

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 9 February 2018 at the Horniman.

Present

Eve Salomon
Hilary Carty
Geoffrey Crossick
Caroline Cole
Bunt Ghosh

Simon Hesketh
Nico Iacuzzi
Sarah Kemp
Clare Matterson
Carole Souter

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

1. Welcome, Apologies for absence and conflicts of interest

The Chair welcomed Simon Hesketh to the Board.

No apologies were received.

The Board noted the following as possible future conflicts of interest:

- Sarah Kemp – Arts Award is a qualification of Trinity of which Sarah is CEO. Arts Council England (ACE) have made it compulsory for NPOs to do one of three qualifications which includes Arts Award. There is no conflict at present.
- Simon Hesketh – his company has a financial interest in a company next to the Study Collection Centre (separated by a dual carriageway). There is no conflict at present.

2. Minutes of the previous Board meeting and matters arising

2.1 The minutes of the Board meeting of 19th October 2017 were agreed.

2.2 Matters arising and action points

- DCMS have approved the Chair's reappointment for another term of 4 years.
- DCMS are trying to improve the governance of Arm's Length Bodies (ALBs) and have recently sent round a questionnaire about appraisals. The Horniman is generally compliant but needs to appoint a non-executive Director to be responsible for the Chair's appraisal. It was agreed that Carole Souter would carry out this role.
- An update had recently been received from the lawyer regarding the Nature Trail. The transfer is close to being concluded. The Lewisham

Council is currently considering some amendments which have been made to the transfer form.

3. Audit Committee meeting

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

- The wider 'audit universe' will be considered at the next meeting as part of the discussions about the 2018-19 Audit Strategy.
- The committee will also be keeping pensions under review.
- There had been a robust discussion on IT following the internal audit health check. A revised report is being produced and will be discussed further at the next meeting.
- There has been no progress on finding an independent member of the Audit Committee. The Chair of the Audit Committee has connections with Saxton Bampfylde and has asked Ed Bampfylde to see if he can find someone suitable.
- It was agreed to reappoint Moore Stephens as Internal Auditors.

4. Capital Projects Board (CPB)

4.1 The following points were noted from the minutes of the last meeting:

- The World Gallery is progressing well. The final account for the construction work is being finalised, cases have been fitted and the mounting and installation of the objects is now underway.
- The North Hall ceilings repairs are also well underway. There have been some additional unforeseen repairs which have added slightly to the budget and timetable.
- The South Hall boilers have been deferred to 2018-19 due to asbestos being found and insufficient time to remove it before the winter.
- Plans to relocate the server room led to discussions over whether going over to cloud based IT services would be a better solution. It was noted that due to the Horniman's main type of funding and many business applications used, there were several issues to consider including capital v revenue cost and security. It was agreed that the Audit Committee would follow this up with a wide ranging discussion and possible involvement from an external company.
- The Butterfly House is performing well as outlined in the management report. There are still some issues to be resolved re the building and surrounding areas, the main one being the path inside the Butterfly House which is undulating. Quotes are being obtained to rectify this and the company who put it in is also being approached. A retention of circa £17k is still available.
- The appointment of an architect, who can advise and act as a critical friend is being pursued.
- A 10 year Building and Maintenance plan has now been completed and is very comprehensive and impressive.

4.2 A summary of key Building maintenance requirements for the next four years was reviewed by the Board. The main points noted were as follows:

- 2018-19 – The South Hall boiler contract has already been approved. The Aquarium chiller plans still have to be finalised and put out to tender therefore the cost is still an estimate. Funding has already been sought for the boilers from one of the environmental trusts but was unsuccessful. Further bids will be investigated but it was acknowledged that fundraising for these type of projects was difficult unless wrapped into a bigger project.
- 2019-20 – The North Hall boiler is very old. It currently works fine but is inefficient. This could possibly be wrapped up in a bigger North Hall project. A query was raised as to whether refurbishment of the lift would need to be done sooner given its importance and recent incidents. Refurbishment of visitor toilets was also raised. It was reported that refurbishment of the Café toilets is currently out to tender for completion in 2017-18. It was noted that SMT and Estates resource were limited and therefore expert external advice and assistance should be brought in as necessary for future projects. Management agreed to review the area of Estates resourcing given changes in recent years.
- 2020-21 – The front elevation needs to be monitored in 2018-19 and then an expert consulted to establish what work needs to be done.
- It was agreed that a masterplan was required. The new CEO is expected to present his vision for the future at the October meeting and this should feed into it.

4.3 The Board appointed Simon Hesketh as a member of the Capital Projects Board.

5. Horniman Museum Enterprises

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

- The contracted out areas are performing very well. Suzanne James revenue has reached circa £80k and seems to have overcome the problems of two years ago. The Café is the best performing area of business and the highest level of commission was reached during the year.
- Other spaces are now been looked at to see how other venue hire income can be increased.
- Retail is performing better than last year. The Butterfly House has increased sales but performance over the winter months has been slow.
- All areas of current business are only likely to improve gradually and the next step change needs to be identified. The Board is looking for someone to come in to bring new ideas. A suggestion had been made to bring in someone from a successful visitor attraction and it was agreed that this should be pursued with the aim of co-opting them to the HME Board. It was decided to leave the main Board appointment for the time being.
- The 2018-19 budget had been reviewed in the light of 2017-18 results to date and it looked likely that the budget figure was overstated by approximately £30k. It was agreed that the budget should not be amended for the time being but should be considered mid-year in conjunction with other forecasts.

