

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 19 May 2016 at the Royal Festival Hall, Southbank.

Present

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

1. Apologies for absence and conflicts of interest

There were no absences.

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 12 February 2016 were agreed and signed by the Chair.

2.2 Matters arising

- 7.1 The Chair confirmed that she had written to thank the Chancellor of the Exchequer for the favourable CSR settlement and had received a response which she would send a copy to the Secretary.
- 2.2 The Chair updated the meeting on Trustee appointments:
 - Firstly, in respect of the Board's own appointment, Carole Souter had been interviewed and been offered the appointment. Although she is keen to accept, since the interview she has taken up a new full time job and is currently in discussion with her new employer as to whether she is able to take up the appointment.
 - Secondly, the interviews for the DCMS appointments had now taken place and a list of appointable candidates given to the Minister to decide on the appointments.

3. Audit Committee

The Chair of the Audit Committee reported on the last Audit Committee meeting on 10 March.

The main focus of the meeting had been the Internal Audit reports on:

- (i) Site Security – the Committee asked for some revisions to the report following further clarification from management on some issues raised;
- (ii) Budgetary Control – a further question was raised regarding whether there should be a standing Finance Committee. The Committee confirmed their view that such a Committee wasn't necessary given that several of the trustees had expertise in this area and that the trustees all have a responsibility for finance matters. It was agreed that a short financial report would be given to each Audit Committee meeting to report by exception and comment on performance against budget for the year to date.

The meeting also considered year end planning for the audit of the annual report and accounts. There was a helpful discussion about the changes arising from the implementation of FRS102 and the new SORP. Two of the key issues related to the new requirement to identify 'key management personnel' and the gradual introduction of 'impact' reporting, which the Board will need to consider.

There was a discussion about the information which the Board needs to ensure it is able to carry out its responsibilities. The Committee considered that this is part of risk management and it was important the Board remain confident that there is a robust risk management process in place. To improve the Board's review of the risk register each quarter it was suggested that the Board ask management to talk through one area of risk at each Board meeting and discuss the process and uncertainties.

4. Management Report

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

- (i) We were successful in our bid for three out of four of the keyboards at auction following the successful outcome of our application to the HLF for £272k which the Chair had approved between Board meetings. *(Photographs of the instruments were distributed.)* These are playable instruments which will enable us to develop and expand our 'Hear It Live' programme.
- (ii) Visitor figures for the year have reached over 900k compared to a target of 860k. The Board sent their congratulations to all teams responsible for this success.
- (iii) The Favela photographic exhibition marks the start of our Brazilian season. Press coverage received so far has been positive.
- (iv) Further work is needed to bottom out the costs and revise the business case for the Butterfly Garden. The site has now been agreed as that of the current Lodge, near the Animal Walk, but we are now considering the option of a permanent glass house structure rather than a polytunnel and are awaiting costings for this. Planning permission will be needed for both options and it is likely that there will be some opposition from the local community.
It was agreed that the revised business case would be looked at by the Trustee Finance Group when ready and they would make a recommendation to the rest of the Board by email.
- (v) The dinosaur exhibition was proving to be very popular with visitors with numbers and income very strong.
- (vi) Fundraising – the CPS capital campaign is going well and we were particularly pleased to be awarded a grant of £150k from the Foyle Foundation.

- (vii) CPS – the project is progressing very well with the technical designs due to be signed off mid-July.
- (viii) SCC – an impressive storage project has recently been completed, increasing the overall capacity of the building and funded from the DCMS Spend to Save fund.
- (ix) Learning – there is an increasing emphasis on mental health work.
- (x) Volunteering – one of our youth support volunteers won Volunteer of the Year at the Museum and Heritage awards on 18 May.

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

- More explanation would be useful about the ‘other’ category in Charitable Income.
- Although there is an increase in the number of RIDDOR incidents the total is still relatively low. Management confirmed that our Health and Safety Advisors analyse all Accident Reports and benchmark them to see if there is any pattern requiring action by the Horniman.

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

- The surplus for the year is largely due to the increase in admission and membership income as a result of the success of the Dinosaurs exhibition, and savings in expenditure. Management confirmed that none of the savings had been as a result of non-achievement of corporate plan activities.
- The Reserves policy needs to be reconsidered in view of the significant increase this year and in the light of revised guidance from the Charity Commission. Management were asked to consider an appropriate level of ‘free reserves’ based on Charity Commission guidance and to look at this with the Audit Committee before bringing a recommendation to the Board in July.

Management outlined the recommendations arising from a review that had been commissioned into the Security and Visitor Services. A working group has been set up to work on a proposal which could have significant cost implications. This will be brought to the Board in July.

5. Capital budget

The Trustees reviewed the outline capital expenditure budget and noted that proper costings and details of the scope of the Conservatory, Clinker Concrete and Butterfly projects are not yet available. The £1.9m budget was approved in outline and further details of the individual projects will be brought to the July meeting.

6. 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:

- Management were asked to reconsider if some of the risks should actually be ‘green’ eg B2.
- Reassurance was sought that the Business Continuity plan was appropriate. Management confirmed that it had been reviewed by Internal Audit and the Audit Committee.

- The Chair requested that the pension deficit be discussed at the February 2017 board meeting once the results of the triennial review were known.

7. Any other business

There was no other business.

8. Date of next and future meetings:

1pm 7 July 2016
1pm 13 October 2016

PT
02/06/16

Summary of Action Points from Board meeting of 19 May 2016

Minutes ref:	Action	Date due	Who by	Progress
b/f	Chair to attend Youth Panel meeting		ES	7 th July tbc
b/f	Repatriation request to be brought back to meeting	July 16	TC	Report back in mgt report
b/f	Discussions to be held re India	July 16	TC/SK/CM	
b/f	Review and report on Fundraising	Oct 16	JV/VP	
2.2	Forward copy of CE letter to Secretary	July 16	ES	
4 (v)	Butterfly House business case to be reviewed by TFG and recommendation made to Board by email	July 16	VP	Agenda item
4	Audit Committee to consider level of free Reserves	July 16	PT/JV	Agenda item
4	Develop FOH staffing proposals and bring business case to next meeting	July 16	PT/VP	Agenda item
5	Costed Capital projects to be brought to next meeting	July 16	KW/PT	Agenda item

