

The Old Operating Theatre, Museum and Herb Garret

Report Year 2008

INTRODUCTION (Kevin Flude)

The first part of the year saw the continuation of the excellent results the Museum achieved in 2007, with some of our best results in attendances. These excellent results were inevitably disrupted when the building campaign initiated by new owners, the Cathedral Properties Group, began. The building work, though disruptive, was very welcome as it took the church off the Buildings at Risk Register and put right the problems created by the Jubilee Line Project in the mid 1990s. The Museum was closed from Monday 18th May to 9th June - a period of complete closure - followed by a period of partial closure where the Museum was open but the Operating Theatre closed, a period which was originally estimated to last for 4 weeks. However, the building works lasted longer than expected and continued to affect the Museum to the end of the year.

The closure not only affected our income, but was also a very difficult period for staff who had to work in dusty, unpleasant conditions, often working longer hours to provide access to the Museum for builders. Staff had to overcome difficult staffing problems with the effective loss of 3 members of staff and uncertainty. However, we recruited new staff, occasionally used a staff agency, and pulled together to get the Museum through these tricky times. We submitted a reasoned claim for compensation from the Jubilee Line via the Cathedral Group which we were informed was well received. However, the claim has not yet been processed.

At the end of the year the completion of the building work provided a great boost for the Museum. The Museum is looking the best that it has ever done, and it has been pleasant to share this vibrant building with the Cathedral Group and to see the long term period of neglect come to an end. We are no longer disfigured by crude scaffolding, green netting, door supports, crumbling brick and stone work, and battens holding up the roof of the Theatre. Although the comparison with income

last year clearly shows we lost a considerable amount of money due to the closure we also posted our third best ever result for a year. This is quite an achievement given the difficulties.

The Museum received grants from Museums, Libraries, Archives London for improving access and for a marketing campaign which will take place in February 2009.

We have not yet obtained the long-term Lease we have been negotiating for. The three way negotiation between the Museum, the Cathedral Group and the old owners, the Chapter Group has proved difficult to overcome. We are also negotiating to extend the Fire Escape license with London Bridge Hotel. The Museum has improved its accountancy and should be able to supply this year's accounts to the Charity Commission on time. Bank accounts are currently reconciled and up-to-date.

THE MUSEUM AND THE PUBLIC

Please note that the figures below are based on estimates for London Pass numbers for November and December so may be need a small adjustment when these are finalised.

Attendance figures - Attendance for the year was 25,079 – on average 2090 per month. This is the third highest total after 2007 and 2004, but in a year with extensive disruption is an excellent result. The first quarter was our best first quarter ever, being 21% up on the previous year, showing how good the results might have been without the disruption. The last quarter was 21% down on the previous year; this may be the beginning of the effect of the current economic climate – although the lingering effect of the building work is probably also partly responsible.

Virtual visitors - were 4% up on last year, and probably represents 35,000 visits to the site during the year.

School groups - Remarkably, we managed to host virtually the same number of schools this year as last despite the closure. 6,226 school pupils, in groups, visited this year, 519 on average per month.

Non-medical groups - were 14% up on 2007 at an average of 126 per month, and in the second quarter 4% down at 51 per month.

Medical groups - are particularly low this year – 47% down on previous years at 474 with a monthly average of 40. There is probably a combination of under-reporting medical groups and cancelled visits due to the building work.

Sales - were badly hit by the relocation to the Garret, and building work in the Tower; they are 33% down at £11468 and on average £956 per month. This represents a spend per visitor of 46p.

Hire figures - were also low 38% down at £6,079 or £507 per month.

Gross Income - (as recorded on the monthly sheet) was therefore down on 2008 by 20% at £106,510 or £8,876 on average per month. Expenditure for the year was also 20% down and over £20,000 down on last year approximately.

Donations 11% up on 2007 at £1,309 £109 per month.

LORD BROCK MEMORIAL TRUST & DEVELOPMENT PROJECT

Accounts – The Accounts for 2007/8 have been prepared and are ready to present to the Trustees in early January. This means that the Trust will have presented its accounts to the Charity Commission on time. The accounts are also reconciled to date and allow us an accurate picture of the current situation of the Trust for the first time for some years. Petty cash accounting is being improved and should be up to date in the near future. We have submitted a request for a new bank account at the Cooperative Bank.

