

HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST

The Minutes of the Board meeting of the Horniman Public Museum and Public Park Trust held on Friday 7 December 2018 at the Horniman Museum.

Present

Eve Salomon
Geoffrey Crossick
Caroline Cole
Bunt Ghosh

Simon Hesketh
Sarah Kemp
Nico Iacuzzi
Carole Souter (via Skype)

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. Welcome, Apologies for absence and conflicts of interest

Apologies were received from Clare Matterson and Hilary Carty.

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 4th October 2018 were agreed and signed by the Chair.

2.2 Matters arising and action points

- It was suggested that the Board consider appointing one or more young trustee. Things to be considered were age, the experience they would bring and length of appointment. It was suggested that teachers in nearby schools might be interested. It was agreed that the Chair and CEO would develop a job description for a potential one-year appointment and bring it to the next meeting.
- All action points had either been completed or covered elsewhere in the agenda.

3. Management Report

Updates were given and discussions held in the following areas:

Mission and Values

The Board reviewed the Mission and Values which had been revamped, taking into account comments received at the strategy day. It was noted that these will go into all future strategy documents as well as on the website and therefore are for a broad range of stakeholders including trustees and staff. In respect of the Values it is not intended that the context, which is taken from

the 10 Year Vision document, be widely shared. It was agreed that the Mission was aspirational and something to measure ourselves against.
The Mission and Values were approved.

Masterplan

The Board approved up to £100k to be spent from the Strategic Development Fund on the initial stages of the Masterplan development.

Management provided an update on the Masterplan. The procurement is progressing well with interest shown from several good architects. The CEO and Director of Collections Care and Estates (KW) have visited the Royal Museums Greenwich (RMG) storage site at Kidbrooke. Phase 1 is complete and RMG are now working on Phase 2. They have lots of plans, but nothing firm yet so it is a good time for us to consider whether it is advantageous for us to have some involvement. We haven't committed to anything yet as there are still various options to investigate e.g. whether to commit to a long term revenue cost or take a leasehold interest and build our own storage facility. It was agreed that nothing was off the table at this stage although it would only make financial sense if there were significant savings over building it on our site.

A QS has been appointed to provide a cost estimate of a new storage facility to our specification. This can be used in conjunction with the development of the Masterplan. It was noted that in deciding whether to relocate the SCC to the Forest Hill site the Masterplan needed to take into account the opportunity cost of land usage which might otherwise be used for income generating purposes.

It was agreed that:

- the cost of various options at the Kidbrooke site would be followed up
- information would be sought on how the Chatham Dockyards shared storage facility works

It was reported that although planning permission had been refused for the 15 storey Travel Lodge next to the SCC it had not been due to the height but rather the design. Therefore a 12 storey building on the SCC site is not ruled out. It was agreed that an architect would need to be commissioned to design something for planning purposes, but that this should be carried out once the Masterplan had been completed. The more urgent task was for the master planners to consult Lewisham over possible planning scenarios on our own site.

The meeting discussed when the best time to go public on possible plans would be. It was agreed that consultation needed to be upfront and transparent and therefore should be carried out as soon as possible.

Programming

It was confirmed that the new collections-styled exhibitions are planned for the Studio, which along with the Temporary Exhibition Gallery will now provide two spaces for temporary exhibition programming.

The CEO was pleased to report that the Esmée Fairbairn Foundation had just approved a grant of £120k for the South London Music Project. The Trustees congratulated the team who had put this bid together.

Pricing Review

It was confirmed that the pricing review had included a benchmarking exercise against several other relevant organisations in the sector.

Restitution

The CEO provided background and an update on the current situation around restitution of objects from Sub-Saharan Africa arising from the report commissioned by President Macron. Although the report and recommendations relate specifically to French museums and artefacts it is obviously an issue that will have an impact for UK museums given our colonial past. It was noted that French museums are not independent from the government and that UK national museums are currently prevented by law from restitution with some exceptions. There is no current consensus of approach by UK museum with some considering a programme of restitution whilst others are being more cautious.

There aren't a huge number of relevant African objects within the Horniman's collections, the most contentious being the Benin bronzes which are currently on display.

The Horniman is proposing further research on the possible impact on our collections, led by our Anthropology curator Johanna Zetterstrom-Sharp, who has expertise in Africa. A scoping paper will be put together setting out the parameters for our collection to aid grant applications for funding of a six month post for someone to look into the collection in more depth. A report will be brought back to trustees for discussion. **Trustees approved this approach.**

It was agreed that it is important to move towards an ethical collections policy and that local communities should be consulted. The policy would need to be wide enough to cover all parts of the world.

The Chair reminded management that the Charity Commission should be included in the consultation as their permission would be required if we considered giving away valuable assets.

(Agenda item 7: HME was taken at this point during which Sarah Kemp joined the meeting and after which Nico Iacuzzi left the meeting)

Website

The tender for a new website has now closed, with c50 proposals received and the first round of interviews held. The new site is due to be launched in 2020. It was noted from the Digital Policy that blogs aren't being read very much and trustees questioned whether they were being published via Facebook. Management agreed to check.

The Chair noted that there was nothing about web content for children. It was noted that the Horniman site is considered to be generally for adults in preparation for a visit but it was agreed that further research would be done and discussed with the new developers.

Observations from the interviews were that the current site was considered to have strong content but was restricted by the architecture of the site. It was also agreed that the new site needed to have a structure that enabled it to evolve.

