

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 12 February 2016 at the Horniman Museum.

Present

Eve Salomon (Chair)
Judy Beard
Geoffrey Crossick
Sarah Kemp
Clare Matterson
Clare Paterson

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)
Sue Barnard (ACE relationship manager)
John Higgins (Research Associate, Ashridge) from item 7

1. Apologies for absence and conflicts of interest

Apologies for absence were received from Hilary Carty and Molly Jackson.

The Chair welcomed Sue Barnard to the meeting.

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 15 October 2015 were agreed and signed by the Chair.

2.2 Matters arising

- 2.2 It had been agreed that since it was difficult for members of the Youth Panel to attend a Trustees' meeting the Chair would attend one of their meetings.
- 2.2 A report on membership renewal rates for another organisation had been supplied and would be used for benchmarking.
- 2.3 The Chair updated the meeting on Trustee recruitment.
We will shortly be advertising for a trustee to fill our own vacancy, with experience in the cultural/heritage sector and across Whitehall. This appointment should be made in time for the May meeting.
During the Secretary of State's recent visit to the Horniman the Chair briefed him on the type of roles we were looking to fill. Job descriptions have been agreed with DCMS for trustees with the following experience:
 - Corporate investment/finance
 - Property stewardship and development
 - Influential networks relevant to the Horniman and ability to fundraise and act as an advocate

These are now being put to ministers and will be advertised as soon as possible. They will only be advertised on the DCMS website, the Public Appointments website and our own website and trustees were encouraged to use their own networks to publicise them further. The trustees will be sent a link to a tweet and website when they go live.

- 3. An internal review meeting had been held with Suzanne James and she had also attended the HME board meeting. At the review meeting the reasons why 2015-16 results were below target were explored, but there appeared to be no clear reasons other than upheaval to the business caused by an office move and kitchen refurbishment. Targets for 2016-17 have been adjusted and bookings are already up on last year and near target. Some additional initiatives have been agreed to increase revenue further:

- Increase in prices from 2017-18
- Introduction of three time slots for short lets on a Friday
- Development of high end, Horniman themed, children's parties.

The contract with Suzanne James is due for renewal in 18 months and is currently being reviewed.

- 7.2 Further research is being carried out into the provenance of the mask involved in the repatriation request. It is more complicated than we were previously aware. This will be brought back to the May trustees' meeting.

3. Audit Committee

The Board agreed the Audit Committees' recommendation for the re-appointment of Kingston Smith as the external auditors for five years with effect from the audit of the accounts for the year ended 31 March 2016.

The Chair of the Audit Committee reported that during their interview Kingston Smith had raised a couple of issues arising from the new Charities SORP implementing FRS102 which trustees should be aware of:

- The going concern of an organisation will now have to be assessed over a three year period rather than twelve months previously. This could be a challenge towards the end of a CSR period.
- Charities are encouraged to develop and use impact reporting. The Audit Committee proposed considering this further at their next meeting with the help of the auditors and to prepare a paper for the May trustees' meeting. The Board agreed this approach and commented that this was also something that should be considered in the ten year strategy.

The Committee had noted the request referred from the last Board meeting to consider whether the Board is getting the right information from management. As the Chief Executive wasn't at the meeting it was agreed to defer this until the March meeting.

4. Management Report

The Chief Executive introduced the management report for October - December and updated the trustees on the following issues:

- (i) DCMS have now informed us of our capital allocation for the CSR period. We have been successful in our bid for funding for a couple of ongoing capital requirements in 2016-17: repair of some of the ceilings with Clinker concrete and refurbishment of the Conservatory, making it more weather proof and enabling year round usage. Details of work to be done and costs will be brought to the May meeting along with the outline of the rest of the capital budget for Board approval. The allocation for the other four

