

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 5 July 2018 at the Horniman.

Present

Eve Salomon
Geoffrey Crossick
Caroline Cole
Bunt Ghosh

Simon Hesketh
Nico Iacuzzi
Clare Matterson
Carole Souter

Sue Barnard (Relationship Manager, Arts Council England (ACE))
Nick Merriman (Chief Executive)
Paula Thomas (Board Secretary, Finance Director)
Victoria Pinnington (Director Communications and Income Generation)
Kirsten Walker (Director Collections Management and Special Projects)
Tim Corum (Director Curatorial and Public Engagement)

1. Welcome, Apologies for absence and conflicts of interest

The Chair welcomed Sue Barnard and also Nick Merriman to his first meeting.

Apologies were received from Hilary Carty and Sarah Kemp.

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 9th February 2018 were agreed and signed by the Chair.

2.2 Matters arising and action points

- The transfer of the Nature Trail from Lewisham to the Horniman has now been completed and is with the Land Registry. It was agreed that once confirmation of the transfer had been received a letter should be sent to Lewisham to inform them that we are aware of the issues regarding the transfer of some parts of the Nature Trail to adjoining residents and that lawyers should be asked to provide an estimate of the cost and possible compensation if this was pursued.
- 4.1 Representatives of the Audit Committee met Tata CRS representatives to discuss areas where they might assist the Horniman. The CEO has now followed this up with a letter outlining some possible projects which include review of how IT is hosted.

3. Management Report

The CEO commented on the success of the opening events for the World Gallery and the great media coverage received.

Trustees recorded their thanks to all staff involved and their delight in the end result.

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

- 2.1 Visitor numbers are slightly down since February compared to last year despite not having the Butterfly House last year. However it was noted that last year was bucking the trend and Robot Zoo was a more popular temporary exhibition. Comparative figures from other institutions are not yet available.
- Spend per user at the Easter Fair surpassed last year. This year £42.5k was taken over the Easter weekend compared to £19k over a normal weekend.
- 3.1 It would be useful to have prior year comparatives for media coverage and it was agreed that this should be added to the dashboard.
- Congratulations were given on the number of web visits which surpassed 1 million for the first time.
- Retail sales are down 10% in the first 2 months of 2018/19 largely due to the fall in visitor numbers.
- The increase in membership sales of 30% in 2017/18 was very pleasing and the strong retention rate of 83% noted.
- An update was provided on the flooding at SCC. It was noted that although this would normally be an insurance matter, as a public body the Horniman is not allowed to take out insurance. It was agreed that the CEO should approach DCMS to make them aware of the cost of this incident and to ask to be considered for any spare funding.
- Trustees agreed the proposal to increase the pay offer to staff by a further 0.5% on that already agreed in the budget.
- Estates: Temperature is being monitored in the server room but otherwise the heat doesn't seem to be causing any particular issues. The tender for the Aquarium chillers is currently being finalised and should go out shortly. A letter was sent to Unigro, the Butterfly House supplier, regarding the path.
- It has been decided to open the Butterfly House all year round.

The Management accounts for 2017/18 and for the two months ended 31 May 2018 were reviewed by the Board.

The Board reviewed the dashboard and noted that the fundraising chart demonstrates that the capital campaign for Collections People Stories was very successful, but that ongoing revenue fundraising is still a challenge. The new Head of Fundraising is now in post and is meeting trustees. There is now under £50k to raise in respect of the CPS project and so the team will now be able to focus on other projects and unrestricted funding.

The CEO set out his insights into the organisation and thoughts on the future trajectory for the next 10 years or so, after his first two months in post. These

will be developed and incorporated into a draft Masterplan which will be discussed at the trustee Away day in October.

4. Risk Register

The risk register was reviewed by the Board and the six new risks noted. The reasons for the amber rating for Health and Safety were queried and explanations accepted. It was agreed that there should be a new general risk about not investing in capital projects in a timely manner.

5. Audit Committee

5.1 Annual Report

The Audit Committee's Annual Report was commended to the meeting. This summarised the Committee's work for the year and recommended acceptance of the financial statements to the Board, based on its own consideration of the financial statements, internal audit findings, the audit report issued by the external auditors, which indicates an unqualified audit opinion, and other sources of assurance.

The Board considered the procedures in place to give trustees confidence that they have fulfilled their statutory duty of disclosure to the Auditors and agreed that the letter of representation to the Auditors should be signed on behalf of the Board by the Chair and Accounting Officer.

The Health and Safety annual report was noted by the Board.

5.2 Minutes of meetings on 15 June 2018 and 16 March 2018

It was noted that an external member has not yet been found to sit on the Audit Committee. It was agreed that a copy of the JD would be sent to ACE for circulation to see if there were any interested, suitable candidates amongst other bodies in the sector.

5.3 Reserves Policy

The Board reviewed the Reserves Policy, which had been considered and recommended by the Audit Committee, as follows:

- The designation of an additional £400k for the Museum Development, making a total of £1 million.
 - Maintenance of Free Reserves at £900k
- It was agreed that given the flat lining of both GIA and ACE funding and the concerns re Lottery receipts it was still appropriate to hold £900k Free Reserves, with some of this being proposed for use in 2018/19, and that £500k should be considered the minimum level of reserves.