Lease - Preliminary negotiations on the lease were carried out by our consultant Peter Memmott. The current situation is that we are awaiting a definitive response from Mr Pennington Legh as to his opinion of details proposed by Peter Memmott for arriving at a fair price for purchase of a lease. We are awaiting a response regarding negotiations for extending the license for the Fire Escape through the Transport Police building. We continue to monitor developments in the Guy's Medical Heritage Centre project, which at present are awaiting progress by the Guys and St Thomas Charity.

Forward Plan – the Museum's Forward Plan was revised and is currently awaiting expansion into a 3 Year plan.

Displays – we began looking into a major redisplay of the Museum, starting with discussions with designer Tim Hunkin who has visited twice for discussions with Kevin Flude and Karen Howell. His suggestion is for an organic improvement in the Museum rather than a root and branch redisplay.

Wellcome Grant – we have begun exploring the hardware requirements for a potential grant application to the Wellcome Trust with regard to giving the Museum the ability to broadcast lectures from the Museum via the internet.

Aim Sustainability Grant – as we may soon be needing a large sum to purchase the lease we have applied to the AIM grant for a consultant to help put together our fund-raising strategy.

Fund-raising – Kevin Flude set up a fund-raising focus group to test ideas re fund-raising. It can be visited at: <http://www.esurveyspro.com/Survey.aspx?id=ff1a0cde-5067-4caf-badb-0d41d9b7880d>

Education Service and Group visits for 2008 (Stevie Edge)

1. Group Visits:

As usual, approximately a third of visitors come as part of an educational group. Consistently these groups come from a broad geographical base.

Figure 1 shows that the GCSE *History of Medicine* module (Key Stage 3 and 4 groups) still bring in by far the most numbers, making the ‘Victorian Surgery’ our most commonly conducted talk.

The talks for Key Stage 5 (college groups) remain frequently requested but the academic interest of the groups is becoming more diverse. A-Level History students remain an important proportion of groups although we also provide educational services to students of BTEC Health and Social Care and PHSCE.

Sessions for general interest and life long learning groups still remain popular and particularly contribute to the visitor figures for weekends. We continue to take requests for a variety of different talks and workshops and try to tailor our demonstrations for the particular group. This has led to new areas of development for future educational provision and a move toward more diverse educational provision for the coming year.

Having experience of Key Stage 1 to 2 in the heritage and formal education sector, Stevie Edge was keen to develop events catering for the academic and development needs of these groups. This has produced a shift in the context of the KS2 sessions from local history to *Victorian Medicine*, in line with the national curriculum, nurturing hands-on learning opportunities in the herb garret and

role-play in the theatre. These groups are being positively encouraged to use the Old Operating Theatre Museum as their yearly museum trip for which we are receiving extremely positive feedback.

This kind of session led to the collaboration of The Old Operating Theatre and the St Thomas and Guys Archives in a project funded by the LMA. Linda Carey at the LMA approached the museum to host an event offering free KS2/3 educational sessions. After advertising the event and receiving no interest the LMA decided to cancel. It was clear to museum staff that this would be an excellent opportunity to encourage local schools to visit the museum, schools in low economic areas who may otherwise not visit the museum due to the admission charge. Stevie Edge contacted all local schools who all expressed interest.

Southwark Park Primary and St James' Primary joined the sessions, which explored the role of Surgeons and Apothecaries in Victorian Medical London. Linda Carey was very happy with the way the event proceeded and has approached the museum for another collaboration in the coming Spring. The schools that took part were extremely grateful for the event and the schools that were unable to come to this event are hoping to secure a place in the near future.

Joint Herbal and Surgery sessions have also proven easily adaptable for the lower end of Key Stage 3. Children at this age have proven that they are still interested in getting their hands dirty but are also fascinated by the surgery. The Old Operating Theatre Museum has a large range of activities to offer to Key Stage 3 and it is easy for the staff to make the educational sessions enjoyable and educational. One of these sessions recently conducted for Westminster Choir School is due to feature on the www.choirschool.com.

We remain popular as a venue for University and Medical groups to meet but because we believe these groups tend to meet less frequently they do not represent the same numbers in the visitor figures. Our main provision for adult groups of these kinds remains 'Victorian Surgery' although many express interest in the herb garden also and we will again tailor the talk to the interest specified by the group leaders. Interestingly, shown in Figure 2, a large proportion of Medical Groups and University Groups were international, predominately American and Spanish.

