

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 6 July 2017 at Horniman.

Present

Eve Salomon
Geoffrey Crossick
Caroline Cole
Bunt Ghosh
Molly Jackson

Nico Iacuzzi
Sarah Kemp
Clare Matterson
Carole Souter

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

Hilary Carty sent her 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 18 May 2017 were agreed.

2.2 Matters arising and action points

- 3. One name had been suggested as a possible Audit Committee external member. Meanwhile it had been agreed that the person should preferably be a qualified accountant. Terms of reference for the role are being drafted and it will be advertised on the ICAEW volunteering website.
- 7. The Chair informed the Board that Molly had decided not to put herself forward to be appointed for a second term, due to the pressure of other commitments. The October meeting will therefore be her last. Sarah has agreed to serve for another four years and Geoff for one initially. It is therefore important that new trustees are found relatively soon. As previously agreed one of these needs to have experience of commercial ventures so they are suitable for appointment to HME. Another would ideally have property experience. Two names had been suggested and these will be followed up by the Chair.

The Chair also pointed out that her term of office ends in July 2018 and at this stage it is unknown whether DCMS will agree to extend this. This becomes a potential problem of continuity as the CEO will be leaving at the end of March. There were no other matters arising.

2.3 Notes from Away Day

These are provided for information purposes.

2.4 10 Year Vision Document

The trustees approved the revised draft for issue internally, subject to a minor amendment on page 4 in relation to the aquarium.

The Board discussed its use for external purposes. It was agreed that it could be put on the website quietly and that it might be useful to produce a pamphlet or similar for use with donors. Other uses would be considered by the marketing team.

3. Management Report

A brief outline of the Indian Summer Late event on 13 July was given and all trustees + 1 invited to attend.

An update was also given on the Shared Ambitions programme.

The following matters were also discussed:

- A note of caution was given on future funding from ACE. Lottery income continues to decline and this is a concern. ACE are dependent on this income and hence their funding could be hit.
- It is good to see that 37% of visits are from first time visitors.
- A question was raised about how the 'Digital best practice' list can be used for benchmarking. This is in progress
- The good results from sales of the Kids Handbook were noted.
- Membership results are very good, especially the 73% who pay by direct debits. Fundraising are now working to convert some of these to Benefactors. Conversion to legacies is also on the team's work plan.
- Fundraising: It would be useful in future to provide feedback when a major fundraising bid hadn't been successful.
The Friends bid is likely to bring in £60-70k.
We expect to hear from Garfield Weston around September, similarly for Esmee Fairburn.
The new Trust and Foundations fundraiser is now looking to see if there are any other possible funders to apply to or some we weren't successful with first time round and who might welcome a reapplication.
The target for public fundraising is £30k. This is being reviewed.
- The revised pricing for schools sessions has been implemented following thorough benchmarking and represents only a small increase.

The Board reviewed the Management Accounts to end of May 2017, noting that there were no profiled budget figures as it had previously been agreed that these would only be provided quarterly. There were no significant concerns at this stage of the year.

4. Risk Register

The Board reviewed the Risk Register and noted that there was a new risk relating to excess heat in the IT server room. Management provided assurances that plans are in place to address the issue. The meeting noted the movements in other previous red risks and commented that although still 'amber' they are moving in the right direction.

The Chair asked that in view of the comments of the Audit Committee under agenda item 6, the pension scheme needs to be kept under review.

The meeting also requested that cybersecurity be specially mentioned under the more general security risk.

Given the comments regarding the Lottery in item 3 above the meeting wondered whether this should be included in a risk relating to future funding. Another possible risk identified is that of the CEO and Chair leaving close together. It was agreed that management should assess the risks and amend the risk register as appropriate. A re-refresh of the risk register will be carried out at the October meeting.

5. Capital Projects Board

The Chair of the CPB reported on the progress since the last Board meeting. The minutes of the June CPB meeting show several issues with the CPS Project, but at the last meeting on 3 July considerable progress was reported and the project is now on track. The internal works are also going well.

The Butterfly House is still progressing slowly, with further issues being identified at the last minute. Although these are all under control it is not yet possible to agree an opening date with certainty. The CPB had agreed that it would be useful to have a session on lessons learnt for future projects where time is of the essence.

A report had been received on plans for the Greenwich Peninsular. The CPB were of the view that things will move very slowly and are unlikely to change significantly in the immediate future. The advice of the CPB was that we should just continue what we are doing in relation to the SCC site, but in the meantime the Board could reconsider other possible areas of property development.

It was agreed that once the current projects have been completed management should be asked do some strategic thinking about whether it's worth bringing everything together on one site.

The Chair asked what the position was regarding the transfer of the Nature Trail from Lewisham. The Secretary was asked to chase the lawyers.

6. Audit Committee

6.1 Annual Report

The Chair of the Audit Committee presented the Audit Committee's Annual Report to the Board. This summarised the Committee's work for the year and recommended acceptance of the financial statements to the Board, based on its own consideration of the financial statements, internal audit findings, the audit report issued by the external auditors which indicates an unqualified audit opinion and other sources of assurance.

