

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 4 October 2018 at the Dulwich College.

Present

Eve Salomon
Hilary Carty
Geoffrey Crossick

Caroline Cole
Simon Hesketh
Clare Matterson

Nick Merriman (Chief Executive)
Paula Thomas (Board Secretary, Finance Director)
Victoria Pinnington (Director, Communications and Income Generation)
Tim Corum (Director, Curatorial and Public Engagement)

1. Welcome, Apologies for absence and conflicts of interest

Apologies were received from Sarah Kemp, Bunt Ghosh, Carole Souter and Nico Iacuzzi.

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 5th July 2018 were agreed and signed by the Chair.

2.2 Matters arising and action points

- DCMS had been notified of the flooding at the SCC and asked if there was any likelihood of additional funding to cover what would be an insurance claim if permitted to take out commercial insurance. They had indicated that our own reserves were to be used for this purpose in the first instance. Trustees expressed concern that no level of excess is specified by DCMS and it was suggested that this should be raised by the CEO with other NMDC members.
- 5.2 No suitable independent member of the Audit Committee has yet been found. It was suggested that the JD be sent to trustees for them to circulate around their networks.

3. Management Report

The CEO shared some ALVA figures which listed the Horniman as the 37th most visited visitor attraction in the UK, just slightly behind IWM London and ahead of Museum of London.

The following comments were made by trustees and responses by management on the management report:

- The Board recorded their pleasure at Jamie Cragg's award and at the positive comments from ACE in their annual letter.
- 3.2 The Chair asked if it was possible to know what sources of marketing were most effective. Management explained that this is measured in the Annual Survey. The largest source is word of mouth and banners. Other forms of advertising e.g. in the Underground are effective in raising general awareness of the Horniman. Social media is becoming an increasingly important form of raising awareness.
- 6. The higher ratio of paying visits than members in the Butterfly House and the fact that this is opposite to other paid entry spaces was noted. It was acknowledged that it is important to keep a balance between one-off paying visits and membership as there are risks associated with becoming too dependent on either one of them.
- 7.3 It is unclear how much of the reduction in donation box income is down to the success of the membership scheme but it is likely to be a factor. Other factors are the World gallery campaign, people being more strapped generally and carrying less cash. There are now two contactless giving points and the level has been increased from £1 to £5. It was noted that gift aid on ticket sales is quite good.

The Management accounts for the quarter ended 30 June 2018 were reviewed by the Board. It was noted that these were at an early point in the financial year. All significant variances have been reviewed and satisfactory explanations received, mostly being due to inaccurate budget profiling.

The Board were informed that a reforecast of the budget was carried out in August and provided with reassurance that it is still on target for a balanced position at the year end. However trustees were made aware that all of the £100k contingency has been utilised due to unforeseen events such as the SCC flooding and unexpectedly high legal fees for revision of the Articles of Association. Trustees approved the use of £56k from reserves if required to cover risks still in the budget.

The Board reviewed the dashboard and noted the inclusion of the PR information as requested at the last meeting.

4. Risk Register

The risk register was reviewed by the Board and the new risk noted. It was agreed that A1 and B5 could be removed from the register but that C6 should remain as it would be an annual risk. Further information was agreed by management on B8 in relation to resourcing issues in the Estates team. The Board noted the risks and gave approval to a suggested plan of action.

5. Horniman Museum Enterprises

The minutes of the meeting on 26 September were circulated and presented by the CEO:

- Overall results are below target but more than last year partly due to profits from Plonk Golf.
- A useful meeting had been held with Suzanne James and an in depth discussion held about the wedding business. It is doing well in profit terms but it was felt that more could be done to promote the business and make use of the spare capacity. This is being fed back and collaboration over marketing set up.
- The Conservatory will be used as an overspill for the Café as an experiment this winter, rather than using a marquee.
- Retail is slightly down and there future growth needs to be realistic.
- The Farmers Market has become a bit thin and various options are being considered to try to make it more viable.
- The Commercial Strategy, which will be brought to the next Trustees' meeting, had been reviewed. The forecast for future growth needs to take into account that this is a mature business and therefore only modest increases should be expected.

6. Capital Projects Board (CPB)

6.1 Minutes of meeting on 29 August 2018

It was reported that most of the major capital projects are winding down. Snagging issues are being dealt with in the World Gallery. Lawyers were engaged for advice on resolving the Butterfly House issues and discussions have been held with the supplier. A plan of action was agreed subject to observing the effects of heavy rainfall on the internal path. Lessons learnt will be brought to the next Board meeting.

6.2 Aquarium Chiller tender

The Board approved the appointment of CBRE for the contract.

7. Disposals

The Board approved the following disposals:

- D2014.4 - The Rice Barn and various components
- D2018.1 - Various coral, coral fragments and other related specimens
- D2018.3 – Skin specimen

8. Board make-up and appraisals

The Chair confirmed that formal board member appraisals will be carried out this year as follows:

- Questionnaire about the Chair will be managed by Carole Souter.
- A questionnaire for other individual board members should be returned to the Chair who will follow up with a one-to-one conversation.

It was noted that there are currently two vacancies on the Board. These should be used to fill any skill gaps. The meeting considered this in the light of the forthcoming Masterplan, but no skill gaps were identified at this point. The Chair brought the trustees attention to a Disability letter from DCMS which talked about opening up public appointments to disabled people. It was acknowledged that any such appointments could bring a new dimension and a change in dynamics to meetings.

9. Any other business

There was no other business.

10. Dates of future meetings

10am 7 December 2018

10am 22 March 2019

1pm 4 July 2019

Minutes ref:	Action	Date due	Who by	Progress
2.2	Discuss insurance with NMDC members	Dec 18	NM	Verbal update
2.2	Circulate JD for external member of AC	Oct 18	PT	Done
5	Bring Commercial Strategy to next meeting	Dec 18	VP	On agenda
6.1	Butterfly House lessons learnt	Dec 18	KW	Included in Mgt Report