

## **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 October 2014 at the Horniman Museum.

### **Present**

Eve Salomon (Chair)  
Judy Beard  
Hilary Carty  
Geoffrey Crossick  
Sarah Kemp  
Mike O'Hanlon  
Clare Paterson  
David Philip

Janet Vitmayer (Chief Executive)  
Paula Thomas (Board Secretary)  
Victoria Pinnington (Director Communications and Income Generation)  
Kirsten Walker (Director Collections Management and Special Projects)

### **1. Welcome and apologies for absence**

Apologies for absence were received from Molly Jackson.

### **2. Minutes of the previous Board meetings and matters arising**

2.1 The minutes of the Board meeting of 14 July 2014 were agreed and signed by the Chair.

2.2 Action points:

- The Chair requested an additional column in future to record the progress of actions.
- The Chair explained her decision not to have a Finance and General Purposes Committee for the time being. Therefore no changes were required currently to the terms of reference for the Audit Committee. It was agreed that an ad hoc Finance Group would meet as required to look at specific finance matters in more detail prior to a Board Meeting e.g. the budget.
- The Fundraising update has been deferred to the next meeting. The Head of Fundraising has been in post for 6 months and is working on a Fundraising Strategy.
- The Visitor Survey and possible amendments to the analysis are being considered and will be reflected in the results of the next survey in July 2015.

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

### **3. Management Report**

The Chief Executive made two announcements not covered by the management report:

- The success of the Stage 1 HLF bid for the redisplay of the Anthropology Gallery.  
Thanks were expressed to Hilary Carty for her support, Kirsten Walker for pulling it together and the Board for supporting the resubmission of the bid. Stage 1 allows up to 2 years to develop the project and put the funding in place. Stage 2 is a 5 year programme including activities. The detailed timetable now needs to be developed. Trustees requested more information about the project and it was suggested that a two page summary of the bid be circulated and possibly a pre-meeting presentation at the February Board meeting.  
It was agreed that a Trustee Project Board was not required for Stage 1 but the Chair of the Audit Committee suggested that a summary of the project controls be brought to the Audit Committee at the appropriate time.  
It was agreed that the new HLF London chair should be invited to visit the Horniman.
- the appointment of the new Director, Curatorial and Public Engagement: Tim Corum, who is currently on the senior team at Bristol. He is expected to start in mid January 2015.

Further information was given to the trustees following questions:

- Consultancy support is being used to help develop a new model of working with smaller groups of staff in corporate planning and then bringing all managers together to review the work, facilitated by an ACE funded consultant. This has been made available through our participation in the ACE programme 'Developing Cultural Sector Resilience'.
- A business case has now been submitted to DCMS in response to the Treasury request to move from a pay structure based on 'pay progression'. The business case clearly shows that a structure based on spot rates would be more expensive and it has been made clear that any change involving significant cost would need to be approved by the trustees.
- Learning mental health work – it was suggested that the work of the Yorkshire Film Archive in the area should be looked at.

Annex 1: Visitor figures are on target and slightly above last year.

Annex 2: Trustees agreed that the new presentation of the management accounts was a significant improvement and the summary was much easier to understand. It was agreed that it would be helpful if capital income and expenditure were separated out to give a clearer picture of the revenue position. It was also agreed that major projects should be presented separately and should span the years of the project. Management reported that a re-forecasting exercise had now been completed and although there were some pluses and minuses the overall budget position remains on target.

#### **4. Chief Executive Remuneration**

The Board agreed the Remuneration Committee's recommendation in respect of the CEO's remuneration.

## **5. Proposal for disposal**

The Board approved the disposal of a number of Natural History fossils and specimens.

The Chair reported that she had asked the Chief Executive to prepare a delegation from the Board to the Chief Executive to enable her to authorise disposals with a value up to £10,000. It was agreed that the delegation should have exceptions for example: disposals concerning restitution, human remains or with an ethical or reputational risk. It was noted that the delegation would require amending current policies which were required for re-accreditation by ACE.

## **6. Risk Register refresh**

The trustees outlined their top priority risks for the Horniman during a brainstorming session. The most frequently mentioned risk concerned financial/funding and there was some discussion around mitigation.

*Ideas considered were:*

- *Finding a major donor/donors who would provide an endowment*
- *Developing a Corporate Affairs policy and using board members to help secure a wide range of stakeholder/political support*
- *Developing contingency plans in case of a possible 'float off'.*

Another significant area involving financial risk was the pension deficit. The Board was brought up to date on attempts to secure a category A rating and thereby keep ongoing contribution rates and lump sum payments to a minimum. Initial discussions have been held with the LPFA and the only alternative to a letter of guarantee from DCMS (which seems unlikely) is some form of charge over the charity's assets. Senior management are continuing to explore the options between a fixed and floating charge and considering assets which might be charged. It was agreed that the Chair and two other trustees (David and Sarah) would look at the options with staff in detail and circulate a paper for discussion and possible decision between meetings.

It was agreed that senior management would summarise these risks into a new risk register and begin to populate the mitigations for the next meeting.

## **7. Any other business**

### **7.1 Bank facility letter**

The Board agreed the attached resolution in respect of the facility letter from the Clydesdale Bank and it was duly signed by the Chair.

## **8. Date of next meeting:**

Quarterly Board Meeting: 9 February 2015 at 2pm in the Pavilion

**PT**  
**14/10/14**

### Summary of Action Points from Board meeting of 13 October 2014

<b>Minutes ref:</b>	<b>Action</b>	<b>Date due</b>	<b>Who by</b>	<b>Progress</b>
2.2	Fundraising Strategy to be brought to meeting	Feb 15	VP	Presentation Feb15
3	HLF project: summary to be sent to Board  possible presentation to Board	Feb 15	KW/JV  ES/JV	Included in management report
3	Management accounts summary to separate capital	Feb 15	PT	Actioned Feb 15 papers
5	Disposal delegation to be set up		KW/JV	For Oct 15
6	Update risk register for trustee discussions	Feb 15	PT/JV	Actioned Feb 15 papers
6	Look at pension deficit security options	Feb 15	ES, DP, SK, JV, PT	Update in management report