Issues Overcome:

The biggest challenge for the Old Operating Theatre's educational programme in 2008 came during the restoration of the theatre. During the initial stages of the restoration, when there was

work taking place in the Tower (which is the museum's entrance), it was not possible to take groups at all. Later, the challenge faced was the accommodation of groups for surgical presentations in the garret itself, in order to allow the museum to continue offering bookings to schools whilst the theatre was unavailable. Although it proved necessary to reduce the maximum group size from 60 to 40 during this period, the museum did continue to receive schools, a feat achieved through enlarging the available floor space by rearranging and moving displays from the centre of the room to create space, removing the table from the theatre into the garret itself, and creating temporary seating in the garret with the stools which had been retained by the museum from the 2006 Crypt exhibition.

Drawing further on the crypt experience, descriptions of the theatre were included into the talks. Further, when no work was taking place in the room itself, pupils were permitted to peer through the doors in small groups, and see the scaffolding and the platforms. Then the museum was able to add explanations about the restoration and how it benefits the building, as well as explaining the work itself. Presentations for Key Stages 2 and 4 were able to continue in this way despite the disruption to the building. An additional problem was the absence of toilets for visitors for much of the year.

Figure 3 shows the dip in groups attending the museum when the theatre was closed, but interestingly demonstrates that group figures have returned to the highs of previous months. We are currently dealing with bookings for 2009 and it appears that educational groups will continue to significantly contribute to the visitor figures.

2. Events offered to the general public (Kirsty Chilton):

Due to the physical disruption faced by the Old Operating Theatre Museum in 2008, the staff made the decision to concentrate their efforts on events known for their popularity with audiences in order to maximise visitor interest during the restoration of the building. Most popular are the core surgical presentation and its variations and the core herbal presentation, which can be tailored to older audiences or to children and their families with hands-on activities.

In surgery in 2008, the Operating Theatre regularly presented its Victorian Surgery talk at weekends, an event which offers the history of the building and the museum and features the demonstration of an amputation in the form of a sample patient case study. During busy half term weeks, Speed Surgery (which concentrates on the pure demonstration with an emphasis on the actual techniques of the operation in a fast 20 to 30 minute format) was also added; Speed Surgery's

shorter time frame allows for three consecutive presentations a day. Presentations on Trephining were also offered.

Regular collaborator Dr David Leaback visited the Operating Theatre Museum again in early 2008 with a new presentation about the development of scientific medicine at Guys and St Thomas' and the beginnings of modern hospital based scientific research.

Another new developments of 2008 was a weekend of activities aimed at adults and children on the theme of anatomy and the body, with Beastly Bodies children's activities and a history of anatomical teaching in the 18th and 19th century for adults. This concluded with a guided walk of the Guy's campus and visit to the mini museum. The Bodysnatchers have also been considered with lectures in the theatre and a guided walk of their haunts in the surrounding London Bridge area.

A new guest, author historian and re-enactor Richard Kennedy, also visited the museum during the restoration and gave a very involving presentation on the lives of American colonial barber-surgeons, with reproduction instruments for the public to handle. The event, Leeches, Lancets and Toothpulling, took place over a weekend.

Bridging the worlds of surgery and herbs, Karen Howell's Day of Blood presentation was developed further to feature new acquisitions in the collection. These included a centrifuge and new blood pressure test kits; in the long term, these developments will support the aim of creating a presentation about the heart surgery of the 20th century, with the achievements of Lord Brock in mind. A presentation on the leeches was also offered to compliment the Day of Blood, and a hands-on presentation about The Power of Blood was also created for children. In June, a Harry Potter-themed herbal presentation also took place, considering medical herbs in mythology and alchemy, a new topic for the museum.

The herbal presentations on offer have included Pills, Potions and Poisons (with hands on activities for children including poultice making and herb grinding and mixing) and the Herbal Hospital for adults. Karen Howell also repeated her popular Garden to Garret walks in the summer, introducing visitors to the herb garden at St George's Church, with which the museum has an ongoing collaborative relationship. Katie Edwards developed and presented a new hands-on children's event for Easter about the medicinal uses of chocolate, which featured chocolate samples for the public to try; the event proved immensely popular.

As well as the presentations in the museum, Kevin Flude has also delivered a new series of

innovative walks concerning local and city history in collaboration with the museum. These have included The Long Walk, a whole day event for Museums and Galleries Month featuring the history of London in a day, and a Southwark Walk for the visually impaired, developed in association with June Bretherton, who has assisted the museum in its development of provision for the visually impaired.

The Museum has also hosted several art installations and performances throughout the year, despite the disruption the restoration works brought to the building. In the early part of the year, artist in residence Daniel Baker created the surreal *The Little Theatre of Disease and Desire* work around themes of medicine and physicians, and delivered a workshop for children centred around the creation of paper theatres and designing scenes with a medical theme. The Museum hosted performances of an adaptation of Gogol's *Diary of a Madman*, and regular visitor Phillip Wells, the Fire Poet, also hosted evenings of poetry. In the latter half of the winter, the museum has also hosting the art installation *The Kiss Hoarder*, a Gothic tale by Lana Citron illustrated by artist Valentina Lari, a long time volunteer and now new staff member.