- years of the CSR is minimal but we have been informed that there may be opportunity to make bids for funding for specific projects each year.
- (ii) The Wolfson Foundation have awarded us a £250k grant towards our CPS Project. This is a great start upon which to build our fundraising for the project. *The Board congratulated the lead curator and senior team on this achievement.*
 - (iii) The visit from the Secretary of State on 27 January had gone very well.
 - (iv) We were pleased to secure a grant of £40k from the Grants for the Arts programme for our Brazil 2016 summer festival. This is being developed in collaboration with partners in Brazil and in the UK. The next international creative programme will concentrate on India and we are now in the initial stages of developing collaborative links with people on the ground there. The Director Curatorial and Public Engagement is shortly going to India with the British Council and it was agreed that on his return he would have discussions with two of the trustees, who have connections with India, to help progress this.
 - (v) Project Coral is going from strength to strength, with increasing profile and fundraising. *The Board sent its congratulations to the Aquarium Curator and the Individual Fundraising Manager.* It was agreed that we need to consider how to make more of the project visible to the public on site.
 - (vi) The HLF Stage 2 bid was submitted in December. There was a site visit last week with a presentation of the designs and this was very positive. The HLF decision is due at the end of March.
 - (vii) The Board commented on the range of work undertaken by Learning and sent their thanks to the Learning team for all their cutting edge work
 - (viii) The pay offer has finally been agreed by the union and can now be implemented subject to the hearing of appeals on the spot rates for some individual roles.

Trustees reviewed the content of the **KPI Dashboard** and the following points were noted:

- ‘other charitable income’ consists mostly of income from schools, events, family activities and other irregular income. The reduction in income comparative to last year is largely due to the early ending of some Lewisham apprentices. It was agreed that this category of income should be subdivided further in future so that regular activities are separated from irregular income.
- ‘Commercial’ – it was agreed that it would be useful to put budgets in for comparative purposes in the future.
- The website and social media figures are tied into the Digital Strategy. It was agreed that the Digital Media Manager be asked to attend the July meeting.

Trustees reviewed the **Management Accounts** and the following points were noted:

- Fundraising targets were adjusted as part of the revised budget approved by trustees in October 2015.
- The savings in the Business Development budget is largely due to the non use of the contingency.
- A revised forecast carried out in January shows a likely surplus of circa £100k.

5. Fundraising Strategy

The Director Communications and Income Generation (CIG) introduced the Fundraising Strategy update, which outlined a review of the first year's performance and makes recommendations for revised projections which show a more balanced trajectory on growth. A decision had been made not to replace the Head of Fundraising, but for fundraising staff to work directly to the Director CIG and with the CEO. The Senior Management Team will work on major bids.

The trustees endorsed the update and commented that there was a sense of recovery and sensible targets.

The Board expressed concerns over the capacity of the Director CIG and it was reported that a new Marketing and Communications Manager is being recruited to take over some of the responsibilities. The position regarding staffing and targets will be reviewed again in six months and management will report back to the Board in October.

It was agreed that it would be useful to document lessons learnt.

Management updated the Board on the progress made with the Friends. Positive discussions have been held with their Chair and other trustees and they are considering the move into our membership scheme. Details are being worked on but the process and timetable is not straightforward. There is a meeting in March and the aim is to try to get a resolution agreed to propose to the Friends at their AGM in July. The CEO and CIG team are working to try to help them achieve this. The Chair offered to attend the Friends AGM if it would be helpful.

6. Risk Register

The Board reviewed the Risk Register and confirmed that it was happy that it covered all significant risks.

The following points were noted with regard to specific risks:

- *There is no succession planning in place for key posts (B3)*. The previous risk which related solely to the Chief Executive has been updated following the Internal Audit report on Succession Planning. Responsibility for management of the risk has moved to the senior management team
- *Failure to invest in building infrastructure (B6) and Changes to pay and other terms and conditions could lead to employee relations issues (B7)* – are both currently shown as 'red' but can now be reduced to 'amber' given the DCMS capital allocation for 2016/17 and the successful outcome of the pay negotiations.