Fundraising

It was suggested that as significant corporate fundraising is unlikely to be available given our location, then there needs to be a concentration on individuals. Management reported that Prospecting for Gold have recently started wealth screening our database but that a 'case for support' was needed to follow it through effectively. This will be available once the Masterplan has been developed.

Trustees queried the impact of contactless donations on the willingness of visitors to gift aid on tickets. Management confirmed that the impact of contactless donations is being monitored but that currently no adverse effect had been noticed. There has been an increase in this type of giving and various types of new contactless donation points are being researched.

Projects

Trustees welcomed the 'lessons learnt' document and it was confirmed that these will be actioned by KW in conjunction with the Capital Projects Board.

Dashboard and Management accounts

Trustees reviewed these documents and commented that the narrative on the Management accounts was helpful.

4. Risk Register

The risk register was reviewed by the Board and the new risk noted. This relates to a problem regarding low water pressure which seems to coincide with a high volume of visitors. One of the consequences is the effect on the humidity in the Music Gallery which is a particular risk for the keyboard instruments. The museum is only currently served by a domestic water main and so one of the longer term options is to get this replaced. Other shorter term options are to put in an additional break tank and modifications to pipe work. These are being investigated with a view to implementing a solution in time for the busy February half-term.

Management gave an update on Estates resourcing which remains a red risk. The risks around Brexit and the contingency planning that the Horniman is doing were noted by the Board. Management are co-operating with DCMS by keeping them informed of possible impacts, although these are not currently considered to be major.

Trustees reviewed the other risks and agreed that the risk relating to restitution could be reduced to 'amber' following the earlier discussions and the fact that the impact on the Horniman was not likely to be high.

5. Planning documents

It was noted that the Chair and Chair of Audit Committee had already reviewed the Corporate Plan and Budget and fed in their comments.

In respect of the Corporate Plan management confirmed that intellectual and academic research was being incorporated into the Natural World Redisplay project. Trustees queried whether the use of immersive storytelling had been

considered as there is potential funding for this area of activity. Management confirmed that this is being investigated.

In respect of the budget, trustees commented on the erosion of salary differentials due to the continued increase in the London Living Wage above general affordable salary increases and noted that this would have an increasing impact on the budget in the next few years as this was addressed. Management confirmed that the impact of this and in particular the effect on staff morale was being monitored. Trustees suggested that this be included in the risk register.

The Director, Curatorial and Public Engagement outlined the changes in the ACE Activity Plan and other ACE documents.

The Corporate Plan 2019-22, the Budget 2019-20 and the ACE planning documents were approved by the Board.

6. Audit Committee

The Chair of the Audit Committee presented the minutes of the last meeting. The update of the Whistleblowing, Anti-Fraud and Anti-Bribery policies was noted.

A potential independent member of the committee has now been identified thanks to Hilary Carty. This should hopefully be confirmed at the next meeting.

The Committee discussed the Navigating Risk paper and agreed that the Chair of the Committee and CEO should discuss with the Chair of Trustees how the Board can re-look at risk on an annual basis. It was agreed that a discussion would be held before the next annual review.

7. Horniman Museum Enterprises

The draft Commercial Strategy was presented by Nico Iacuzzi who highlighted the fact that it is evolutionary rather than revolutionary. The intention is to focus on two areas where there is future leverage:

- Fine tuning the offer for current audiences.
- Maximising the utilisation of current spaces.

Future forecast increases are modest but don't reflect a lack of ambition. The opportunities arising from the Masterplan need to be added on when available.

Trustees commented that it is also important that the Commercial Strategy feeds into the development of the Masterplan. It was confirmed that this is part of the brief and will be discussed at the kick-off meeting.

The Chair noted the shift towards experiential spend and that the high level of repeat visitors means that there needs to be constant change in programming and activities. Management reported that this is a key focus of the

Programming Review which is currently underway. (The Baby Raves and Sleepovers are good recent examples of this.) The key criteria for future programming is being set as either income generating or developing new audiences. In relation to adult programming, individual event programming is now being looked at in conjunction with developing/working in partnership and potential fundraising opportunities are being examined.

Management were asked to supply trustees with dates of events as soon as they were available so they could put them in their diaries.

The commerciality of a guide book for adults was raised and it was reported that various options were being considered. Although it is not expected to be a significant generator of benefit, its value will lie in widening our appeal to adult audiences.

8. Loans/Disposals

The Board approved the following loans and disposals:

- Loan for *Fiji: Art & Life in the Pacific exhibition touring to Los Angeles*
- Loan to New York Asia Society for Comparative Hell exhibition
- Disposal D2017.13 transfer of 3 objects to the handling collection
- Disposal D2017.12 transfer of a further 4 objects to the handling collection

9. Focus on operational area

Kate Oliver (Head of Learning (maternity cover)) presented a session on the work carried out by the Schools Learning team.

10. Any other business

There was no other business.

11. Closed session

Senior management other than the CEO left the meeting at this point.

12. Dates of future meetings

10am 22 March 2019

1pm 4 July 2019

9.30am – 5pm Away day 10 October 2019

Minutes ref:	Action	Date due	Who by	Progress
2.2	Develop JD for young trustee	22.03.19	NM/ES	Proposal included in papers
3.	Paper on repatriation to be brought to the Board for discussion	Dec 19	NM	
4.	Reduce risk on restitution to amber	22.03.19	PT	Amended
5.	Include impact of LLW in risk register	22.03.19	PT	Included
6.	Discuss review of risks by Board	22.03.19	NM/ES/SK	Meeting arranged