- Discussions had been held with the Café re the use of plastics and they were are looking at various ideas to reduce the use of plastic in as many areas as possible.

6. Management report October – December 2017

The following matters were highlighted by the CEO and comments made by trustees:

- The Spending Review is due to commence in 2019. DCMS have commissioned some external research to feed into this, which we have been fortunate to have some input into.
- The Horniman has been nominated as one of the top ten ‘coolest’ museums as listed in the New York Times for Kids. This along with the Merman going to New York on load for the Harry Potter exhibition was good for raising our profile. It is essential that our social media is picking up anything relevant.
- Congratulations were given for the volunteering work being done. It was recommended that the exemplary practice should be made more widely known.

The Management accounts for the nine months to 31 December 2017 were reviewed by the Board. It was noted that the latest forecast shows that the yearend position is looking good overall and that there are no major concerns.

The Board reviewed the dashboard.

Trustees noted that the results of the staff survey showed a big improvement and were very impressive.

7. Fundraising strategy

The Fundraising strategy was introduced by the Director Communications and Income Generation. Thanks were expressed to those trustees who had provided input. Corrections to the table of historical data were noted.

There was a wide ranging discussion covering levels of ambition, availability of resourcing, different types of funders to target. It was recognised that some previous good sources of funding i.e. trusts and foundations were under a lot of pressure and that others e.g. corporates were changing the way they gave to charity. It was recognised that increasing resourcing could potentially lead to much better results but that this was high risk.

It was noted that a long lead time is required for corporate sponsorship and for developing relationships with funders for programming and projects. It was suggested that a document is developed showing everything that’s coming up in the next few years that could potentially be fundraised for, similar to the Building and Maintenance 4 year summary, but for a longer period.

The Board approved the strategy and thanked the Director Communications and Income Generation for her work on it. They agreed that all trustees will try to participate where possible.

8. Risk Register

The risk register was reviewed by the Board and the new risks noted. An approach to the staff salary settlement was agreed (C6).

An additional risk was suggested: that key staff could potentially be overloaded by new initiatives. It was agreed that the risk register could be expanded to include this.

9. Planning documents

The CEO provided an introduction to the ACE suite of documents. It was noted that these had been reviewed by the Chair and Hilary Carty on behalf of the Board before submission.

It was noted that the 10 Year Vision document had been included to provide a reference point for the Corporate Plan.

The Trustees agreed that the Corporate Plan was an inspiring document. It was suggested that in future 1.3 Key Activities should include a paragraph on Adults to complement the one on Children and Young People.

The 2018-19 Budget was presented by the Board Secretary, who outlined the risks. The budget is very tight but it was noted that it doesn't take account of any income from the Museums Exhibitions Tax Relief, which has yet to be calculated.

The Corporate Plan 2018-22 and Budget 2018-19, as submitted to ACE and approved by delegated powers, was ratified by the Board.

10. Future capital development

Simon Hesketh outlined his view of the current situation in the Greenwich Peninsular in relation to the Study Collection Centre.

It was agreed to commission a professional report on the development and planning constraints in the immediate vicinity e.g. the gas holder and the chemical storage facility. An ad hoc sub-group of the Chair, Caroline Cole, Simon Hesketh and Nick Merriman would consider the report, options and next steps and bring back to the Board.

11. Loans

The Board approved the following loans:

11.1 Anna Atkins photographs to the New York Public Library

11.2 Ningyo Merman to the British Library exhibition Harry Potter: A History of Magic touring to the New York Historical Society.

11.3 Bronze Ming Dynasty Arrow Vase to Trinity Laban Conservatoire of Music and Dance as part of the Object in Focus loans programme

12. Any other business

It was noted that this was the CEO's last Board meeting. The Board extended their appreciation for the tremendous work she had done over the years and agreed that she will be greatly missed.

13. Dates of next meetings:

The meeting was informed that in the new funding agreement with ACE would require future Corporate Plans and updated activity plans to be approved by the Board by 1 January each year.

It was decided that the dates of future Board meetings should be rearranged to fit this timetable. It was agreed that the May meeting should be cancelled and that the pattern of future meetings should be:

July
October
December
March

The Secretary was asked to circulate possible dates.

Minutes ref:	Action	Date due	Who by	Progress
4.1	AC to follow up on IT	July 18	SK/PT	Verbal update at meeting
4.2	Resourcing of Estates to be reviewed	Oct 18	KW	
	Masterplan to be put together	Oct 18	SMT/NM	
7	Prepare longer term plan of possible programming and projects for fundraising	Oct 18	TC/VP	
11	Commission report on planning and development constraints around SCC	July 18	SH/KW	Verbal update at meeting
	Review results and propose next steps	Oct 18	CC,SH,NM	