7. Corporate Plan 2016-19, Budget 2016-17, ACE Annual Plan 2016

7.1 Corporate Plan 2016-19

The Chief Executive presented the proposed corporate plan for 2016-19. Trustees reviewed the plan and noted the key risk of not renewing our ACE Mpm funding from 2018-19. The next funding round starts in the Autumn 2016.

The plan was approved subject to the inclusion of more on the Horniman's role as a Creative Hub. The final plan will be published on the Horniman's website.

The Board noted the favourable CSR settlement from DCMS and instructed the Chair to write to thank the Chancellor of the Exchequer.

7.2 Budget 2016-17

The proposed budget for 2016-17 was introduced by the Finance Director. It had been prepared on the basis of the allocations notified by both DCMS and ACE. Two main areas of risk have been identified:

- Fundraising targets are not met. Part of the Fundraising target includes relieving core costs, but contingency has been built into the budget to mitigate this risk, and
- Keeping staffing costs within budget.

The Board agreed that there was sufficient contingency and flexibility within the budget to accommodate these risks.

It was suggested that the preparation of future budgets should incorporate some contingency modelling.

The Board approved the budget.

7.3 ACE Annual Plan 2016-17

The Board approved the amendments to the ACE Plan for 2016-17.

8. Butterfly House Proposal

The Director Communications and Income Generation presented the proposal for a Butterfly House. The principal driver for this is income generation but it also fits in very well with our core aims. Ticket modelling has been carried out on the basis of Aquarium and Temporary Exhibition historic sales and is considered conservative. Two sites are currently being considered and planning investigated.

The Board approved the proposal in principle and delegated further examination and working out of the details to Horniman Museum Enterprises.

9. Planning for future meetings

The Board discussed how to go about developing a ten year strategy. A full away day meeting on 19 May was proposed as an opportunity to start this process. It was agreed that the first step would be to hold a visionary, exploratory session, with the business meeting at the end of the day. Board members were asked to send any suggestions for a facilitator to the Secretary.

10. Any other business

The Chief Executive informed the Board of the following:

- A new Estates Manager has now been appointed.
- We are planning to make an application to the Change Makers Fund, which is an ACE fund aiming to help address the lack of diversity in arts leadership.

This would involve taking on an eligible person in a senior role for a period of 12-18 months for a specific project.

11. Date of next and future meetings:

10am (tbc) 19 May 2016 – Southbank Centre
 1pm 7 July 2016
 1pm 13 October 2016

PT
18/02/16

Summary of Action Points from Board meeting of 12 February 2016

Minutes ref:	Action	Date due	Who by	Progress
2.2	Chair to attend Youth Panel meeting		ES	7 th July tbc
2.2	Trustees to be sent link to DCMS trustee recruitment adverts	As soon as available	PT	completed
2.2	Repatriation request to be brought back to meeting	May 16	TC	Further info required - deferred to July 16
3	AC to consider: <ul style="list-style-type: none"> • Impacts • Information given to Board 	May 16	SK/PT	AC minutes and verbal report to meeting
	KPI dashboard to be revised	May 16	PT	Revisions made
	Digital Media Manager be asked to attend July TM	July 16	PT/VP	Deferred due to change in post holder
	Discussions to held re India	May 16	TC/SK/CM	Deferred to July 16
4	Document lessons learnt from Fundraising	May 16	JV/VP	Verbal report to meeting
	Review and report on Fundraising	Oct 16	JV/VP	c/f
6	Risk Register to be updated to reflect reduced risks	May 16	PT	updated
7.1	Update CP in line with trustee comments	March 16	JV	Completed
7.2	Write and thank Chancellor for CSR settlement	May 16	ES	Letter sent
8	Butterfly House proposal to be worked up further and reviewed by HME Board	Oct 16	JV/VP	Update in Mgt report c/f full proposal