The Committee had been particularly pleased with the internal audit reports. The Chair noted that under the Events report 1.42 recommended that the Programme Plan should be aligned with the Audience Development plan and suggested that this should also include an Income Generation plan.

The Chair of the Audit Committee reported that the Committee had been pleased with the way management had responded to the recommendations in the report. The external auditors had commented that the organisation needs to be clear about which events are purely commercial and therefore need to be accounted for via the trading subsidiary. Staff confirmed that they were clear on the point.

The Board considered the procedures in place to give trustees confidence that they have fulfilled their statutory duty of disclosure to the Auditors and agreed that the letter of representation to the Auditors should be signed on behalf of the Board by the Chair and Accounting Officer.

The Chair of the Committee confirmed that the Audit Committee was happy with the service provided by both the internal and external auditors.

The Health and Safety annual report was noted by the Board.

6.2 Minutes of meeting on 15 June 2017

As well as considering the matters in 6.1 above the meeting had agreed the Internal Audit Plan for 2017/18. This was duly approved by the Board.

The Chair of the Audit Committee reported that both external and internal auditors had been asked to check if there was anything in the 'audit universe' which the Committee should be considering.

The meeting noted that the internal audit contract is due to retender in the autumn.

7. Reserves Policy

The Board reviewed the Reserves Policy, which had been considered and recommended by the Audit Committee, as follows:

- The continued designation of £600k for the Museum Development, specifically the CPS project.
- Increase in Free Reserves to £900k

There was a discussion on whether there was still a need to hold a portion of reserves for possible cuts in public funding given the recent success in the ACE NPO application. It was agreed that given the flat lining of both GIA and ACE funding and the concerns re Lottery receipts this was still appropriate, although £500k should be considered the minimum level of reserves.

The Board approved the Reserves policy

8. Annual Report and Consolidated Financial Statements

The Board reviewed and approved the Annual Report and Consolidated Financial Statements for the Horniman Public Museum and Public Park Trust for the financial year 2016/17 subject to a small amendment in the wording of the Reserves Policy.

Thanks were expressed to the Executive and Finance teams for an excellent report.

The Chair of the Audit Committee left after this item.

9. Visitor Survey

The Marketing Manager gave a presentation on the results of the Visitor Survey.

The following matters were discussed:

- The lack of visitors in the 16-24 age group, compared to the benchmark. It was suggested that trustees think strategically about whether this is an audience we want to attract. If so it would require a different approach and more targeted work.
- Ethnicity – we are now similar to the London benchmark in this area whereas we have historically been above it. It was suggested that this could be to do with the benchmark group and the relative numbers of overseas visitors.

- Satisfaction is still very high but is now more skewed towards satisfied rather than very satisfied. How does this break down between first time, regular and lapsed visitors? Is it possible to get any more colour e.g. what visitors didn't like? It was noted that this is captured in comments cards.
- Motivation for coming – the main motivation percentage for 'intellectual' seems low but is one of the secondary motivations. Again it was asked if motivation could be broken down between first time, repeat and lapsed visitors. A reminder was given that the sample sizes may not be large enough for such a breakdown to be meaningful.

The Chair suggested that it might be useful to have a further discussion and follow up on some of the additional information requested at the next Board meeting. This would give SMT opportunity to fully consider the outcome of the survey and identify anything that might require us to act differently and how it fits in with the 10 year Vision.

10. Annual Monitoring Reports

The Board received and noted the dashboard and reports for 2016/17 monitoring key achievements, visitor numbers and workforce data.

The Board approved the ACE annual outturn report for 2016/17.

11. Horniman Museum Enterprises

The annual report was presented by the Nico Iacuzzi, HME director.

Highlights include:

- The cafe results are very good and further improvements are expected now that the Dutch Barn kiosk is in operation and once the Butterfly House is open.
- Venue results were also very good. In particular the performance of Suzanne James was much improved.
- The shop underperformed due to a number of factors and some attention is required in this area, although the Board should recognise the limitations. The introduction of own branded goods has improved margins and the change in staffing is also proving beneficial. April and May results are showing an improvement in trading with the same period last year.

12. Disposals

The Board approved the list of disposals presented and noted that the reason for the Natural History and Musical Instruments disposals was to sort out historical issues with the handling collection. There will be a similar batch of Anthropology objects coming to the next meeting which were accessioned in error and need to be de-accessioned to be used as props in the CPS Project.

13. Any other business

The Board were informed that the HME Corporate Venue Hire Brochure will be emailed to trustees shortly to share with contacts.

14. Date of next and future meetings:

- 1pm 19 October 2017 AGM followed by Quarterly meeting
- 8 February 2018
- 17 May 2018
- 5 July 2018

PT
10/07/17

Summary of Action Points from Board meeting of 6 June 2017

Minutes ref:	Action	Date due	Who by	Progress
b/f	Review of Butterfly Garden	Oct 17	PT/VP	Preliminary review included in Mgt report.
b/f	Review Pension Fund annually	Feb 18	PT/JV	
b/f	Risk Register refresh	Oct 17	Board	On agenda
5.	Chase lawyers re NT transfer	July 17	PT	Verbal report at meeting
9.	Follow up info and discussion on Visitor Survey	Oct 17	VP	Included in Mgt report

