

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 18 March 2021.

This meeting was held virtually via Zoom conferencing.

Present

Eve Salomon
Caroline Cole
Geoff Crossick
Bunt Ghosh
Simon Hesketh

Sarah Kemp
Clare Matterson
Mayowa Ochere
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. Closed session

2. Apologies for absence and conflicts of interest

The Chair welcomed everyone to the meeting.

Nico Iacuzzi sent his apologies. No conflicts of interest were declared.

3. Minutes of the previous Board meeting and matters arising

3.1. The minutes of the Board meeting of 10 February 2021 were agreed as a true record.

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

4. Management report

The CEO reported that we still don't know how much Covid support we can expect to receive from DCMS for 2021/22. However, they have notified us that we have been successful in our application for funding from the Infrastructure Fund and have been allocated £510k for specific projects to be delivered by 31 March 2022. The key to the success of the bid was in having projects ready with sufficient detail and estimated costings.

The Chair and CEO also reported on the Contested Heritage meeting with the Secretary of State. The CEO had been asked to speak and raised the question as to whether museums should be treated separately and not subject to the policy of 'explain or retain' as they are in a different category, having exhibitions which need to change and be kept relevant. DCMS are forming a working party to consider further and produce guidelines. Meanwhile NMDC have sent a follow up letter in which they offer to do their own guidelines.

The trustees noted their sadness to see Wes Shaw leave as Head of Horticulture and acknowledged the great work he did in the Gardens.

The Board noted their pleasure in seeing the Horniman placed 12th in the ALVA visitor figures for 2020.

The Board approved:

- Sarah Kemp, Chair of the Audit Committee, as the Board's lead in Counter Fraud
- Eve Salomon, Chair, as the Board's lead in Safeguarding.

Annex 1 Management accounts

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

5. Financial Sustainability plans

The CEO provided an update:

6. Risk Register

The risk register was reviewed by the Board. The new risks were outlined by the Secretary and trustees noted in particular the red risk in relation to staff wellbeing which they agreed it was appropriate to include in the current circumstances.

7. ACE documents

7.1 ACE Investment Principles

The CEO presented the ACE slides on the Investment Principles (IPs) which were originally developed prior to Covid but were paused. They have now been launched. There are four Investment Principles:

- Ambition and Quality
- Dynamism
- Inclusivity & Relevance
- Environmental Responsibility

The principles stress the role of Boards in setting targets and monitoring progress against these. Future funding agreements will be based around performance against these targets. The IPs need to be increasingly embedded in business plans.

The business plan for 2021/22 needs to include:

- A commitment to introducing the IPs to our organisation.
- A plan for dedicated time with the Board and staff so they understand what they need to do to help embed the Investment Principles in our organisation
- An outline of the evidence and data sets we will use to plan our Investment Principles work and set targets

It was agreed that it would be good to consider KPIs again and that having appropriate data and metrics was going to be increasingly important to understand impact and change.

The Chair suggested that it would be useful for the Board and a good audit trail if there could be a reference at the end of each future Board paper to indicate which of the IPs was relevant/applicable.

7.2 Corporate Plan 21-23

The revised Corporate Plan incorporates comments made by trustees at the last meeting. More has been included about meeting the ACE guidance on the IPs. There is also a new commitment to triple bottom line accounting.

It was suggested that the plan is updated once the DCMS Covid relief outcome is known and that it is also updated for the recent allocation of the £510k from the Infrastructure fund. The section including the Board Away Day should also be tweaked to include a discussion on the IPs.

The Corporate Plan was approved subject to these amendments.

7.3 ACE Action Plan

The Action Plan was reviewed and agreed by the Board.

8. Digital presentation

Connie Churcher, the Digital Manager, gave a presentation on the new website highlighting the weaknesses in the old website and improvements that had been made.

The new website is based on an open source CRM and is therefore easier to work with and develop in the future and better able to integrate with other systems. It was developed as 'mobile first' and so is easier to scroll through and is more family orientated but still adult friendly. The structure is shallower, therefore fewer 'clicks' are required. Pages are easier to update and it is easier to highlight opportunities for giving. There is work still to be done following the Access audit and in respect of the Collections database.

