

HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST

The Minutes of the Board meeting of the Horniman Public Museum and Public Park Trust held on Thursday 10 October 2019 at the V&A Museum, South Kensington.

Present

Eve Salomon
Geoffrey Crossick
Caroline Cole
Bunt Ghosh
Simon Hesketh

Nico Iacuzzi
Sarah Kemp
Clare Matterson
Carole Souter
Helen Williams

Nick Merriman (Chief Executive)
Paula Thomas (Board Secretary, Finance Director)
Victoria Pinnington (Director, Communications and Income Generation)
Tim Corum (Director, Curatorial and Public Engagement)
Kirsten Walker (Director, Collections Care and Estates)

1. Apologies for absence and conflicts of interest

There were no apologies.

No conflicts of interest were declared.

2. Minutes of the previous Board meeting and matters arising

2.1. The minutes of the Board meeting of 4 July 2019 were agreed, subject to a typographical correction. A revised version was signed by the Chair,

2.2. Matters arising and action points

- The Chair of the Audit Committee and Chair of the Board suggested Helen Williams as the new trustee member of the Audit Committee. This was agreed by the Board and accepted by Helen.
- All other action points are covered elsewhere in the agenda.
- There were no matters arising.

3. Trustee appointments

The executive had taken forward the Board's request to look to appoint a new trustee, bearing in mind the Board's priorities and the need to diversify, circulating the advert to a good range of contacts in the fields of education and music.

Six applications were received. The interview panel, consisting of the Chair, CEO and Clare Matterson had interviewed three applicants. One of the candidates, Mayowa Ochere was particularly strong and was proposed by the Chair as a new trustee. The Board approved the appointment.

4. Management Report

Updates were given and discussions held in the following areas:

- 2.2 The big change in social composition of visitors was queried. Management confirmed that this could be due to a change in the methodology to a less intrusive approach by the new agency. Visitors are now being given the iPads to complete the questions themselves.
- 7. Management reported that two replacement fundraising staff have been recruited and are due to start next week.
- 8.2 Management confirmed that the Horniman would receive a small amount of funding from the Global Challenge Research Fund, but that the key thing was working in partnership. The CEO informed the Board that a Memorandum of Understanding had recently been signed with Goldsmiths.
- 10. The Board congratulated the Gardens team on the award and asked that feedback be given to them on the consistently high standard in the gardens and particularly the summer bedding display linked to the Brick Wonders exhibition.
- 12. The Secretary updated the Board on the situation regarding the pay offer and negotiations with the union. The Board agreed the approach adopted by management and proposed way forward if union members formally reject the offer.
- 13.1 Thames Water are now on site and working on the connection to the mains. It is hoped that the work will be completed by October half-term but if not then contingency plans are in place to cope.
- 16. It was agreed that the work on Counter Fraud should be delegated to the Audit Committee and the draft strategy, action plan etc be brought to the December Board meeting.
- 17. Management provided an update on the area of particular risk for the Horniman in relation to a no deal Brexit ie. the availability of live fish food for some of the livestock in the Aquarium. The supplier, who is based in Holland, has done a lot of work on the supply chain to make sure that supplies will be available. Supplies are usually ordered every two weeks, but the Aquarium Curator will place an order to cover four weeks in time to receive delivery before 31 October. He is also working with other Aquaria to source some UK based alternatives, which although not as good will enable the livestock to survive until things settle down.
- 18. The Chair recommended to the Board that new lawyers be appointed to replace the current firm of Currey & Co who had proved to be unsatisfactory in recent years. It was agreed that the appointment be retendered and trustees were asked to provide the names of any suitable firms with strengths in charity, property and commercial law in particular.
In the meantime lawyers have now been engaged to carry out a small piece of work to assess the situation regarding the restrictive covenant in relation to 2A Wood Vale and advise whether any action should be taken.
Trustees agreed to further explore the possibility of the sale of the pieces of garden adjoining the Nature Trail which were transferred to

us by Lewisham and which are currently subject to licenses. This will involve confirming all residents who are interested, establishing a valuation and taking legal advice as appropriate.

- 19. HMRC has not yet issued their formal determination in relation to the VAT error and any penalties.

The Management accounts for Q1 together with the results of the August reforecast were reviewed by the Board along with the yearend dashboard. The Board noted that the position looked relatively healthy at this stage of the year.

5. Risk Register

The risk register was reviewed by the Board and the red risks noted. Management provided an update on the situation regarding the current website and the difficulties resulting from the relationship with the current developer/hosting arrangements. The immediate next step is to try to get a copy of the website. Trustees noted the importance of learning from this and to beware of these types of relationships. It was recommended that the Business Continuity Plan be mapped with the Risk Register to ensure that all areas are covered.

6. Horniman Museum Enterprises

Nico Iacuzzi, HME Director, presented the minutes of the last meeting. Overall the picture is strong with all areas outperforming last year except for venue hire via Suzanne James. This contract will be re-tendered during the next twelve months and the new contract will include minimum guarantees and KPIs.

The VAT accounting error identified during the last quarter has also affected HME results.

7. Capital Projects Board

The minutes of the meeting were presented by the Chair, Caroline Cole. Trustees were pleased to note that the issue with the Butterfly House path now seems to be resolved and that the Waterworks and Music Gallery projects are progressing well. The Framework and Natural Worlds project are both on the agenda for the Away Day.

8. Loans

8.1 L2019.8 Proposed loan to the New York Asia Society

Trustees approved the loan of 3 paintings for the period 11 September 2020 to 17 January 2021.

8.2 L2019.16 Proposed loan to Dulwich Picture Gallery

Trustees approved the loan of 4 volumes of Anna Atkins photos and six specimens of algae for the period June – September 2020.

9. Board appraisals

The Chair reminded Board members to complete and return the appraisal forms as soon as possible. Follow up conversations with individual members will be carried out by phone.

10. AOB

There was no other business.

11. Closed session

The executive left the meeting at this point.

12. Dates of future meetings

10am 6 December 2019
1pm 19 March 2020
1pm 1 July 2020
9.30am – 5pm Away day 8 October 2020 (tbc)

Minutes ref:	Action	Date due	Who by	Progress
b/fwd	Paper on repatriation to be brought to the Board for discussion	Dec. 19	NM	Agenda item 4.1
b/fwd	Ethical Collections Policy to be brought to the Board for discussion	Dec. 19	NM	Agenda item 11.4
4	Counter Fraud documents to be reviewed by AC and brought to next Board meeting for approval	Dec. 19	PT	Agenda item 11.3
4	Retender for company lawyers. Trustees to provide suggestions.	Mar 19	PT/ES/NM All	Verbal update
4	Follow up possible sale of licensed gardens and report progress to Board	Dec 19	PT/NM	See management report and verbal update
5	Map BCP to Risk Register	Dec 19	KW	done