

## **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 15 October 2015 at the Horniman Museum.

### **Present**

Eve Salomon (Chair)  
Judy Beard  
Geoffrey Crossick  
Molly Jackson  
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)

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

Apologies for absence were received from Hilary Carty and Sarah Kemp.

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 13 July 2015 were agreed and signed by the Chair.

#### 2.2 Action points

- No one from the Youth Panel had been available to make a presentation.
- Comparative membership rates would be supplied in hard copy format as the electronic file had been too large to send.
- All other action points had been completed or the due date had not been reached.

#### 2.3 Matters arising

The Chair updated the meeting on Trustee recruitment, following a meeting with the new person responsible for our appointments at DCMS. The public appointments process is currently expected to take approximately five months. Organisations are no longer able to use head-hunters for the recruitment unless there is a strong business case to do so. Searches will be carried out by a new team at the Cabinet Office. It is unlikely that No. 10 will be interested in the appointment, but the process begins with a meeting between the Chair and a Minister. The Chair confirmed that she is keen to use this to make clear our requirements for individuals with the following experience:

- Corporate investment/finance/banking
- Senior property development/management

- Major philanthropic giving

One improvement in the process is that our Chair can now sit on the appointments panel. As any DCMS nominated trustees need to be approved as members by our own Board the Chair had asked DCMS that some of our trustees be given the opportunity to meet the shortlisted candidates prior to interview.

### 3. Management Report

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

- (i) *HLF* project – the design development has gone down well and HLF are very pleased so far. The only weakness currently is the slow progress in fundraising. The London Borough of Lewisham has indicated a willingness to provide assistance on a draw-down basis which the Board agreed to take up, subject to management being satisfied with the final details.”
- (ii) *Meeting with Blondel Cluff, Chair of HLF London Panel* – the Chair and CEO had had an interesting meeting at which various suggestions had been explored as to how the Horniman could promote itself to a wider audience. One suggestion was to apply to be a UNESCO ‘Memory of the World’ site. **It was agreed that this should be explored.**

The following issues were raised by trustees:

- Benchmarking – staff reported that visitor figures and other performance indicators are benchmarked against other DCMS sponsored museums; visitor figures and some financial benchmarking is carried out with ALVA bodies and we have recently joined London & Partners to participate in the tourism barometer.
- Positive feedback was received about the Gardens tours offered on a Saturday morning whilst the Farmers’ Market is on.
- 4.3 - the underperformance of the bookings managed by our external supplier, Suzanne James, was noted. A meeting has been scheduled with Suzanne James to interrogate this further.
- 5.5 - there was a discussion about the future of the Friends. It was suggested that management explore with the Friends some sort of transition into Horniman Membership in preference to maintaining a low level supporters group long term. Some kind of event could be held to welcome them.
- 11. - the unexpected windfall income for the lease of air rights was welcomed. **It was agreed that funds received from this agreement when finalised should be put into unrestricted reserves.**

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. Whilst there has been a decrease in all these areas over the same period last year the biggest decrease has been in schools income due to timing of receipts, and in other irregular income which last year included receipts from LB of Lewisham for apprentices which we no longer have.
- Income per visit is less than the £3 asked for at the donation boxes. Although it was noted that a lot of our visitors are under five it was

suggested that we should be looking to increase this figure. **It was agreed that this should be considered for HME future discussion.**

- The website statistic relates to 'unique' visits. **It was agreed that this should be made clear on the dashboard and the percentage change included.**

#### **4. 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:

- *not being able to demonstrate our public benefit (B4) and failure to adapt to changing expectations (D2)* – these have increased due to the pressures on funding and increased charging around the edges. There is a need to consider our core purpose and what areas need to be protected.
- *Changes to pay and other terms and conditions could lead to employee relations issues* – the risk has increased due to uncertainty over the timing and outcome of negotiations which are currently underway with the Union on this year's pay offer which includes the move to a spot rate system.

#### **5. Chief Executive remuneration**

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

#### **6. Collections Development Policy**

The Collections Development Policy was introduced by the Director Collections Management and Estates. This Policy is required for Accreditation and the first part has to follow the ACE template with prescribed wording and is non-negotiable. The key changes to the current Policy were outlined. Trustees discussed in particular the acquisition and disposal procedures and the role of the Board. Other areas concerning the development of the collections are for the Horniman to determine and the Trustees were interested in how this translates into a plan. A three year action plan is being developed and this will be reflected in the Corporate Plan.