The Board approved the Reserves policy

5.4 Annual Report and Consolidated Financial Statements

The Board reviewed and approved the Annual Report and Consolidated Financial Statements for the Horniman Public Museum and Public Park Trust for the financial year 2017/18 subject to the agreed amendment to the Reserves Policy.

6. Capital Projects Board (CPB)

6.1 Minutes of meeting on 16 April 2018

The main business of the meeting was the completion and opening of the World Gallery. Other smaller projects have been progressing well in the background.

6.2 Capital budget 2018/19

The capital budget for 2018/19 was approved including the use of £200k funding from Reserves to supplement the £201k capital grant-in-aid which is insufficient for the essential capital programme.

6.3 Potential capital projects

The Board discussed various potential capital projects which were presented by management. It was agreed that these should not be looked at in isolation but need to be considered in context as part of the proposed Masterplan and how they fit in with the strategic objectives. It was noted that three of the potential projects have been identified as a result of current problems and so will need to be addressed in some form. It was recognised that all projects will need to be assessed in terms of priority and funding availability and that there are multiple dependencies. In respect of the SCC it was noted that current advice was that there is no immediacy to think about selling the site as property prices are moving slowly at the moment, but that this needs to be kept under review. The meeting noted the need to consider income generating opportunities and also to be careful not to occupy space that could be used for income generation in the future.

7. Policies

7.1 Health and Safety Policy

The Board approved the updated policy.

7.2 Fundraising and Ethical Policy

It was noted that the policy refers to gifts which are judged to be 'illegally or immorally' obtained and the meeting agreed that the fundraising team would need to be given some guidance on what the organisation considers to be 'immoral'. The Masterplan will include a revised Fundraising Strategy which will consider not only targets but principles as well. The Policy was approved subject to the above.

7.3 Privacy Notice and Data Protection Policy

The Board approved these documents which had previously been reviewed by the Chair prior to publication on the website. The Privacy Notice had also been communicated to relevant data subjects.

7.4 Delegated Authorities

The revised delegations was approved subject to the following amendments:

- Budget changes - removal of TFG (Trustees Finance Group is an ad hoc group with no authority) and all changes >£50k to be approved by the Board
- Rates of pay – approved by the full Board on the advice of the Remuneration Committee.
- Disposal of Property – this relates to ‘non real’ property. Disposals of both real property and the collections require authorisation by the full board and the former would also need permission from the Charity Commission.

8. Visitor Survey

The Marketing Manager gave a presentation on the results of the Visitor Survey.

The following matters were discussed:

- Two thirds of our visitors are female so consideration should be given to programming to attract more male visitors.
- The student audience is currently small and it was noted that among the reasons why people visit ‘intellectual’ was lower than the benchmark/other museums, so consideration should be given as to how to encourage this audience further.
- It was noted that the survey only captures figures from a normal day and not from specific events e.g. Lates. It was noted that specific events are relatively small and that the numbers wouldn’t make much difference to the overall results shown by the survey.
- Are we using the data to affect what we programme? Management confirmed that the data was very useful in informing future events and programming.

It was agreed that we shouldn’t necessarily think that visitor numbers need to increase substantially but that it is more about the diversity of audience we attract.

9. Annual Monitoring Reports

The Board received and noted the reports for 2017/18 monitoring workforce data.

The increase in the disability figures is due to increased reporting. The sickness levels were commended. It was noted that the number of volunteers were down partly due to the closure of two galleries.

10. Horniman Museum Enterprises

The annual report was presented by the Nico Iacuzzi, HME director.

Highlights include:

- The overall results were good compared to last year although below budget which was over forecast. This has now been addressed in future planning by not building in results for one-off unpredictable items.
- The capacity for further venue hire needs to be better understood and the café could increase sales if more space were made available to it but otherwise the current operations of café, retail and venue hire are close to being maximised.
- More revenue could probably be generated for the shop by adding more staff but the cost would not make this worthwhile at present.
- The next step is to look at the estate for further income generating opportunities such as this year's Plonk Golf.
- More thought needs to be given as to how to get regular visitors to give/spend more.
- Rod Taylor from the Royal Armouries has recently joined the HME Board.

11. Any other business

11.1 Bank Mandate

The Board approved the proposed changes to the bank mandate.

11.2 Loan approval

The Board approved the proposed loan to The Royal Asiatic Society, London, as part of the Object in Focus loans programme, from 14th September to 14th December 2018.

12. Dates of future meetings

Away day - 4 October 2018

10am 7 December 2018

10am 22 March 2019

1pm 4 July 2019

| Minutes ref: | Action | Date due | Who by | Progress |
|--------------|---|----------|--------|----------|
| 3. | Include PR coverage in dashboard | Oct 18 | PT/VP | |
| 3. | Notify DCMS of SCC flooding cost | July 18 | NM | |
| 4. | Include new risk on capital investment in risk register | Oct 18 | PT/NM | |
| 5.2 | Send JD for external member of AC to ACE | July 18 | PT | Done |