

THE NATURAL HISTORY MUSEUM

AT A MEETING ON

TUESDAY 3 JULY 2012

AT 9.00 A.M.

AT THE NATURAL HISTORY MUSEUM

Present

TRUSTEES

Oliver Stocken (in the Chair)
Daniel Alexander QC
Professor Sir Roy Anderson
Louise Charlton
Professor David Drewry
Professor Christopher Gilligan
Professor Alex Halliday FRS
Ian Henderson
Professor Sir John Holman
Dr Derek Langslow CBE
Sir David Omand GCB

In Attendance

Frances Allen (Minutes)	Executive Assistant to the Director and Secretary to the Board
Sharon Ament	Director of Public Engagement
Rachael Casstles	Special Adviser to the Director
Dr Michael Dixon	Director
Neil Greenwood	Director of Finance & Corporate Services
Joe Baker	Special Adviser to the Director
Professor Ian Owens	Director of Science
Alison Purvis	Head of Development Department (for item 1435)
Sheila Sang	Head of Interactive Media Content (for item 1437)
Colin Ziegler	Head of Publishing and Image Resources (for item 1437)

Apologies for absence were received from Professor Georgina Mace CBE FRS who was unable to attend the meeting due to a long standing engagement.

1427 MINUTES OF THE MEETING OF 22 MAY 2012

The minutes of the meeting of the Trustees held on 22 May 2012 were confirmed as a true record.

1428 MATTERS ARISING FROM THE MEETING OF 22 MAY 2012 (TP 12/33)

Board Appointments: The Director will advance the recruitment process to appoint two the Trustees to replace Mr Ian Henderson and Professor Georgina Mace by submitting the two role specifications to DCMS. Both appointments will be run simultaneously.

Head of Public Engagement: As is the usual practice with directorial appointments, Trustees will be involved in the process for the recruitment of the Head of Public Engagement to replace Ms Sharon Ament. It was agreed that the sift and interview panel will comprise: the Chair, two Trustees and the Director. The Director has invited three executive search consultants to submit proposals to undertake the assignment.

Carbon Reduction Masterplan: The Property Advisory Board will consider this initiative at the earliest opportunity.

1429 CHAIRMAN'S REPORT

Trustee Appointments: The Chair had sought clarification from the Secretary of State on the Government's position on Trustee reappointments and will be responding to the Board in due course.

Board Performance Assessments: The Chair thanked members of the Board for returning their Board Performance Assessment documents and asked for the two outstanding returns to be completed and submitted to the Secretary as soon as possible. It was noted that Sir David Omand will be responsible for assessing the Chair's performance. A concluding note will be circulated to the Board once the process has been completed.

Queen's Birthday Honours List: The Board offered congratulations to Mr Bob Bloomfield (Head of Special Projects and Innovation) who received an OBE in the Queen's Birthday Honours List. This award recognises Mr Bloomfield's work in engaging the public with science, something that has been exemplified particularly by his co-ordination of the celebrations to mark the bicentennial of Charles Darwin's birth in 2009, and of the International Year of Biodiversity in 2010.

1430 DIRECTOR'S REPORT (TP 12/34)

The Director reported on a number of items not included in his report.

Farnborough International: It was reported that a journalist had invited Trustees to make a personal comment on whether the NHM should continue to honour the commercial event booking made by Farnborough International. As is the protocol for all direct approaches by the media, the Director had instructed Trustees to refer the journalist to the NHM's Communications Department. It was noted that Trustees do not have any control whatsoever over commercial bookings taken by the NHM unless a case is escalated to the Board by the Executive for approval.

Public Engagement Group (PEG) Restructure: A consultation with staff had taken place, which has helped to define the future structure of PEG. The formal process of finalising and implementing the restructure will be managed as a programme in order to ensure that the defined objectives are delivered by the Museum. The new structure has closed a number of existing posts and, in some cases, staff terms and conditions have changed. In this context the Museum will be engaging in a 90-day consultation process, which will include discussions with the Trade Union Side. The move over into the new structure will take place on 1 November 2012.