**The Policy was approved by the Board.**

#### **7. Disposal Proposals**

##### **7.1 Disposal**

The Board approved the proposal for disposal of a number of Natural History objects.

##### **7.2 Repatriation request**

*(The Keeper of Anthropology joined the meeting for this item)*

A paper was presented on a repatriation request from the 'Namgis Kwakwaka'wakw First Nation, British Columbia, for a mask. It was noted that if returned it would be

going to a safe home, but that it was important to look at various external frameworks and get viewpoints from further specialists/institutions before making a decision. **It was agreed that further work needed to be done and a clear recommendation made to the Board based on relevant criteria.** The request will go to the Acquisition committee and come back to the Board for a decision in February.

## 8. Trustee appraisals and Board development

The Chair reported on the results of the appraisal questionnaires. The results were positive overall but a few specific points were worth noting:

- There was a feeling that the Board may be too risk averse. It was agreed that there was a need to strike a balance between taking risks and safeguarding the organisation and that taking on informed, well managed risks is a good thing.
- There was some concern that problems may not be picked up and that management may not be challenged enough. The Chair said that it was important for the Board to be confident that it was looking at the right KPIs and requesting the right information. **It was agreed that this should be referred to the Audit Committee to consider in the first instance whether additional information should be sought from staff.**

## 9. Strategic discussion

### 9.1 15/16 Budget

The Finance Director outlined the proposed changes to the current year's budget following the review of fundraising and revision of targets. **The revised budget was approved by the Board.**

### 9.2 Future strategy

The Chair set the scene for the strategic discussions by summarising the current landscape and topics to be covered:

- possible CSR outcomes
- current problems with Fundraising resourcing and the need to rethink the Fundraising Strategy
- previously discussed potential income generating projects
- land development possibilities
- the desirability of building up an endowment.

There was a discussion about income generation and the need to tap into visitor loyalty and improve charity messaging. It was agreed that whilst no further detailed work on budgets and forecasts for the CSR period should be carried out until the results were known, options for increasing charging around the edges should continue to be considered. Management reported that the feasibility of a temporary Butterfly House in the gardens looked promising and **it was agreed that this should be followed up in more detail and a business case brought to the next meeting if appropriate.**

The Board was brought up to date with the current resourcing issues in the Fundraising team and current plans for an interim structure until the Fundraising Strategy had been updated and a review of required resourcing carried out. In respect of the CPS Capital Campaign it was reported that a large number of bids had gone out to smaller trusts and some to top tier trusts. SMT are working on other, mainly learning focussed bids to top tier trusts.

**The Board agreed that a Development Group would be set up involving suitable external members.** The aim of this group would be to consider, propose and advise on future development opportunities. The first session would be a brainstorming/open meeting to determine its scope.

#### **10. Any other business**

There was no other business

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

10am 12 February 2016 (please note the time)  
1pm 19 May 2016  
1pm 7 July 2016

**PT**  
**22/10/15**

### Summary of Action Points from Board meeting of 15 October 2015

<b>Minutes ref:</b>	<b>Action</b>	<b>Date due</b>	<b>Who by</b>	<b>Progress</b>
3. (i)	Agree detailed facility terms with LBB	12/2/16	PT	done
3. (ii)	Investigate becoming a 'Memory of the World' UNESCO site	12/2/16	JV	JV to feedback to meeting
3.	HME to consider giving per visitor income/donation target	12/2/16	JV	JV/CP to feedback to meeting
3.	Amend dashboard for web 'unique' visits	12/2/16	PT	done
7.2	Further work and recommendation on repatriation request	12/2/16	TC	Deferred to next meeting
8	Audit Committee to consider appropriateness of information being given to the Board	12/2/16	PT/SK	SK to feedback to meeting
9.2	Further work and business case for Butterfly House to be development	12/2/16	VP	On Feb agenda
9.2	Development Group to be set up	12/2/16	ES/JV	ES to feedback to meeting

