on the DCMS website www.culture.gov.uk or by e-mail from Tania Jacobs on tania.jacobs@culture.gov.uk.

HORNIMAN MUSEUM AND GARDENS

Aim

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

Background

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

The Museum is housed in one of the three major works by Arts and Crafts movement architect, Charles Harrison Townsend (also designer of the Whitechapel Art Gallery) and is described in the 'Buildings of England' series as "one of the most original Art Nouveau buildings anywhere in Britain". The building, which is Grade 2* listed, is a landmark in South London.

The Horniman's audience is local, national and international; it actively seeks to attract users of all ages, abilities and backgrounds. The Horniman is proud of its diverse supporters, with 21% of its general visitors coming from ethnic minority backgrounds.

The Horniman is funded by the Department for Culture, Media and Sport (DCMS) and since 1990 has been governed by an independent Charitable Trust. Four Trustees are nominated by the Secretary of State.

The Trust employs around 100 staff. Some of these are located at the Study Collection Centre in Greenwich where the reserve collections are stored.

The Collections

The Museum's collections are organised within three disciplines, Ethnography (80,000 objects), Natural History (250,000 specimens) and Musical Instruments (8,000 objects). Individually, these collections are characterised by their variety and uniqueness, and each can claim importance in one or more areas of aesthetic, cultural, historical or scientific significance.

The collections are a living entity and have been systematically added to over the last 100 years, through fieldwork, transfer from other institutions, purchase and donation. Outside of the National museums, no other museum in this country has such a long and consistent record of field collecting. This gives the Horniman's collections a continuing contemporary relevance and enables it to represent changing cultural and musical traditions from around the world and co-incidentally -but importantly - maintain close international contacts.

The results of all this activity have been the creation of nationally important collections of ethnography and musical instruments, around 90% of which have been acquired since the original Horniman gift.

The ethnography collection is ranked the third most significant in the United Kingdom and the musical instrument collection is considered to be the most comprehensive collection in the UK. Parts of the instrument collection can be ranked alongside major American and European collections such as the Metropolitan Museum, New York and the Brussels Musical Instrument collection. The Natural History collections are broadly equivalent to those that can be found in a larger university museum and include a popular Aquarium. Where the British Museum, formed in the 18th Century as a universal institution, has gradually subdivided, the continued integration of Natural History with cultural artefacts gives the Horniman Museum a distinct significance amongst DCMS funded museums in the South East.

The Museum is proud of its record of 100 years of active collecting. Considered together the Horniman's collections form a rare resource of weight, quality and breadth with which to deliver the Trust's aim and to explore the World's cultural and natural diversity.

Education

The Horniman is a much loved community resource for London and the South East Region. It has an exceptional record of educational achievement. Since the 1960s a unique Handling Collection of some 3,000 objects has been built up and is a key communication tool for both formal groups and informal visitors.

The Museum has an unbroken record of providing taught sessions to South London school children for over 40 years. Some 35,000 school children use the Museum annually (25,000 children taught by Horniman staff) and a further 15,000 users benefit from a wide range of courses provided by our Community Education Team. In addition, the Horniman has, for the last 8 years initiated outreach projects designed to reach non- traditional museum users in South London and for the last 2 years, due to major building works has based all its formal education work out in schools.

The Museum works with an increasing number of partners to develop its education work and encourage participation from as wide a range of people as possible.

Performance

The Horniman is committed to the live performance of both classical and world music in order to complement its outstanding musical instrument collections. Opportunities for performance are tremendous, given the Horniman's subject areas and track record of concerts and festivals. The demand for such activities is high and the Gardens provide the opportunity to gather large crowds in a safe and pleasant environment while the Horniman Conservatory seats smaller audiences of 100. The Museum works in partnership with organisations who have an interest in musical performance and intends to build on its collaborations to ensure high quality world and classical music events can be provided.

Development Plans

The Trust completes the final phase of its Centenary redevelopment Project, 'Horniman 2001' in Autumn 2002. This £13.34m project which received £10m from the Heritage Lottery Fund will create a fine new extension to the original buildings, radically improving physical access to the entire site. Further opportunities to give the public access to the Museum's substantial collections are provided by new musical instrument and world culture galleries, a new temporary exhibition space and an education and Handling Collection Centre.

The new extension will open out onto 16 acres of Gardens, allowing visitors to take full advantage of this wonderful urban space, as Frederick Horniman originally intended. New visitor facilities; café, shop and toilets and airy circulation spaces will improve comfort and enhance the general visitor experience.

Building work on the extension began in March 2000 and the new Horniman will be launched in Spring 2002. The Trust has raised over £1.3 m in matching funding with only £27,000 left outstanding in June 2001.

The '2001' Centenary project will leave the Museum better equipped to serve the demands of the museum going public in the 21st Century, better equipped to build new audiences and better able to show more of its important collections.

A 20 year development plan for the 16 acres of listed Gardens is being gradually implemented. This includes the restoration of original features, including the Bandstand and the development of a special garden feature with plants from around the world (an ethno-botanic Garden) to link the world perspective of the Museum more closely to the Gardens.

Resources

Resources £million	1995 -96 outturn	1996 -97 outturn	1997 -98 outturn	1998 -99 outturn	1999 -00 outturn	2000 -01 estimate d	2001 -02 plans	2002 -03 plans	2003-04 plans
Grant in Aid	3.3	3.0	2.9	3.1	3.0	3.3	3.1	3.1	3.1
Other operating income	0.1	0.1	0.1	0.1	-	-	-	0.1	0.1
Other income	0.4	0.3	0.4	1.2	1.5	3.9	5.1	1.0	0.3
Total income (1)	3.8	3.4	3.4	4.4	4.5	7.2	8.2	4.2	3.5
Operating costs	2.3	2.5	2.6	2.4	2.7	3.0	3.2	3.3	3.4
Collection s purchases	0.3	0.1	0.1	0.1	0.1	-	-	-	-

Capital (2) expenditure	1.3	1.0	0.4	1.9	1.6	4.4	4.8	1.0	0.1
Total expenditure	3.9	3.6	3.1	4.4	4.4	7.4	8.0	4.3	3.5

(1) Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

(2) Includes figures for 1999 –2000 and future years funding for Horniman 2001 Lottery project.