

HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST

The Minutes of the Board meeting of the Horniman Public Museum and Public Park Trust held on Wednesday 14 October 2020.

This meeting was held virtually via Zoom conferencing.

Present

Eve Salomon
Caroline Cole
Geoff Crossick
Bunt Ghosh
Simon Hesketh
Nico Iacuzzi

Sarah Kemp
Clare Matterson
Mayowa Ochere
Carole Souter
Helen Williams

Nick Merriman (Chief Executive)

Paula Thomas (Board Secretary, Finance Director)

Victoria Pinnington (Director, Communications and Income Generation)

Kirsten Walker (Director, Collections Care and Estates)

1. Apologies for absence and conflicts of interest

The Chair welcomed everyone to the meeting.

There were no apologies and no conflicts of interest were declared.

2. Minutes of the previous Board meeting and matters arising

2.1. The minutes of the Board meeting of 1 July 2020 were agreed as a true record.

2.2. Matters arising and action points

There were no matters arising or action points not covered by the agenda.

3. Management Report

The Board reviewed the Management Report and raised the following issues:

- Have other museums also suffered a significant decline in Membership figures. *Management reported that it's our understanding that there has been some level of decline in other organisations but not by as much. This is largely due to the different types of membership and ours being largely based on free admission to exhibitions. There should be a clearer picture once the Butterfly House and Aquarium reopen and the promotion of the next temporary exhibition should also help. A significant contributing factor is that most memberships were previously sold on site.*
- Is there any information available regarding Members-only content and deeper online engagement? *Members-only content is starting to be delivered. There needs to be more online engagement. A Digital Co-ordinator has recently been recruited on a fixed-term post to help boost capacity and online content. A digital training and literacy programme is*

being put together to roll out across the organisation so that all staff have the necessary skills.

- Are people's interests being tracked online? *Our current system makes it difficult to track the customer journey. The new Data and Systems post is working on this but it may be that investment is needed in a new CRM system.*
- The excellent fundraising results were noted.
- The forthcoming departure of the Keeper of Anthropology was noted. Trustees sent their best wishes for the future and appreciation for his work on the World Gallery.

Pay proposal

The trustees agreed to the proposal made by management subject to the outcome of the Spending Review not being significantly worse than expected.

Management accounts and reforecast

Trustees reviewed these documents and agreed that they were clear and required no further comment.

4. Risk Register

The risk register was reviewed by the Board who made the following comments:

- COVID – as we move into the autumn and winter has consideration been given to the impact of there being no clear route?. *Management reported that they were becoming more concerned about staff wellbeing and further planning needs to be done around this and the possibility of needing to manage on reduced levels of staff.*
- B1 – relating to IT provision. Has there been any progress in this area? *The Secretary reported that an IT review is currently being carried out by an external consultant and his report is awaited before any decisions are made on future investment. A training and literacy programme is being put together for all staff. Additional advice is also being sourced from the Arts Council Technology Champion who is being very useful.*
- C3 – relating to the café. Is this still red due to the COVID situation? *Management confirmed that there were no other specific reasons.*

5. Horniman Museum Enterprises

Nico Iacuzzi provided a verbal update on the Board meeting held on 13 October 2020:

The shop is doing well in its new position and is considering extending. There has been no venue hire but filming and photography is doing well. Plonk golf has outperformed the same period last year and is being extended at weekends over the winter months. The Farmers Market is also doing well. Overall HME is aiming to break even this financial year.

6. Capital Projects Board

6.1 Minutes of the meeting on 9 September 2020

Caroline Cole presented the minutes of the last meeting:
 The larger capital projects have ground to a halt as we await the outcome of the government's Spending Review. Other projects are going smoothly and progressing to plan. The North Hall boilers should be finished by the end of November and other projects are on target.
 Management reported that the Butterfly House floor remains stable despite the amount of rain recently.

7. Board Appraisals

The Chair commented that filing a formal appraisal form didn't seem appropriate this year and suggested that she held an individual telephone conversation with each member of the Board instead. SMT would also be included. These would cover much the same areas as the form, which will be sent out to remind members:

- How can the meetings be more effective?
- How can the Board be more effective?
- How can the Chair be more effective?
- How can you as a Board member be more effective?

If any issues arose they can be discussed in a private session of the Board.

This was agreed by the Board subject to there being a record of the process and conclusions in order to satisfy DCMS.

The Chair agreed to propose times and send out zoom links.

8. AOB

The Board noted how well the Horniman is doing and that staff are doing a great job.

There was no other business.

9. Dates of future meetings

10am 10 December 2020 (tbc)
 1pm 18 March 2021
 10am 9 July 2021
 10am-4pm Away day 14 October 2021
 1pm 9 December 2021

Minutes ref:	Action	Date due	Who by	Progress
7	Propose times and send links for telephone appraisals.	Dec 20	ES	Appraisals completed