In recent months, from October onwards, the museum has also played occasion host to creative writer's group Bad Idea, who have held editing sessions for writers in the theatre itself.

It is the museum's intention to deliver a festive programme of herbs and surgery for the end of the year, and look forward into 2009 with plans to develop new presentations to ensure the public programme remains engaging in the future.

3. Development:

Key Stage 1 groups are significantly under-represented in the group figures for the year but hopefully will feature more frequently in 2009. After a successful 'Invention Day', tailoring a workshop and walk for Year 1 and 2 the museum is confident it can offer skills based sessions that allow children to experiment with herbal remedies in the Herb Garret; reinforcing germ theory taught in schools at this age. The Old Operating Theatre has clear potential to develop its provision for this Key Stage although the provision of toileting facilities are particularly important which has meant that sessions for children of these ages has been an issue in the past. Since Stevie Edge has been considering increasing opportunities for KS1 she has received a number of enquires and hopes there will be more KS1 bookings in 2009.

The museum sees that its provision for all education groups, both compulsory and non-compulsory should be maximized, especially because it is thought that *Ed-Excel* Examination Board are phasing out their 'History of Medicine' module for the GCSE syllabus. Provision for groups in non-compulsory education needs to continue to be excellent as we may need to rely on their figures more in the future. We are lucky at this museum to have faithful school groups, although we must ensure the provision is always as good as it can be to ensure groups coming back to us in following years.

In order to discover if we are giving teachers the right kind of sessions we have developed a new evaluation form; which so far is documenting great satisfaction with group leaders.

Further Ideas for Development

***Links with designated Visually Impaired Schools**

***To promote a key stage 1/2 day on the topic of Medical inventions and discoveries**

***Cross curricular links with history, art and citizenship, particularly for KS1 and 2.**

***Links with cross curriculum health and social care syllabus**

***Providing pill making for family groups on weekends**

***More drop in events on weekends**

***Outreach to groups unable to visit the museum especially those with mobility issues or those with long term medical problems**

***Develop the children's area in bay 6, with engaging and accessible exhibits and activities for children under 12**

***Collect and collate evaluations and act upon suggestion**

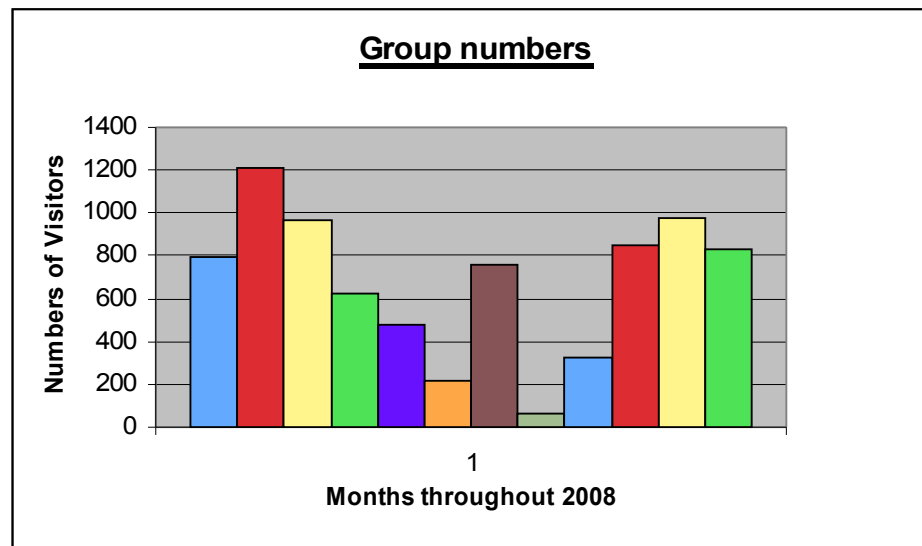
Figure1: Numbers of Visitors attending the museum as part of an educational Group in 2008