Attendance figures: Attendance continues to be strong and visitor numbers have exceeded five million over a twelve month period with records being set in 11 of those months. The high attendance is also having a good impact on on-site income generation. The impact of the Olympics on visitor numbers is unpredictable, but past growth has provided a buffer to address any decrease in numbers.

Rhino Horn Theft at Tring: A perpetrator has been arrested and charged with the theft at Tring and the case will be heard in court on 31 October. There are still incidents of attempted rhino horn thefts across Europe, so the Museum remains on high alert in this regard.

Heath & Safety – RIDDOR at Tring: The Director reported on an incident at Tring, which required reporting under RIDDOR, involving a small boy who had trapped his finger in a door to a public toilet. A full investigation was undertaken and as a result of the incident the door closer had been replaced with an alternative mechanism.

An analysis of our heath and safety records show that since 2006 there had been only one finger trapping incident that required reporting under RIDDOR. Taking into account the high volume of visitors to the Tring and South Kensington museums such incidents are of very low incidence. Nonetheless, the Museum considers every incident seriously and takes every precaution to avoid further occurrences.

Museum Lane: The Director and Mr Greenwood have been in discussion with the Royal Borough of Kensington and Chelsea (RBKC) regarding the Museum Lane planning application and the submission made by a RBKC resident for Museum Lane to be designated a village green. The NHM has lodged an appeal, which will be considered by RBKC in due course.

South Kensington Museums – Sharing Facilities: The Director has met with his counterparts at the Science Museum and the V&A Museum to explore issues of mutual interest, including the idea of sharing a large scale off-site storage facility. In this context, the Property Advisory Group will consider various options for taking this forward.

The Executive acknowledged that there may be other opportunities to explore to form strategic partnerships with organisations to reduce our out-going costs by sharing services. However, any potential collaboration would have to be judged on the quality of service and assurance that the Museum would make actual efficiencies in our own processes. Mr Greenwood reflected on a previous scoping exercise undertaken a few years ago by the three South Kensington museums to consider the benefits of sharing a "back office" administrative service. The proposal was taken no further as the setup costs were fairly prohibitive and recovery of the investment would straddle a number of years, which would not fit into the Government's spending cycle framework. It was accepted that this may be subject to future consideration as Government continues to exert pressure on ALBs to reduce administrative costs.

ACTION:

The Chair would like to see a status report on shared services that have been explored by the Museum since 2007 and the potential to advance these in the forthcoming five years. It was agreed that the Executive will present this paper to the November meeting.

1431 DECLARATIONS OF INTEREST AND REGISTER OF INTERESTS (TP 12/35)

Mr Stocken, Professor Gilligan, Professor Halliday, Professor Sir John Holman and Professor Sir Roy Anderson made changes to the Register of Interests. These were noted by the Secretary to the Board.

1432 ANNUAL TRUSTEES' STRATEGY DAY – DRAFT AGENDA (TP 12/36)

The day will be spent looking at the progress and strategic objectives of the NHM's Regional and International Programmes (two strands of work fundamental to the delivery of the Museum's Corporate Plan), together with an update on the PEG and Science restructures. This review will also look at what achievements have been derived from those reorganisations. The Chair made the request that the first 30 minutes of discussion should be devoted to examining the delivery of the objectives agreed at the 2011 Strategy Day and how the Museum is addressing the fast changing pace of digital technology.

1433 DRAFT ETHICS POLICY (TP 12/37)

Ms Casstles explained that the redrafted Ethics Policy had captured the recommendations made by Trustees at the 22 May meeting and, at the suggestion of Professor Mace, the two distinct elements of ethics and managing reputational risk had been decoupled to form two separate policies. Both the Ethics Policy and Third Party Engagement Policy sought to provide guidance and underscored the behaviours expected from Museum staff when engaging in contractual relationships with third parties. It was noted that the NHM already has in place a policy on good research practice, which may be amended to reflect the current consultation.

It was agreed that it is important for the NHM to have an ethics policy as moral values have been taking centre stage in the public's awareness and over recent years increasing attention too has been paid to the way ethics are valued in universities. This has resulted in a step change in the way researchers are working with the focus very much on individual ethical responsibility and for this reason ethics training is being taught at graduate level for people undertaking research. Professor Owens indicated that ethics training could form part of the future offer for Museum post-graduates.

