

## **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 22 March 2019 at the Horniman Museum.

### **Present**

Eve Salomon

Hilary Carty

Geoffrey Crossick

Caroline Cole

Bunt Ghosh

Clare Matterson

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)

Michael Cooke (Arts Council England, Relationship Manager)

### **1. Closed session**

**The trustees agreed to advertise for a new trustee with senior Whitehall experience, and preferably with an understanding of digital policy within the cultural sector.**

Senior management and Michael Cooke joined the meeting after this item.

### **2. Welcome, Apologies for absence and conflicts of interest**

The Chair welcomed Michael Cooke to the meeting as the Horniman's ACE Relationship Manager.

Apologies were received from Sarah Kemp, Carole Souter, Simon Hesketh and Nico Iacuzzi.

No conflicts of interest were declared.

### **3. Minutes of the previous Board meeting and matters arising**

**3.1.** The minutes of the Board meeting of 7<sup>th</sup> December 2018 were agreed and signed by the Chair.

**3.2.** Matters arising and action points

- It was noted that at the last meeting it had been agreed that the Horniman would move towards an Ethical Collections Policy. This will be added to the Actions and brought to the Board at the same time as the paper on repatriation.
- All other action points had either been completed or covered elsewhere in the agenda.

#### **4. 10 Year Framework update**

David West from Studio Egret West (SEW) joined the meeting for this item and gave a presentation on the latest ideas in the development of the 10 year Framework.

The trustees found the ideas exciting and made the following general comments:

- Whatever changes or additions are made, it needs to still feel like the Horniman.
- The overall vision for the Gardens needs to be considered.
- There are lots of options and dependencies need to be identified.
- The idea of linking several of the buildings is good but is partly dependent on whether the proposal regarding the SCC move to Kidbrooke goes ahead. This is in turn dependent on funding from DCMS in the next Comprehensive Spending Review, the outcome of which will not be known until the Autumn at the earliest. How will this affect the Framework?
- The main consideration should be what we offer the public but staff accommodation and issues like storage are also important
- Some of the issues need to be tackled more urgently than others e.g. buggy parking.
- There are potentially a lot of additional catering outlets. This needs to be considered commercially and a business case developed. Similarly for other suggested income generating ideas.
- The idea of a Brasserie wasn't thought to be a viable option.
- The opportunity should be taken to add additional infrastructure and services to support future pop-ups etc.

It was noted that the first part of the 10 Year Framework is the Natural History Gallery redevelopment which falls outside the scope of SEW's brief.

#### **5. Management Report**

Updates were given and discussions held in the following areas:

##### *Comprehensive Spending Review*

The Comprehensive Spending Review is still expected to be carried out this summer and the outcome announced in the autumn. In terms of the Resource budget DCMS are hoping for inflationary increases but they will be asking us to model cuts of 2% and 8% per year over 5 years. Trustees agreed that 2% cuts would be difficult but the organisation would still be viable but that this would be unlikely at 8%. In terms of capital, DCMS are working from a zero base line and putting together business cases for various needs highlighted by the museum sector. The Horniman has been asked to provide business cases for buildings maintenance backlog and collections storage. The latter is being put together in conjunction with Royal Museums Greenwich. The aim is to release surplus funds from the sale of the current SCC site to use for development of other parts of the 10 year Framework. The amount of the surplus depends on the level of any DCMS grant.

Trustees agreed that it is important to develop a collaboration which reduces dependency and is more attractive to stakeholders and that, subject to the

DCMS being able to contribute significant funds to co-locating storage with RMG in Kidbrooke, this option should be pursued in priority to relocating the collections to Forest Hill, although the advantages of this should also be evaluated.

#### *Monkey Business – Temporary Exhibition proposal*

Management explained that this is a family friendly exhibition, produced by National Museums Scotland and is a good fit for the Horniman. It currently lacks some inter-actives but these can be added. Visitor numbers are not likely to be as high as Brick Wonders but are still expected to be good. It was agreed that it is the best option available at the moment and was **approved by the trustees**.

#### *Goldsmiths takeover - Late*

Staff at the Horniman worked with staff and students at Goldsmiths over a 6-9 month period to produce this event, which included a series of new installations in the galleries. It proved to be a very interesting event with attendance at near capacity. It was high quality and lots of positive feedback had been received. The Horniman is looking to work with other similar institutions to help bring in new audiences. Trustees congratulated the team.

#### *Water pressure issues*

A report had been received from professional advisors which gave short term and longer term options. Design development is being done on short-term options but more work needs to be done to identify all elements of the problem. DCMS have informed us that they are about to announce an emergency repairs fund of several million pounds and have indicated that this would be a good candidate for funding.