| | January | February | March | April | May | June | July | August | Sept. | October | Nov. | Dec. | TOTAL |
|-------------------------|---------|----------|-------|-------|-----|------|------|--------|-------|---------|------|------|-------|
| KS1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 90 | 0 | 90 |
| KS2 | 52 | 193 | 14 | 0 | 179 | 30 | 0 | 0 | 43 | 148 | 194 | 57 | 910 |
| KS3 and 4 | 582 | 802 | 614 | 477 | 151 | 122 | 421 | 0 | 0 | 353 | 247 | 537 | 4306 |
| KS5 | 0 | 20 | 200 | 30 | 87 | 46 | 41 | 0 | 94 | 41 | 244 | 135 | 938 |
| University | 48 | 20 | 0 | 20 | 23 | 20 | 77 | 0 | 45 | 118 | 20 | 12 | 403 |
| Life Long Learning | 40 | 20 | 0 | 14 | 15 | 0 | 55 | 0 | 10 | 20 | 10 | 45 | 229 |
| Medical | 15 | 42 | 29 | 51 | 10 | 0 | 118 | 32 | 80 | 0 | 26 | 43 | 446 |
| Senior/General Interest | 60 | 114 | 111 | 35 | 17 | 0 | 45 | 33 | 54 | 168 | 142 | 0 | 779 |
| TOTAL | 797 | 1211 | 968 | 627 | 482 | 218 | 757 | 65 | 326 | 848 | 973 | 829 | 8101 |

Figure 2: Number of International Students within these groups

| | Total | Internat. | % |
|-------------------------|-------|-----------|----|
| University | 403 | 234 | 58 |
| Medical | 446 | 152 | 34 |
| Key Stage 5 | 938 | 71 | 8 |
| Senior/General Interest | 779 | 25 | 3 |

Figure 3: A graph showing the monthly visitor figures for groups



MARKETING & PRESS COVERAGE (Valentina Lari)

During the building work talks took place in the garret and not in the operating theatre as usual, the events programme was reduced and people were asked for a donation rather than an admission charge. Schools continued to visit and the educational staff adapted their talks and workshops to space. Visitor numbers dropped, mostly because of the impossibility of looking at the main attraction (the theatre).

Unfortunately, the internet connection was unavailable for a while, and that created a little gap where people were unsure of the condition of the museum and the eventual admission charge. As a result it was difficult to send regular mailing lists and updates and take advantage of possible offers and advertisement campaigns. After the re-opening, the general public and friends of the museum were welcomed by a new restored ceiling and a mini museum to celebrate our discoveries.

As well as giving regular talks and covering museum officer's duties on a daily basis, new staff member Valentina Lari's main role at the museum involves the promotion of the museum's events and activities. Because of her fairly recent employment, Valentina Lari is currently dealing with all the web accounts, connections and promotions contracts that the previous employee responsible (Sarah Chaney) established in the past few years.

Unfortunately not all the records are available but the companies that were helpful and reliable for our marketing purposes are all being tracked down. We have had some unpleasant experiences with specific promotions (Sainsbury's free day out, Kids free days out) which took advantage of the 2 for 1 promotion to mislead the public. But others have been very successful, including London Pass, Smartsave, ATOC 2for 1. These have increased in popularity. London Open House Weekend was less well organised this year and hence we had fewer visitors than previously, due to a lack of general advertisement and the poor distribution of the highly priced listing booklet.

In general, to keep the member of the public and our supporters informed and interested in our events and exhibitions, emails are sent to all our mailing lists. Previews and special happenings are usually promoted to VIP members and to the Friends of the Museum. At the same time -

depending on the event- a press release is sent to specific newspapers and magazines in our press list. For that purpose, Valentina Lari has also added many new cultural web magazines to our list to increase publicity (Culture Shot, Time Out Online, Arts Hole, Eventbrite, Movearts, Londonist.com etc...). Our website is regularly updated and is still the main source of information to be given as a reference.

Locally, we are highly supported by magazines, leaflets and listings promoted by Southwark Council. They regularly enquire about our shows and talks and their promotions are of high quality. More specifically, our autumn's events were listed in London SE1 paper and electronic bulletin, and the Kiss Hoarder exhibition was listed with images on the October What's On booklet.

Each private event (including book launches, performances and exhibitions) is usually advertised by the museum but sometimes artists and producers have their own promotion strategy and their informative material is distributed outside our premises. This has proved a very useful opportunity to attract a different kind of audience (not just medical students or medical staff) who always respond extremely positively to their first experience with the museum. Many times, private views' guests come back with their families and friends to visit the museum or to attend another event.

Museum evening hires are generally well attended. Philip Wells has an average of around 40 regulars. The Kiss Hoarder recorded between 38 and 42 visitors both the preview and the reading. "Diary of a Madman" performances were fully booked. The Butcher's Shop (creative writing workshop) events had 30 – 40 attenders. If adequately monitored these events can be a successful and original way to advertise the museum to a selected and innovative audience.

