

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 09 February 2015 at the Horniman Museum.

Present

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

1. Apologies for absence and conflicts of interest

Apologies for absence were received from Geoffrey Crossick.

The Board recorded its thanks to David Philip, who had resigned from the Board and to Mike O'Hanlon, who had reached the end of his term of office.

The Chair welcomed Tim Corum as Director Curatorial and Public Engagement.

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 October 2014 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. Audit Committee meeting

The meeting noted the minutes from the last Audit Committee on 24 November 2014. There were no matters to be brought to the Board.

The Chair informed the Board that following the resignation of David Philip, Sarah Kemp had agreed to take over as Chair of the Audit Committee for the time being. Geoff Crossick had also agreed to be an additional trustee representative on the Committee.

Sarah reported that she had met with Bill Mitchell, Head of Internal Audit and James Peters, the external member of the Audit Committee and amongst other things they had discussed concerns about the risk register. They expressed some of the same reservations as trustees including vulnerability to staff turnover and ability to pay at appropriate levels. The meeting was constructive and provided areas to explore with the Audit Committee. The terms of reference will be reviewed, amended as appropriate and brought to the next Board meeting.

4. Management Report

The Board raised various questions arising from the Management Report and the following clarifications and comments were noted:

- 1.2.1 It is the first time that Arts Council England (ACE) has asked for sign off of the documents presented. It is asking the same for all organisations.
- 4. Commercial growth has been strong for 2 main reasons:
 - a) The shop – the fundamentals are now right e.g product lines and suppliers have been reviewed and changes implemented, and it is now performing strongly.
 - b) The cafe – the terrace has doubled capacity and the benefits are now flowing through.

The Board expressed their thanks to staff who had helped achieve this and to the HME Board.

- 1.2.4 Institutional marketing refers to marketing the Horniman brand rather than the programming.
- 8.2 Partnerships: The exploration of a joint Master's course in conjunction with Goldsmiths was considered to be a good development. This type of arrangement appears to have worked well for other arts and culture organisations as it was beneficial to both the organisation and the educational establishment.
- 5.1 The membership target is 6,000 over 3 years. The total of 3,652 in the first year is above the year's target of 2,500. This is largely based on sales to previous season ticket holders and the focus will now be on attracting new customers.
- 3. The report on digital should in future include a short table to capture trends, to indicate whether or not we are extending our reach
- Annex 1: Visitor figures were noted.
- Annex 3: The Board expressed its pleasure for the letter of comfort from DCMS which satisfies the London Pension Authority and ensures the Horniman remains a 'category A' body.

The Board approved the following as set out in the management report and appendices:

1.2.1 ACE documents

- Programme Plan 2015-18
- Finance Plan 2015-18
- Audience Development Plan 2015-18
- Equality objectives & Action Plan 2014-18

1.2.2 Delegation of sign-off responsibility to the senior management team for the following policies required for Accreditation:

- Environment Policy statement
- Documentation Policy
- Care and Conservation Policy
- Access Policy statement

The Board will continue to approve the Forward Plan (Corporate Plan) and the Collections Development Policy.

1.2.3 Extension of the existing Collections Development Policy to 31 October 2015. Following completion of the Collections Review the revised policy will be brought to the Board meeting in October 2015.

1.4 Appointment of the Exhibition Design team and Architects team for the Anthropology Redisplay project as recommended in the tender reports in Annex 5.

5 Fundraising strategy

(Valerie Boulet joined the meeting at this point.)

A presentation was given by Valerie Boulet, Head of Fundraising and Membership, on the draft Fundraising strategy.

The following comments and clarifications were made:

- It is good that there are KPIs in each area of the strategy.
- The list of patrons needs to be reviewed and amended where necessary to ensure that they are appropriate and can be effectively utilised.
- Both capital and revenue need to be prioritised. This is possible with an expanded team with different members of the team concentrating on different areas.
- The new CRM system will integrate with the fundraising software.
- When in place the Campaign Board will be encouraged to use their contacts as well as donate themselves.
- The fundraising team will be working with their colleagues in the Communication and Income Generating team to make sure that messages don't become mixed.

The Chair encouraged the trustees to lead by example by joining the individual giving scheme when established and giving at a level they could afford, and to join the membership scheme if they have not already done so. She also encouraged them to leave a legacy to the Horniman. Trustees should also be willing to be called upon to be advocates for the Horniman and meet with potential donors as appropriate.

