

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 18 May 2017 at Battersea Arts Centre.

Present

Eve Salomon
Geoffrey Crossick
Hilary Carty
Caroline Cole

Bunt Ghosh
Nico Iacuzzi
Clare Matterson

Janet Vitmayer (Chief Executive)
Paula Thomas (Board Secretary, Finance Director)
Tim Corum (Director Curatorial and Public Engagement)
Victoria Pinnington (Director Communications and Income Generation)
Kirsten Walker (Director Collections Management and Special Projects)

1. Apologies for absence and conflicts of interest

Molly Jackson, Sarah Kemp, and Carole Souter sent their apologies.

No conflicts of interest were declared.

2. Minutes of the previous Board meetings and matters arising

2.1 The minutes of the Board meeting of 9 February 2017 were agreed.

2.2 Matters arising and action points

- Fundraising update: at a meeting of the Development Group it had been agreed to go ahead with the proposal for fundraising consultancy to identify individual donor prospects and to improve messaging. The cost of £15k was agreed and would be funded from reserves. Trustees were informed that the consultants will want to speak to some trustees and that the new Individual and Corporate Giving Manager would also like to speak individually to all trustees about being an advocate for the Horniman.
- All action points had not yet reached the completion date.
- There were no further matters arising not covered by the agenda.

3. Audit Committee meeting

The following highlights were noted from the minutes of the last meeting:

- DCMS had held a meeting for ALB Audit Committee Chairs. It is intended that it will meet twice a year and looks potentially useful.
- The draft Audit plan for 2017/18 had been discussed and agreed. This will be brought to the July Board meeting for approval.
- The Committee had discussed the need to appoint a new independent member and had agreed that someone involved in finance from the Higher Education sector or wider Visitor Attraction sector would be useful. However

no suggestions had yet been made and the Board were asked for any suitable names to be notified to the Board Secretary or CEO.

The Board noted that one of the unfortunate effects in relation to BREXIT, was that the Museums Exhibitions Tax Relief had been dropped from the Finance Bill in order to get it through Parliament before the General Election. As the CPS exhibition expenditure will take place entirely in 2017/18 this would lead to a loss of £80k in valuable funding. Although it is possible that this measure may be introduced again after the election there is no indication at this stage as to whether it will be back dated to 1 April 2017.

The meeting was informed that no other significant effects of BREXIT had currently been identified but it is being kept under review. Approximately 11% of staff are from other European Union countries.

4. Capital Projects Board

The minutes of the last meeting were noted.

It was reported that two of the four projects previously reported on had now been completed: the offices and Conservatory refurbishments.

The CPS project is well underway. There have been some ups and downs but it is progressing well, is still within budget and on target to be completed by Spring 2018. It is now moving into a phase where internal staff are having to take more of a lead. The Butterfly House has had various issues that have needed resolving. It is still progressing although the programme continues to change slightly and it is unlikely to open before early August. There have been no significant increases in cost above those previously agreed. A soft launch is planned for members but a larger, official launch has yet to be decided.

5. Management Report

The Chief Executive introduced the management report for January - March.

The main item to be brought to the trustees' attention was an update on the capital budget for 2017/18. There has been an increase in the budget due mainly to the delay in the Butterfly House and a need to prioritise new boilers for the South Hall which will be more costly than for the North Hall, which were originally in the budget. Trustees were assured that funding had been identified to meet the total forecast capital costs.

Matters raised by the trustees were as follows:

- The Visit England Gold Accolade should be celebrated and acknowledged as much as possible.
- New half-term activity/Easter Fair – these only seem to be bringing in additional income of approximately £2.50 and £1 per head respectively. Management agreed that the pricing policy needs to be looked at further as there is a need to make the most of additional footfall and the potential to generate more income.
- The shop performance is disappointing. It was noted that it was not trading to full potential throughout the year as there was a period of approximately two weeks when the shop was closed for a refit. Management confirmed that several measures are being considered to try to improve performance e.g. a

pop-up shop in Gallery Square. Questions had been included in the Visitor Survey, which will be presented to the trustees in July, and these may provide some insight. On the positive side, benefits are being seen from the new Retail and Admissions team particularly in the sale of the Kids Handbook.

- Management were congratulated on the success in the number of members.
- The reduction in the entry level for Benefactors was welcomed.

Dashboard

The dashboard was reviewed by the Board. The increase in overall visitor numbers for 2016/17 was surprising as it had not been expected due to the closure of two galleries. The fall in the 'museum only' visitors was insignificant.

Management accounts

The Board reviewed the Management accounts

The main highlight is the £126k surplus shown for 'Grant-in Aid and other unrestricted income' (p2) which is the amount that will be added to the unrestricted general reserves for the year. The surplus on 'Restricted income' (p4) largely represents CPS funding not yet utilised. The auditors have recently completed their audit and no significant adjustments are expected.

6. Risk register

The Board reviewed the Risk Register and noted that there were no new risks but that one risk had been removed. Some other risks had been amended slightly but there were no changes in the overall assessment of status. It confirmed that it was content that the register covered all significant risks.

A re-refresh of the risk register was suggested for the October meeting.

7. Any other business

a) Board appraisals

The Board decided to complete appraisal questionnaires annually and to have additional structured conversations on alternate years.

b) Trustee vacancies

It was noted that there are currently two trustee vacancies – both Horniman appointments. Although neither of these are urgent it was agreed that the appointment of someone with expertise in property development should be the first priority. Options for the other appointment were suggested as: someone younger e.g. a first trustee appointment and someone consumer facing, suitable for the HME Board.

Trustees were asked to send suggested names to the CEO.

c) Approval of bank facility

The Board agreed the attached resolution in respect of the facility letter from the Clydesdale Bank and it was duly signed by the Chair.

d) Approval of pay remit

The Board approved the increase in pay to be included in the pay remit submission to DCMS.

8. Date of next and future meetings:

- 1pm 6 July 2017
- 1pm 19 October 2017

PT
31/05/17

Summary of Action Points from Board meeting of 18 May 2017

| Minutes ref: | Action | Date due | Who by | Progress |
|---------------------|---|-----------------|---------------|---|
| b/f | Review of Butterfly Garden | Oct 17 | PT/VP | |
| b/f | Review Pension Fund annually | Feb 18 | PT/JV | |
| 3. | Notify Secretary or CEO of suggested names for AC | asap | All trustees | Discussed further at June AC |
| 6. | Risk Register refresh | Oct 18 | Board | |
| 7. | Notify Secretary or CEO of suggested names for trustees | asap | All trustees | A couple of names have been suggested and a list started. |