Some specific events have also been widely advertised in local and national magazines such as Time Out, the Evening Standard, London Lite, the Metro...

The museum's special events are usually listed in Time Out and all the online magazines that deal with the tourism industry (londontown.com, whatsonwhen.com, visitlondon.com etc...)

Our in-house produced leaflets have always been a good traditional way of advertisement, with specific imagery and tag lines that attract both children and adults. They do require time to be designed, approved and photocopied and occasionally when the museum goes through specific hectic and problematic times, as it did in 2008, they haven't been prepared on time due to other

priorities such as school talks, general maintenance and technology issues. However, the leaflet is very much loved by the museum's regulars and it should always be used as a promotion investment, and the museum intends to continue producing it in 2009.

Valentina Lari is also currently taking care of Paypal administration and purchases bought at our shop on-line. It is proving a good way to make extra income for the shop.

In past years, much effort has been put into creating a connection or partnership with other museums and organizations such as the Wellcome Collection, Royal Pharmaceutical Society etc. Valentina Lari is planning to continue with this approach in order to increase the museum's popularity (by leaflets and events) and develop the possibilities of interesting collaborations and cultural exchanges.

A Myspace account has also been opened, www.myspace.com/theoldoperatintheatre which allows the museum to increase its presence on the internet, uploading photos and posting bulletins with descriptions of events in order to approach a wider number of young people who are interested in medical curiosities, anatomical art and herbs. Moreover, through Myspace it is possible to be linked to and receive updates from other museums, such as The Mutter Museum, or from interesting and peculiar medical collectors.

The museum is often contacted by journalists and writers (Country Life, etc....) willing to write articles and reviews of the museum and so the museum always tries to provide them with the best visual material available for publication. For the future however, Valentina Lari has proposed that the museum puts together a professional (electronic and on paper) press pack with good quality selected photos to give out on request, and has offered to develop this particular project further.

BUILDING & MAINTENANCE

Museum Collection (Karen Howell)

In January action was taken to replace some of the lighting in the Museum. Electrician Robert undertook the work to install replacement units where old lighting units had continually failed. The Museum had successfully at last recovered lost light within the Museum and new electrician Justin aims to improve lighting on exhibits for 2009.

As the Museum, restoration work was undertaken at the end of May, the electrical circuit to part of the Old Operating Theatre was blown by the work undertaken and this circuit removed from

use. There was not a problem in this regard before work by Linford was undertaken and this circuit needs to be restored to the Museum.

In preparation for the Church, Old Operating Theatre and Tower restoration, from April, the staff followed a detailed plan by Karen Howell to remove the Museum shop and relevant cases within the building to facilitate work undertaken by the building company Linford. Following guidance of Linford's site manager Andy King, the staff cleared space required to set up the high rising scaffold platforms which were installed into the Tower and Old Operating Theatre to allow access to the upper walls and ceiling.

Wooden shelving was built by staff into the Herb Garret visitor entrance to provide a small temporary shop and reception area which would help the team actually continue to operate the Museum despite the ongoing temporary closure of the Old Operating Theatre section of the space. Exhibit furniture, the Old Operating Theatre table etc, were removed from the Theatre and incorporated into the Herb Garret displays. Staff planned and presented tailor made lectures and workshops to incorporating this replacement of artifacts and so continued to successfully present at least part of the Museum to the public.

It was planned that staff would continue attendance to the Museum throughout the restoration works, opening and closing the building as required by Linford for the initial temporary closure of the entire Museum. After this temporary partial closure, the Museum was re-opened in June to the public. The attendance by staff throughout the restoration period, on site whenever access was required for building work, meant that security to the collection was maintained on site and staff were present while any building work was undertaken.

Vigilance was of great importance in regard to the security of the Museum and the staff operated a rota system to cover the 12-hour day required for builders, from 8am to 8pm daily excluding weekends. Health and Safety procedures required that hard hats and high visibility jackets were to be worn by staff throughout the period where the building was effectively a building site. Photographic records were kept by staff throughout the period to enable information to be relayed to the public via the Museum's website.

The building work was undertaken within Museum conservation requirements and as required by Cathedral Group's architect Iftikhar. Inevitably a great strain of necessary cleaning was created by

building works. The staff, despite repeat operations of plaster removals throughout the building, continued to remove detritus continually.