The Fundraising strategy was approved by the Board.

(Valerie Boulet left the meeting at this point.)

6 Risk Register

The Board reviewed the new style Risk Register, which was in a form that had been agreed by the Audit Committee. The content had been informed by discussions at the October Board meeting. It was agreed that risk management needs to start with the Board. Trustees confirmed that they were happy with the key risks listed, but due to ever changing circumstances it was agreed that these need to be reviewed each quarter and refreshed from time to time.

It was agreed that the Board needs to concentrate on the 'red' risks and anything that it thinks should be 'red'.

The following comments were made with regard to specific risks:

- *D2 Damage to Reputation from unexpected risks.* The actions should include some active pro-messaging.
- *B6 Failure to adequately refresh our galleries offer.* This is currently red due to the fundraising challenge. It should reduce slightly by the next meeting.
- *B7 Failure to invest in building infrastructure.* There was concern that there was no target date. It was agreed that a government loan should be considered to fix the clinker concrete structural issues at the same time as the South Hall gallery works. The timing of the commissioning of the 10 year maintenance plan is dependent on other organisational issues.
- *C1 No long term financial strategy & C2 Income generation doesn't grow quickly enough* are linked. The Fundraising strategy has now been approved but the Trustees Finance Group has not yet met to work on a financial strategy. It was acknowledged that Finance would always be 'red' but there needs to positive ideas and actions to mitigate the risk where possible.

Trustees were asked to send any comments on individual scorings to Sarah or Paula.

It was agreed that this format of risk register would be adopted and rolled out at department level after suitable training.

7 Corporate Plan 2015-18 and Budget 2015-16

The Chief Executive presented the proposed corporate plan for 2015-18. Trustees reviewed the plan and approved it subject to the inclusion of a bullet

point on plans in relation to audiences with disabilities. The final plan will be published on the Horniman's website.

The proposed budget for 2015-16 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:

- In year cuts in grant in aid and ACE grant following the General Election; and
- Fundraising targets are not met. Fundraising is becoming increasingly important as a means of relieving core costs, but contingency has been built into the budget to mitigate this risk.

The Board agreed the budget subject to the above risks being monitored and a review of the forecast at the October Board meeting or earlier if necessary.

8 Board membership

The Chair led a discussion on recruitment of trustees to fill the current five vacancies, three of which are DCMS appointments. It is important that consideration is given to the specialisms and skills that it would be useful to look for in the Horniman appointments. Although there have historically been trustees with specialisms around the collections this was not considered to be as important now given the Chief Executive's network in the sector. It was more important to have people of vision. Other possible skill/personal specification requirements might be accountancy (for the Audit Committee), investment banking, strong corporate links, local links, and philanthropy. It was suggested that it would be good to find a way to bring in young people from the Youth Panel and it was agreed to look into inviting someone to the next Board meeting as an observer.

Trustees were asked to let the Chair know of any ideas of names for her to approach.

9 Acquisition

The Board considered and approved in principle the proposal to acquire a clavichord at auction. The acquisition is subject to raising sufficient funding and the outcome of the auction.

10 Loan

The Board considered and approved the following loans:

- 10.1 Three musical instruments to the Royal Museums Greenwich exhibition *Samuel Pepys and the Stuart Age* 20 November 2015 to 29 March 2016.
- 10.2 Various cultural artefacts from Easter Island to the Manchester Museum for their exhibition *Making Monuments on Rapa Nui*, 1 April to 30 September 2015

11 Any other business

The Board consider a paper laid by the Director Collections Management and Special Projects headed *Negotiations with UK Power Networks (UKPN) regarding proposed Primary Substation off Old School Close, North Greenwich*. There are three issues relating to air and land rights on the boundary of the land on which the Study Collection Centre is situated. Surveyors and solicitors have been appointed to act on our behalf. The paper asks for guidance from trustees on whether to negotiate the lease of specified air rights and rental of land.

It was agreed to instruct the surveyors, GVA to negotiate on behalf of the Horniman, bearing in mind the potential commercial value of the site and ensuring our continued right of access over the land.

12 Date of next meeting:

Quarterly Board Meeting: 18 May 2015 at 1pm in the Pavilion

PT

12/02/15

