

HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST

The Minutes of the Board meeting of the Horniman Public Museum and Public Park Trust held via zoom on Thursday 9 December 2021

Present

Eve Salomon
Eva Appelbaum
Caroline Cole
Roma Dibua
Bunt Ghosh

Simon Hesketh
Nico Iacuzzi
Mayowa Ochere
Carole Souter
Helen Williams

Mirka Kotulicova (ACE Relationship Manger)
Nick Merriman (Chief Executive)
Paula Thomas (Board Secretary, Director, Finance and Corporate Services)
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 Mirka to the meeting.

Clare Matterson sent her apologies.

No new conflicts of interest were declared.

3. Minutes of the previous Board meeting and matters arising

3.1. The minutes of the Board meeting of 14 October 2021 were agreed as a true record.

3.2. Management provided an update on the SCC level 3 ceiling: 3 quotes have been received for the first stage of removing the insulation. These were very high and it has been decided that the best approach is to tender for the complete works. This is now being put together to go out in the New Year which should enable completion by the end of March. DCMS have agreed that we can reallocate some budget from the fire stopping and dampening project which is unable to be completed this financial year due to unforeseen complications. At the moment the whole of level 3 is inaccessible to staff except to check humidifiers and other essential health and safety issues. The collections on that floor are safe and fortunately don't need to be accessed in the near future.

3.3. External member of the Audit Committee: a JD has been drawn up and is ready to be advertised. It was agreed that the Secretary would liaise with the AC Chair and send it to trustees for them to pass on to anyone they thought might be suitable and interested. It would also be put on the website.

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

4. Management report

Management provided an update to the Management report for October - November 2021:

- Covid – a staff communication has been issued advising staff of the latest regulations regarding working from home, facemasks etc.
- The HAIR Private View went very well. There was a good turnout with approximately 123 guests (about 2/3 of those invited). There were some lovely speeches including one from the Chief Executive of the Art Fund, the funder. The exhibition is of a very high quality and trustees were encouraged to visit if possible.
- The NLHF allocation is a fantastic result. A lot of work went into the bid and it is a great achievement given the competitive climate. The Stage 1 award of c£475k is to develop the designs to RIBA stage 3 level. These need to be submitted as part of the Stage 2 bid by February 2023. Most of the matching funding needs to be raised by this date. It is encouraging to know that the NLHF has allocated the full amount requested.

Trustees raised the following:

- The digital section gives a lot of data but it is difficult to see if this is in line with targets and the digital strategy. This needs to be reviewed so that it is presented in a meaningful way. It would be useful to have a data tracker showing a trend over time. *The previous Dashboard was dropped during the last couple of years due to the lack of comparability as a result of Covid. Management are working on updated metrics/reporting to measure performance and impacts against the ACE Investment Principles. This will be brought to the next Board meeting.*
- Will the London Borough of Culture be a theme for us next year as it is Lewisham? *Horniman is one of the main partners and there is a programme of activity planned from February through to November. The main strands the Horniman is involved in are environmental and music.*
- Membership is forecast to increase in the New Year. Is this usual or proactive? *The usual pre-pandemic trend is for new memberships to be taken out prior to the opening of the new family friendly exhibition in February. A pricing and membership review has also been commissioned and we are looking at how we can reintroduce selling onsite with some sort of incentive in January. The new box office system is due to be launched in February. This is more sophisticated regarding data and communications so should enable more targeted marketing.*
- The Fundraising team were congratulated on exceeding their target for the year.

4.3 Trustees reviewed the Security Room tender report and approved the appointment of the contract to Abbeymead.

4.3.1 Trustees approved the use of £8000 from the Development fund for a feasibility study on the future use of CUE.

5.1 LLW – Trustees agreed that payment of the LLW was a moral as well as a business issue and that we shouldn't be seen to be exploiting staff. The National Living Wage is not sufficient for those living in London. Management were advised to put in a short business case to DCMS quickly so as to resolve the issue and be able to implement the increase as soon as possible.

The Management Accounts for the seven months to 31 October were reviewed by the Board. Results are in line with expectations.

5. Risk management

5.1 Risk register

Trustees noted the ongoing red risks and the actions being undertaken to reduce these.

Trustees expressed their concerns about staff wellbeing in a Covid environment, noting that tiredness and burnout seem to be endemic in other sectors.

Management reported that although there is no definitive data there is anecdotal evidence that staff are feeling tired and overworked. There have been some boosts from the NLHF result and the opening of the HAIR exhibition and staff are working hard but there is some illness particular amongst cleaners. SMT and the Equalities and Diversity group have discussed this and a couple of small things are planned initially:

- Acknowledging it and encouraging staff to do the same.
- SMT sending Christmas cards to each member of staff at their home address.

Other ways of enhancing support are being considered and the staff survey which is being carried out in January will include some questions around this to find out from staff how they might be better supported.

Trustees suggested that in person engagement was important and that it was important to try to rebuild this as soon as possible otherwise there was a risk of a split between those who are able to work from home and those who have to stay on site. It was agreed that open communication was important and that staff should be reminded of the support mechanisms which are already available.

5.2 Risk appetite

Trustees reviewed the risk appetite statement which had been recommended by the Audit Committee and approved it as a basis for looking at risk for the next few meetings. It would then be reviewed to determine whether it was a useful document.

