

## **HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST**

The Minutes of the Board meeting of the Horniman Public Museum and Public Park Trust held at the Horniman Museum Thursday 13 October 2022

### **Present**

Michael Salter-Church  
Caroline Cole  
Roma Dibua  
Bunt Ghosh

Simon Hesketh  
Carole Souter  
Helen Williams  
Mayowa Ochere

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. Apologies for absence and conflicts of interest**

Nico Iacuzzi and Eva Appelbaum sent their apologies.

No new conflicts of interest were declared.

### **2. Minutes of the previous Board meeting and matters arising**

2.1. The minutes of the Board meeting of 7 July 2022 and 8 September 2022 were agreed as a true record.

2.2. All action points had been completed or are covered by this agenda or the Away Day agenda.

2.3. Trustees were thanked for their donations to the Nature + Love project. There were no other matters arising not covered by the agenda.

### **3. Management report**

The Chair congratulated the Horniman team on winning Museum of the Year and also on the way the Benin Bronzes had been dealt with. He also congratulated the CEO on his new roles as Chair of the review of Higher Education Museums and Galleries by Research England, which will take place next year and Chair of the National Trust's Collections and Interpretation Advisory Group.

The CEO presented the Management report for July-September 2022:

The Horniman is on a high after winning Museum of the Year (MOTY) and Heritage Park/Garden of the Year. Lots of positive feedback has been received from the sector. The handover ceremony for the Benin objects has been fixed for 28 November 2022 and we are in correspondence with all relevant parties. DCMS have indicated that they are keen to have representation. The handover and loans require significant paperwork as the GIS standards in particular are higher than our own, resulting in a lot of work for the relevant teams. Again there has been lots of positive feedback.

Trustees raised the following comments/queries:

- How successful was the Jerk Cookout in the year after the 696 project in attracting wider audiences? *It wasn't very successful financially but the experience was good from an audience perspective and meeting the objective of communicating a welcome to the Black/ Caribbean community.* The review report on the Cookout will be shared with trustees.
- It was agreed that the Marketing Manager should be invited to attend the next Board meeting to speak about visitor segmentation.
- What was the update on Membership? *There has been an increase in new memberships in the last quarter largely due to increased visitor numbers on the back of MOTY and the lifting of capacities, but retention is still an issue. A Membership campaign is planned with events in half-term, communications onsite, additional discounts and a new video.*
- Management were asked to send more details of the Staff Christmas Party to trustees.
- It was noted that Johanna was leaving. *She is moving on to develop her career. A good appointment has been made to replace her, starting in January. This person was one of the contributors to the HAIR exhibition. Johanna will be retained as a casual. The longstanding Conservation Manager Julia Gresson is also leaving later this month and recruitment is currently underway.* Trustees recorded their thanks to both post holders.

Management accounts for the five months to 31 August 2022 together with the budget reforecast were reviewed by the Board and the position noted. (The financial position will be considered in more detail as part of the Away Day.)

Trustees also reviewed the updated dashboard for the half-year to 30 September 2022. They agreed that it was clearer and gave better information (subject to some minor changes).

The following comments were made:

- Visitors – how do we assess who is coming?
- How do we evaluate e.g. income per visit
- It would be useful it know how much is being invested in fundraising and what is the payback, but how to decide what is included in 'fundraising' e.g. charging events.
- The mission needs to be addressed, not just financials.
- The axis need to be consistent.

It was noted that some of these issues are covered in the Away Day under Management Information Framework.

It was agreed that Management would consider the comments made and build them into subsequent iterations of the dashboard or explain why they couldn't be.

#### **4. Risk register**

The Board reviewed the updated risk register. It was noted Nature + Love has its own detailed risk register but that the main risks have now been brought into this one.

The Secretary outlined the reasons for the increase in the risk around the pension scheme arising from a downgrading in Covenant grading from A to B1. The LPFA have changed their basis of assessment and organisations can only attain an A rating if they are either a government body or have provided security to the fund. Although DCMS have provided a letter of assurance this is no longer sufficient and a legal guarantee would be required. DCMS have not yet been approached but it is thought unlikely that they would give such a guarantee. It is difficult to approach them until the impact of the change is known. A

reduction in rating will increase the employer’s contribution rate and the cash lump sum payable towards the deficit after the next valuation. The results of this valuation are due in December. It was agreed:

- to find out who else was impacted and find out what they are doing,
- do some scenario planning and consider how and when to approach DCMS.

Trustees questioned whether there still needed to be a risk around audiences and finances due to the impact of Covid. Management reported that they had considered dropping it but with winter approaching and cases increasing it didn’t seem appropriate, however the wording will be amended slightly. Trustees agreed with this approach.

## 5. Horniman Museum Enterprises

The CEO presented the minutes of the meeting on 7 October 2022. Overall the picture is very good with the café in particular performing very strongly. The shop is also improving. Management confirmed that financial information is now being received more regularly although there was still some work to do.

## 6. Capital Project Board (CPB)

### 6.1. Draft minutes of meeting of 23 September 22

Caroline presented the minutes of the last meeting and noted that most areas are to be covered further in the Away Day. The team is doing well in terms of both costs and progress with projects but it was noted that they are all overstretched and this needs to be monitored.

### 6.2. Conservatory refurbishment tender

It was noted that the tender and overall cost of the projects exceeds the amount allocated by DCMS. They have been notified and approached for additional funding but this is currently unconfirmed. Trustees noted the risk of not getting this funding and agreed to cover it from reserves if necessary.

**The Board approved the award of the contract to Mitie.**

## 7. AOB

There was no other business.

Minutes ref:	Action	Date due	Who by	Progress
3.	Bring Jerk Cookout report to meeting	Dec 22	VP	Done
	Marketing Manager to attend meeting	Dec 22		Deferred to Jan 23
	Trustees to be sent details of Christmas party	Nov 22	VP	Done
	Comments on dashboard to be considered and dashboard updated as appropriate.	Jan 23	PT	
	Invite trustees to Benin signing event.	Nov 22	VP	Done

<b>Minutes ref:</b>	<b>Action</b>	<b>Date due</b>	<b>Who by</b>	<b>Progress</b>
	Provide an update on how we evaluate fundraising. Trustees to be sent weekly staff Messenger.	Jan 23 Oct 22	VP VP	Done
4	Find out who else is impacted by change in pension covenant rating. Scenario planning and consider when to approach DCMS  Amend wording on covid related risks.	Dec 22 Dec 22 Dec 22	PT NM/PT PT/VP	Info not available NM/MSC meeting with DCMS 1/12/22 Done