



## Profile

A strategic planner with an international reputation. Project managing and delivering a wide range of projects, from collaborative research to professional accreditation to a £21m capital development. All required, and benefited from, multi-disciplinary teams, focused on quality improvements with clear public benefits. Committed to motivation and development of people. An experienced conservator and collections manager, with considerable achievements in consultancy, innovation, research, publication, teaching and professional activity. Initiated professional standards for conservators now adopted across the profession.

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## Experience

- Fellow of the Museums Association. Fellow of the International Institute of Conservation. Accredited Conservator-Restorer. Neuro-Linguistic Programming Practitioner. Full Member of the Association for Project Management. Managing Successful Programmes (OGC)
- 2009-2018 International Institute for Conservation: Treasurer
- 2006-2009 The British Library: Research Project Manager
- 1978-2006 The Manchester Museum: Keeper of Conservation, senior lecturer 1986
- 2005-2009 Icon: Trustee, chairing academic publications and disciplinary panels.
- 2003-2004 Gladstone's Library: HLF funded Project Officer.
- 2002-2004 National Council for Conservation-Restoration Convergence group.
- 2001 SS Great Britain: conservation advisor.
- 1999-2002 EU funded multi-lingual Conservation Dictionary: Editor
- 1998-present New Mills Heritage Centre: Museum Mentor.
- 1997-2001 Museums and Galleries Commission: Conservation Grants Committee
- 1996-1999 UKIC: Council Member, initiated/chaired Section & Accreditation groups
- 1989-1991 National Trust: Advisor on natural history collections
- 1986-1992 ICOM-CC Natural History Working Group: Coordinator and editor
- 1975-1978 North of England Museums Service: Archaeological Conservator
- 1972-1975 Institute of Archaeology, London. Dipl. of Archaeological Conservation
- 1971-72 University of Bristol Speleological Society: Archaeological Officer
- 1969-1972 Bristol University. BSc 2.1 Chemistry

## Project Management

- Consultant Project Officer at Gladstone's Library, N.Wales, for a Heritage Lottery Fund change management study of a ca. £3m building conservation and access project. Recommended by the HLF. Managing consultants and potential funders. Evidence gathering and report preparation for client and HLF.
- Managed a £21m HLF funded renewal of The Manchester Museum. Results: 2004 Civic Trust Award and considerable improvements in public access and care for collections. Internal project management and client point of contact between external design team and contractors with the University client group and Museum staff over 5 years. This involved: concept, brief and tender development; appointing contractors; strategic and detailed design decisions then overseeing implementation. Built teams to gather data and achieve the compromises necessary to change staff culture; rejigged staff, space and activities.
- Initiated significant development projects in The Manchester Museum, obtaining funding by internal and external grants and managing, managing and maintaining the process, e.g: security (physical and electronic) upgrades; 15 year programme of storage improvement

schemes; computer data wiring across Museum; BMS wiring across Museum. The amount of deterioration has reduced markedly and collections became far more accessible.

- Led Lindow Man Exhibition Team obtaining sponsorship £40k and obtained EH funding for Lindow Moss excavation.

## Research, Innovation and Excellence

- Developing an innovative web site, JMW Turner's prints, a catalogue raisonnée, incorporating an image comparison tool identifying differences between prints.
- Managed a paper conservation research project at The British Library, in a partnership across the 6 UK legal deposit libraries and two national archives. Rewrote project plan, ensuring input from curators, conservators, managers and scientists, in order to maximise the applicability to long term collection care and capacity building, e.g. training conservators to undertake and understand surveys. With all the set-backs, delivered to time and budget. Extensive data gathering (analytical, environmental, historical, institutional, bibliographic) then statistical analysis. Extensive collaboration internationally and with other academic, library and commercial organisations.
- Partner in the Museums & Galleries Commission led project into energy efficient pollution control, funded by the Department of Environment Transport and Rail. This led to the publication of *Guidelines on Pollution Control in Museum Buildings*.
- Partner in (and editor of) the multi-lingual *Conservation Dictionary* on CDROM, funded by the European Union under its Connect project and coordinated by TEI (Athens).
- Carried out research in the neglected field of conservation of natural history specimens. Kick-started and co-ordinated international working group (ICOM-CC) and newsletter. Have lectured, published and been consulted nationally and internationally. Developed partnerships, research programmes and obtained funding (Nuffield).
- Initiated research into cinema film conservation. Developed programmes using external research partnerships and obtained funding.
- Professional updating and university courses given internationally (e.g. Rijksmuseum Amsterdam, Tate Gallery, Getty Museum, and EVTEK, Finland). Introduced new forms of teaching into conservation, such as on-line distance learning and audio visual links.
- Act as a referee for books, papers and Research Council grant applications.
- Author of upwards of 80 publications including books, research papers; journal (*Icon The Conservator*, *IIC Studies in Conservation*) and series (Butterworth's *Conservation and Museology*) editorships, [www.horie.co.uk/about.html](http://www.horie.co.uk/about.html)

## Strategic Management

- UK expert in the CEN 346 task group developing European standards for conservation activity.
- Repositioning Icon's and IIC's academic publications to bring conservation publications on-line.
- Part of The Manchester Museum's Senior Management team preparing strategic plans, preparing and implementing business plans, budgets and human resource improvements at all levels of the Museum and its participation in the Renaissance Programme.
- Identified and promoted a number of internationally neglected areas of conservation practice.
- Professional standards. Initiated the development and implementation of standards for the Professional Accreditation of Conservator-Restorers, brought together 4 conservation membership bodies attracting funds from these bodies, the Museums and Galleries Commission and charities. Many position papers and negotiations with sceptical stakeholders. Represented the UK at the European level on professional standards. PACR is becoming a criterion for appointing conservators and a catalyst for changing the profession by providing a structure for discipline and professional development.
- Reorganised the internal structure of the professional body, the United Kingdom Institute for Conservation, by developing an agreed strategy, then involved in the creation of Icon.
- Updating the business management of IIC.