The Chair thanked Connie for her presentation and trustees agreed that it looked amazing compared to the previous site. The quality of the photographs on the site was highlighted and trustees asked whether these could be made available to users. Management commented that most were available via a Creative Commons License but others had been reserved for commercial use. Sarah Kemp asked if an online shop had been considered and offered to provide advice in this area from her own experience. Management commented that this had been looked at previously but had not been considered viable, but would be reconsidered. Trustees asked if we are plugged into any digital networks and Clare Matterson offered to provide a link.

Trustees asked about the overall Digital plan and were reminded about the Digital Strategy which incorporates future plans for the website and will be updated as part of the next NPO bid.

9. Policies

9.1 Human Remains Policy

Trustees reviewed and approved this policy subject to the addition of a sub-clause in 14.3 of 'as evidenced through dialogue with the communities of origin' and a clarification in 7.2 on 'who provides valid written consent'.

9.2 Restitution Policy

The Chair confirmed that she had reviewed this revised policy and is now happy with it. The CEO explained that the changes made from the draft presented at the last meeting were:

- To correct the impression that any claim would be granted
- To include more on the role of charity trustees
- To include the process for making a claim
- To allow for an appeal by providing that all claims will go to a sub-group of trustees so that any appeal could be heard by the Board.

Once the policy is agreed a statement will be put on the website with a link to the detailed policy.

It was agreed that Mayowa, Sarah and Clare would form the sub-committee and it would be up to them to decide the basis on which they will make their decisions. It was important to have good evidence of the process.

The Chair confirmed that considering the amendments that had been made in the policy in relation to trustees' responsibilities she was happy that there was no need for it to be reviewed by our lawyers.

The policy was agreed by the Board subject to some tweaks to align it with the Human Remains policy.

10. Audit Committee

Sarah Kemp presented the minutes of the last meeting.

She explained that although Internal Audit had produced a draft Audit Strategy for 2021/22 it had been agreed that this would be reviewed again and finalised at the June meeting following production of a new risk register which Internal Audit were working on with senior management.

It was noted that Internal Audit will also be doing some work with senior management on consideration of risk appetite and that they will then provide some training to trustees at the October Away Day.

11. Capital Projects Board

Caroline Cole presented the minutes of the last meeting.

A number of smaller projects are progressing well, on time and within budget. As previously reported the Framework capital plans have been put on hold other than the Nature in Love project. Plans are being revised and updated following the reopening of the Heritage Fund grants and publication of new guidance.

The CEO reported that Landsec had deferred a decision on the Lewisham plans until their April Board meeting.

12. Horniman Museum Enterprises

The CEO presented the minutes of the last meeting.

The Framework Agreement between the trading subsidiary (HME) and the charity (HMG) was approved by the Board.

13. Disposal

The following disposals were approved:

- D2010.3 two paintings and a blouse identified as being produced for tourists
- D2019.5 a shell accessioned in error and not required as part of the collection

14. AOB

There was no other business.

15. Dates of future meetings

Trustees agreed to an additional meeting in May.

9am 13 May 2021

10am 9 July 2021

10am-4pm Away day 14 October 2021

1pm 9 December 2021

Minutes ref:	Action	Date due	Who by	Progress
5	Voluntary Redundancy Scheme to be launched asap. Restructuring proposals to be developed.	May 2021	SMT	Completed
7.1	Include appropriate IP reference at end of each future Board paper	July 2021	PT	c/fwd
7.2	Finalise Corporate Plan and submit to ACE.	March 2021	NM/VP	Done
8	Online shop to be reconsidered. Trustees to provide advice and relevant contacts.	July 2021	VP SK/CM	In progress
9	Human Remains and Restitution policies to be finalised and published.	April 2021	NM	Done
10	Internal audit to do workshop on risk appetite	October	PT	c/fwd