**Trustees gave approval for expenditure of up to £100k** to be funded in order of priority from the DCMS emergency fund, the capital GIA allocation for 2019-20 or, as a last resort, reserves. It was agreed that if further funding was required then the Chair and Chair of Audit Committee are delegated to discuss and agree if appropriate. The Finance Director confirmed that there were sufficient reserves to cover this current commitment.

#### *Staff Restructure*

The CEO outlined a plan to restructure one area of staffing to rebalance responsibilities and improve operations. This was **approved by trustees**.

#### *Dashboard and Management accounts*

Trustees reviewed these documents and commented that the narrative on the Management accounts was helpful and conveyed a positive and reassuring note.

## **6. Risk Register**

The risk register was reviewed by the Board and the new risks noted. It was agreed that the risk in relation to the London Living Wage (LLW) should

include the impact on staff morale and thought should be given as to how this should be managed.

It was explained that risk C1 Delivery of the Fundraising Strategy has increased as it is almost the year end and it is clear that the target won't be met. However the shortfall is covered by surpluses in other areas of the budget and so doesn't have a significant effect.

It was agreed to remove risk D2: *Failure to adapt to changing expectations of a changing 21<sup>st</sup> century museum* as this risk was now low due to the development of the Framework, and risk C5: *Failure to address outstanding Butterfly House issues in 17/18 lead to pressure on capital budgets in 18/19* as this risk is time specific.

## **7. Trustee recruitment**

The CEO introduced a paper on the proposed recruitment of young trustees. It was agreed that it was essential to look for the right skills e.g. digital, or arts, and not just 'youth'. It was also suggested that the recruitment process should be opened up and that it would be good for SMT and the Chair to do some warming with likely audiences before advertising. It was agreed that there should be some flexibility over the length of term and suggested to advertise as 'up to four years' but with a discussion at the beginning and then again after one year.

## **8. Audit Committee**

It was reported that a new independent member, Roma Dibua, had joined the committee. A presentation had been made by the Head of Estates regarding this area of risk and how these were managed. The committee had found it very interesting and a useful insight into the layers of risk.

## **9. Capital Projects Board**

The main areas of discussion during the quarter, other than the 10 Year Framework, had been the Aquarium chillers, which were almost complete, and the Butterfly House path. It was noted that the latter is now muddy again and needs to be brought to the top of the agenda for resolution. The timing will be discussed with the contractor and Visitor Services.

## **10. Horniman Museum Enterprises**

The CEO presented the minutes from the last meeting and reported that the picture is reasonably good for the year, with results likely to exceed the last forecast and be close to the original budget. The shop profits have been affected by the LLW on most of its staff. Consideration is being made to moving the Farmers Market to Sunday. Affected groups have been consulted and have been generally supportive. Venue hire is doing well thanks to the

hard work of the team. The café reported sales up by more than 40% during half term week and the Goldsmiths event. Plonk Golf is being installed for a longer period this year, from April to October, following last year's success.

## **11. Disposals**

The Board approved the following disposal:

- *D2018.8 Sectioned shell*

and endorsed the steps taken in respect of the following:

- *D2018.2 A group of 73 Japanese drawings*

## **12. Focus on operational area**

Jo Hatton, Natural History Curator, presented an outline of the current concept which is being developed for the Natural History Gallery.

Trustees gave the following feedback:

- It should try not to present a too negative story.
- There should be inside/outside links.
- Consider bringing in some human elements in to show engagement with the natural world.
- Consider the use of digital technology.

## **13. Any other business**

Michael Cooke reported that ACE is about to publish the first draft of its 10 year strategy for consultation and was inviting responses from as many museums as possible. The Chair asked that when it was published it should be circulated to all trustees with a reminder that all are invited to respond. It should also be put on the agenda for July's meeting.

Trustees congratulated management on the Horniman's shortlisting for the Museum and Heritage 'Permanent Gallery of the Year' award.

## **14. Dates of future meetings**

3pm 4 July 2019 at Blue Fin building, Southwark, followed by dinner at local restaurant.

9.30am – 5pm Away day 10 October 2019

<b>Minutes ref:</b>	<b>Action</b>	<b>Date due</b>	<b>Who by</b>	<b>Progress</b>
b/fwd	Paper on repatriation to be brought to the Board for discussion	Dec. 19	NM	
3.2	Ethical Collections Policy to be brought to the Board for discussion	Dec. 19	NM	
13	ACE 10 year strategy to be circulated to trustees	May 19	PT	