6. Audit Committee

The Chair of the Audit Committee presented the minutes of the last meeting which primarily related to internal audit. There were no matters to raise not covered by the minutes or elsewhere on the agenda.

7. Capital Projects Board

The Chair of the Capital Projects Board presented the minutes of the last meeting. Most of the matters which were discussed are covered in other agenda items. Some capital projects aren't able to be delivered this financial year and others are coming in over or under budget so there has been some reallocation of funds which the CPB has agreed. It was noted that it has been a challenging year for the Estates team. There is still a lot of money to spend before the end of the financial year and it has been agreed that if DCMS infrastructure funding is allocated for next year, then a Project Manager is needed to ensure the projects can be effectively delivered.

8. Finance update

The Director Finance provided an update on the future finance position:

It has not been possible to present a budget for 2022-23 at this meeting as the grant in aid allocation is still unknown. Although arm's length bodies have been told that DCMS received a good settlement with some inflationary increase and further Covid support the actual allocation is still being worked out and it is likely that we won't know our settlement until January. There is currently a considerable budget deficit for next year based on our

assumptions and no increase in GIA and therefore impossible to know how much needs to be cut until this allocation is known.

It was agreed to hold an additional meeting on 27 January 2022 to consider the budget for 2022-23.

9. Governance working group

The Board reviewed the responses to the Governance review recommendations and the action plan which had been produced by the Governance working group. It was agreed that the target dates for the first two actions: bringing proposed metrics to the board and developing a method for assessing the impact of new strategic proposals, would be March 2022. It was noted that several of the other target dates were also March 2022 and , as there will be several other important issues to deal with at the March board meeting, it was agreed that this would need to be an extended meeting.

The Board discussed the recommendation that trustees should have basic DBS checks and agreed that this was a reputational matter and should be a requirement for all new trustees and included on the job advert going forward.

10. ACE NPO issues

The CEO outlined the timetable for the NPO 2022-23 extension and the 2023-26 bid:

NPO Extension 2022-23

- 20 Dec 2021: Funding decision
- 28 Feb 2022: Final full business plan (incl IP plan) due

New NPO Funding round for 2023-

- Mid Nov 2021: financial templates & governance guidance issued, digital briefings held
- Early Jan 2022: guidance and FAQs issued
- 14 Feb 2022: Portal opens
- 17 March: Horniman Board meeting to sign off draft plans
- 26 April noon: portal closes
- April-Sept 2022: assessment, balancing
- Oct 2022: Decision & feedback
- Oct 2022-Feb 2023: funding agreements negotiated
- 1 April 2023: New NPO funding begins

It was agreed that the board would sign off the draft plans at the March board meeting and would then sign off the final documents via email before submission in April.

The Chair and Director CIG had attended an ACE briefing meeting and made the board aware of the following:

- Being a London organisation could be a disadvantage as funding is being prioritised outside the capital. We will need to stress that we operate in a culturally deprived area of London

- It is important to align our strategy closely to the ACE Investment Principles and to have clear outcomes.

11. Policies

Trustees reviewed the list of policies which had been prepared following a meeting of a sub-group and noted the proposed review dates.

The sub-group had considered that there was a need for an ethical policy in respect of programming. The CEO will bring a draft policy to the March meeting and will also circulate the Museums Association Code of Ethics for information.

The Board noted a summary of restrictions in regard to the disposal of land owned by the trust. They went on to consider a request by a neighbour, with a garden backing on to the Nature Trail, to transfer some of the Horniman's land to them. This would bring their boundary in line with neighbouring gardens where the occupants currently hold a similar sized piece of land on licences granted by Lewisham, the former legal owners. It was agreed that at this time trustees were not prepared to consider a transfer or licence of any piece of land along the Nature Trail.

Trustees approved the updated Ethical Fundraising policy subject to a small amendment that concerns in respect of donations over £20k should be escalated via the CEO to the Board who will decide whether it can be accepted.

12. Loans

Trustees approved the loan of four sets of Anna Atkins photographs to the Wellcome Collection.

13. Chair recruitment

The Secretary reported that a draft JD was now with DCMS. It should be finalised and the role advertised in January. It will be advertised on the public appointments website and DCMS's social media and the Horniman can do the same. Trustees were encouraged to think about any contacts they had who might be suitable so that the net could be spread as widely as possible.

DCMS had confirmed that the interview panel would consist of:

1. A DCMS senior official e.g. Director or Deputy
2. An independent member (from a list held by DCMS)
3. A trustee

Other trustees and the CEO would be able to meet the candidates prior to interview and feedback their comments to the trustee on the panel.

It was agreed that Caroline Cole would be the trustee representative on the panel.

14. Presentation

Lucy Maycock gave a presentation on the work of the Schools Team which was very much appreciated by trustees.

15. AOB

There was no other business.

Minutes ref:	Action	Date due	Who by	Progress
b/f	Set up meeting between EA and IT/Digital teams	November	PT	VP has contacted EA
b/f	Board portal to be researched and set up		PT	To be in place for March meeting
3.3	AC external member JD to be circulated to trustees and advertised	Jan 22	PT	Recommendation to Board
4	Develop metrics reporting proposal	March 22	NM	March paper
9.	Include DBS requirement on all new trustees	From Jan 22	PT	
11.	Draft ethical policy to be produced Circulate MA Code of Ethics	March 22	NM	paper
11	Notify resident of decision not to transfer land	Dec 21	PT	Done