Wherever possible staff explained the partial closure to visitors and guided them to see some of the renovation work being undertaken. This process kept the public informed about the renovation work and integrated the obvious visible disruption to the Museum. The entire closure of the Museum, essential to allow the installation of scaffolding, was kept within just two weeks beginning on May 20th. The temporary closure of the Theatre was over by July 23rd where the entire Museum was re-opened.

Despite just the Herb Garret and Antechamber being opened to the public for this period, all visitors were charged a reduced admission and showed incredible interest and support to the project. As with earlier restoration disruption in 2006, when the Museum re-located to the Crypt area, throughout this period, it was impressive that teachers, having been warned of further works, continued to bring their student groups to the Museum. Teachers praised the staffs' historical presentation work about the theatre, despite this having been undertaken within the Herb Garret area. All pledged loyalty, support and desire to see the long term preservation of the Museum and pledged to return to see the Museum when back in order.

The renovation work undertaken on the Museum's toilet in the foyer of the Tower meant that 'Portaloo' provision only was available to staff throughout the period. When the restoration to this facility was completed in November 08, there was only one toilet provided which is accessible to Museum staff. It has become of concern that groups of visitors may not from this point be provided with access to this facility by Cathedral Group. Many parties consider such a facility to be part of Museum visitor provision and it is a great loss indeed should this provision not be made available from this point and due to the restoration work undertaken.

The Museum upstairs cupboard has been converted to provide a sink area. This is the first time in the history of the Museum, opening in 1962, that there is running water within the Church attic. This provision of cold water allows a kettle to be boiled to facilitate essential cleaning work. A complete refurbishment of this room, including new shelving and additional drainage provision, are required to complete this conversion.

The work to the Church Tower was completed and all support bars were successfully removed. The cracking to the Tower was restored to incorporate aluminum supports which were enclosed

in the walls and the entire room repainted. On investigation of the maroon painted Tower ceiling, a bright blood red was discovered beneath. This colour was investigated, as it was suspected to be the Georgian presentation of the ceiling. When successfully matched, the entire ceiling restored to its original brighter, bolder colour, which is a great upgrade of the presentation of the Tower.

The Jubilee line work undertaken in the late 1990s had meant installation of support timbering had remained in place on the original plaster of the Old Operating Theatre ceiling. The dread had been that the entire ceiling would fall as supports were removed. A support platform was installed across the theatre to facilitate access to the ceiling. When continual analysis and testing by Linford as advised by the architect had been completed, the support frames were successfully removed. While holes drilled throughout the ceiling required filling, little damage had actually been done to the plaster. Three small patches of the original plaster had to be removed from the ceiling and a horsehair plaster replaced missing material. The ceiling was then repainted by Linford to the original colour in alliance with earlier research undertaken by Curator Karen Howell. In spite of this damage reparation, the ceiling is at last magnificently restored closely to its original 1822 condition.

In order to re plumb the toilet in the foyer of the Church Tower, the flag stones were removed by Linford. During digging works, many small finds were made. Supervised by an archaeologist, Linford employee Karl Spencer removed many shards of pottery dating from the Roman period through to eighteenth century oyster shells. Items were recorded and stored and alongside original sawdust from beneath the Old Operating Theatre floorboards (also removed by Spencer), shown as a 'Mini-Museum' restoration finds display. These items were shown from September forward to allow the restoration story to be continually accessible to the Museum visitor.

Two small hard wood blocks have been added to the spiral staircase walls during the restoration period. The staircase is due to be repainted by Linford in early 2009. The electrical supply to the staircase will be replaced in 2009. A new red carpet will be installed to the entrance door to the Museum at ground level. Signage needs to be addressed, as the Museum has lost its former visibility at ground level. A new hanging sign and boards/boxes and banner are required, as is council signage to the Borough High Street end of St Thomas' Street. Cathedral Group are investigating the possibility of installation of a large artistically inspired medically themed

chandelier within the church foyer entrance. It is thought that this will greatly enhance the view of the Church, improve the outward image of the Museum and attract additional visitors.

Displays (Karen Howell)

Despite massive disruption to displays due to the restoration process, the collection has developed throughout 2008.

Early in the year, Karen Howell, with assistance from Yvette Barrett, visited Oxford in order to acquire objects from the de-accessioned collection of the old Museum of the Radcliffe Royal Infirmary. The Museum was very grateful to add to its own collection many fine objects once a part of the old Radcliffe Hospital. The objects could not be relocated and their removal and reallocation was necessary due to the proposed demolition of the Hospital in the Summer of 2008.

