

## **HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**

The Minutes of the Board meeting of the Horniman Public Museum and Public Park Trust held on Monday 13 July 2015 at the Horniman Museum.

### **Present**

Eve Salomon (Chair)  
Judy Beard  
Hilary Carty  
Geoffrey Crossick  
Sarah Kemp  
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)

### ***HLF presentation***

*The meeting was preceded by a presentation on the proposed Anthropology Gallery by the architects and exhibition designers. Trustees were invited to make comments and ask questions.*

### **1. Apologies for absence and conflicts of interest**

Apologies for absence were received from Molly Jackson.

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 09 February 2015 were agreed and signed by the Chair.

2.2 All action points had been completed.

There were no other matters arising not covered elsewhere in the agenda.

### **3. Trustee appointments update**

After a successful interview the Board unanimously agreed to recommend the appointment of Clare Matterson at the AGM in October. The Secretary was asked to circulate her CV to all trustees.

It was agreed that talks with DCMS should be based on beginning recruitment of their trustees in the autumn. It was suggested that we ask if the three appointments can be staggered to avoid potentially destabilising the Board.

#### **4. Audit Committee meeting**

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 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. It was noted that the contract for the external auditors was due to be re-tendered in the autumn.

The revised terms of reference of the Audit Committee were approved by the Board.

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

The Board noted the draft minutes of the Audit Committee meeting of 8 June 2015.

The Board thanked Paula for all her work on the finances during the year and Sarah for taking on the role of Chair of the Committee.

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

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

- (i) *Future Proof Museums* – the Horniman has now been accepted as part of this scheme.
- (ii) *Fundraising: capital campaign* – Although we are still confident of meeting the fundraising target by the time the project is completed in 2018, we are not sure of meeting it before the Stage 2 submission to HLF in December 2015. The issues this could raise are being addressed by the Senior Management team and the position is being closely monitored. The situation will be discussed at the meeting with HLF later this month.
- (iii) *Anthropology Re-display project costs* – a summary of current expected costs was presented to the Board. This is currently showing additional costs to the Stage 1 submission due to various changes arising in the development stage. These will be reviewed by all parties with a view to reducing the costs where this does not damage the integrity of the scheme. The Board encouraged dialogue with HLF and this will also be discussed at the HLF meeting.
- (iv) *Fundraising: 2015/16 budget* – the current budget includes a fundraising target of £320k from Trusts and Foundations, largely for core purpose activity. It now seems likely that there will be a shortfall. It was noted that the Corporate Plan outline budgets for 2016/17 and 2017/18 also include increased Fundraising targets. The outcome of the Government's Comprehensive Spending Review in Autumn 2015 is also a concern.

The Chair suggested that the Trustee Finance Group meet to consider these issues and possible ways forward before the next Board meeting. It was agreed to co-opt Judy Beard for this meeting.

- (v) *Friends* – at the recent AGM trustees of the Friends asked the Horniman to consider managing the Friends group. Management have indicated that we are happy to discuss this further and Fundraising have confirmed that it would fit in with our fundraising architecture and resources. It would take up to 18 months to achieve due to current pressure on resources.

The following issues were raised by trustees:

- 3.2 – the number of unique visits to the website of 150k is good news, but the total number of visits of 204k suggests that most people only visit once and we therefore need to consider how to strengthen our relationship with on-line visitors.
- 4.1 and 4.2- it is unclear whether the improvement in income from the shop and cafe is due to more people spending or people spending more. It was agreed that this would be made clearer in the next management report.

## **6. Horniman Public Museum and Public Park Trust Annual Report and Consolidated Financial Statements**

The Board discussed and approved the Annual Report and Consolidated Financial Statements for the Horniman Public Museum and Public Park Trust for the financial year 2014/15.

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

## **7. Annual monitoring reports**

The Board received and noted the dashboard reports for 2014/15 monitoring key achievements, visitor numbers and workforce data.

## **8. Horniman Museum Enterprises**

Clare Paterson presented the HME Annual Review of 2014/15. It had been another excellent year. The cafe has continued to perform strongly with the new terrace increasing capacity and proving to be a big success. The shop also saw a significant improvement in turnover and profitability as a result of improvements in products.

## **9. Visitor Survey**

The Board noted with interest the Visitor Survey for 2014/15. It was agreed that it would be useful to have some benchmarking data from other visitor attractions. The survey seems to suggest that the audience is getting older, more female and whiter. The BAME figures are similar to last year but there is an increase in 'white other, non-British' about which it would be useful to have a further breakdown. Trustees agreed that it is strategically important that we try to increase our reach throughout the London area as well as growing the numbers of 'other UK' and 'overseas' visitors and there was a discussion about how this might be achieved. The satisfaction level of 99% is a great result.

## **10. Risk Register**

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

The following comments were made with regard to specific risks:

- The high risk area of income had been discussed under agenda item 5.
- An update was given on the IT resourcing situation and it was noted that although this is still a high risk item the situation is in the process of being resolved. Thanks were given to Molly Jackson her help in arranging for the support being given by the Southbank.
- A new risk has been added re employee relations. Various ongoing situations were outlined with potential Human Resource/Employment relation implications e.g. the forthcoming pay offer. This is considered 'amber' at the moment and is being closely managed.
- The increase in the Security risk was noted. This is due to the increase in threat level notified by central government.

## **11. Loan**

The Board considered and approved the loan of various Fijian objects to the Sainsburys Centre for Visual Arts for *The Arts of Fiji* exhibition March 2016 to August 2017 (dates tbc).

## **12. Any other business**

Trustees were asked for any ideas for the October Board meeting which would be a strategy session. The Chair suggested that this should include a self-assessment appraisal by the Board.

## **13. Proposed dates of next and future meetings:**

Thursday, 15 October 2015 at 1pm

Further dates to be agreed and circulated by the Secretary.

**PT**  
**06/08/15**

### Summary of Action Points from Board meeting of 13 July 2015

<b>Minutes ref:</b>	<b>Action</b>	<b>Date due</b>	<b>Who by</b>	<b>Progress</b>
18/5/15	Invite YP member to Board Meeting	Oct 15	TC	
18/5/15	Provide Membership renewal rates from Southbank for comparison	Oct 15	MJ	
18/5/15	Take forward future project proposals as agreed	Oct 15	JV	
3	Circulate CM cv	July 15	PT	Done 21/7/15
3	Start DCMS trustee recruitment	Oct 15	PT/JV	
5	TFG to meet	Sept 15	PT	
9	Get benchmark data on visitors	July 16	VP	