The Museum was very grateful to the staff (now) of the John Radcliffe Hospital Oxford, for allocation of these pieces. The Museum was fortunate to receive thirty one objects, now listed under its collection accession numbers 2008:001RI - 2008:031 inclusive. Objects included a fine nineteenth century wooden boxed lithotomy forceps set; an Adam Rouilly model of the spinal cord and a nineteenth century, ebony handled amputation saw.

Also responding to an appeal from the Royal Free Hospital, London, for the relocation of objects that can no longer be stored in a modern hospital environment, Karen Howell made a visit to the Hospital's archive. The Museum is very grateful to the Royal Free Hospital and its staff and was fortunate to acquire many fine hospital objects. There were 22 objects which are now listed under the Museum's own accession numbers 2008:055RF-2008:077RF inclusive. Objects acquired include a beautiful nineteenth century barley twist splat backed chair made for the Royal Free Hospital; iron boxes once owned by the Hospital and the Children's Hospital, Hampstead, London which no longer exist and a wooden box of spoons with a plaque to state that it was donated for female medical students by Elizabeth Garret Anderson.

The Museum now owns three medical figurine portraits, which it would like to present within displays.

Throughout the year purchases of bottles were made for improvement and increased continuity to the Museum's pharmacy object collection. In order to present a new display on medical plants and poisons and their use as anaesthetic materials, various green glass ribbed poison shop rounds were acquired. Labelled bottles for Phenol, Belladonna, Cantharides (Spanish Fly) and Hyoscamine frame the collection which has been placed in a new case in the Herb Garret. Another case has also been added to the Garret presenting the wooden leg acquired by the curator in 2006.

The Museum would like to acquire an additional presentation case to be placed within the newly restored Old Operating Theatre.

For 2009 the Museum would like to acquire dissection instruments to enhance its anatomical displays.

The Museum has been fortunate to have had a one month work placement with student Jo Holt of the Metropolitan University Conservation Department. Jo has been of great support to the Museum and has restored an anatomical plaque of the head and is helping the Curator to restore the reproduction operating table that has been used for presentation work in order to keep the old 1830s table away from unnecessary wear and damage. Jo's hard work and interest in the Museum has meant she has extended her placement to three months to the end of 2008.

STAFFING (Kevin Flude)

Stewart Caine has been on sick leave for most of 2008. Sarah Chaney has left to take up a post at the Benjamin Franklin Museum and Katie Edwards has taken a post at the Florence Nightingale Museum. Karen Howell, Kirsty Chilton and Kevin Flude, helped by Marion Box, maintained the service until we were joined by Valentina Lari who is coordinating our marketing and Stevie Edge who has taken over from Katie Edwards as the new Education Officer. Julie Wakefield has been taken on to do Sundays. We would have been in a very difficult place without the help of volunteer Marion Box. Recently, Colin Parr has begun volunteering on Fridays and been a great help. Jo Holt has done a great job on a work placement, working on conservation of the Collection.

Future Plans (Kevin Flude)

These were reported as our objectives for the year in previous reports. A comment for each is attached.

1. To build a working relationship with the new owners and to investigate improving the Museum's Tenure

Relationship with the Cathedral Group has progressed well, but negotiations for the tenure have been made difficult because of the third party involvement of the previous owner. We continue to make our best effort to achieve a long lease.

2. To survive the disruption of the last part of the repair of the Church in as good order as possible

Although income was reduced, a careful balancing of expenditure has meant that we have survived in good order.

3. To revisit the Development Plan and to see how much of the vision of the 'House of Healing' project can be retained and to investigate ways of improving facilities and access without the purchase of the Church

We have begun work on planning development of the Museum

4. Improve the Museum's performance so that there is a greater margin of income over expenditure, and an end to the decline in the Lord Brock Memorial funds

Financial results are better than expected but expenditure continues to match income.

5. To improve Staff pay and conditions

Staff pay is currently being discussed.

6. To improve accounting procedures and financial reporting to the Trustees

Accounts are up to date and fully reconciled to the last month and reporting on the current year is now possible.

7. Improve long term planning and Trust reporting

More regular Trustees meetings are being held and this is helping planning and reporting.

8. To establish a prestigious Event programme and to seek funds from the Wellcome Trust to support it with a programme that is delivered both in the Museum and virtually over the Internet to help address our access issue.

Work has begun on Wellcome project.

9. To begin a project for a major redisplay of the Museum displays

Discussions have begun with Tim Hunkin, a designer who has given suggestions as to how the redisplay might be planned

10. To begin preliminary work on Accreditation under the Museums, Libraries and Archives Councils system due in 2009

This one of our main priorities for 2009 and we are improving systems in order to help our application