There was unilateral agreement that any policy had to be comprehensive and not too prescriptive so as not to constrain the everyday operation of the NHM. This was echoed by Professor Owens who, from a science point of view, welcomed a light touch risk assessment process to focus on the low number of science applications that needed closer scrutiny (10% of 250 applications).

Trustees recommended the following:

- The policy should be only one page long and begin with a statement of Museum values (followed by scientific values). This should indicate that the NHM, as a public institution, has to adhere to the *Seven Principles of Public Life* (otherwise known as the Nolan principles). These should be listed, but not defined in detail.
- The ideology should be that the NHM aspires to the highest standards of activity. In this regard, under *Scientific Values*, the first bullet point should be retained, but all other bullet points deleted as this message is implied in the first bullet point.

ACTION:

It was agreed that the final draft should be submitted by Mr John Jackson and Mrs Casstles to a scientific Trustee and Sir David Omand for verification. In addition, it should be submitted to Mr Alexander to ensure that the NHM is meeting the legal obligations required of the Museum.

1434 DRAFT POLICY ON THIRD PARTY ENGAGEMENT (TP 12/38)

This policy applies to a wider scope of relationships (including commercial events) than was covered by the 2006 Corporate Engagement Policy. It helps Museum staff decide with whom the NHM contracts, who it accepts donations or other benefits from and with whom it establishes alliances for mutual benefit. Furthermore, it helps external audiences understand how the Museum reaches a decision on who it will work with. It may also direct staff in how to evaluate the degree of reputation risk versus the value of the partnership benefit.

Trustees felt that the policy should not be too prescriptive, but be transparent and sufficiently robust to satisfy Freedom of Information requests. The policy introduces a *light touch* assessment process and a due diligence protocol. Although a due diligence procedure is currently in place, the proposed policy gives explicit guidance on the decision-making process and when to escalate cases to senior management for review. It was accepted that there may be rare occasions when Trustees have to review recommendations. Professor Sir John Holman suggested that to calibrate the policy Trustees should be asked to assess test cases from time-to-time to ensure compliance to the policy/procedure and to gauge the efficacy of the policy.

Trustees made some minor revisions to the wording of the document and urged against itemising specific links to particular industries (as outlined in the risk assessment process), but replace the list with generic risks.

ACTION:

It was agreed that the final draft should be submitted to Mr Alexander by Mr John Jackson and Mrs Casstles to ensure that the NHM is meeting the legal obligations required of the Museum.

1435 FUNDRAISING STRATEGY (TP 12/39)

Trustees welcomed the Head of Development Department, Ms Alison Purvis, to the meeting who outlined the strategic objectives, key actions and the principles of approach of the Development Department in its fundraising activities. Trustees were reminded that it is commonly accepted that in order for the NHM to achieve its ambition to be regarded as the world's leading natural history museum, it needs to maximise income from its principal funding streams (outlined at the 22 May Trustees meeting) – one of which is fundraising led by the Development Department.

Ms Purvis explained that during the two years in which she has led the Department the NHM has undergone an important sea change in how it approaches fundraising; this is primarily through the leadership of the Director and his (and the Trustees) active engagement in fundraising activities, together with fundraising becoming more of a Museum-wide responsibility. In line with the Museum's fundraising strategy, and to maintain this momentum, a new corporate fundraising plan was endorsed by the Executive Board in January 2012, which is complemented by a new corporate fundraising team with relevant skills and experience to take forward the objectives.

The NHM seeks to forge long term, strategic partnerships with donors and companies that wish to demonstrate their commitment to the natural world and in this context the Development Department develops relationships with supporters satisfying that criterion to deliver benefits for the Museum. These supporters fall into three key stakeholder groups:

- Individuals
- Trusts and Statutory
- Corporates

The establishment of the Natural History Museum Development Trust (NHMDT) is a welcome development in assisting the Department in its fundraising activities. The NHMDT comprises a network of highly influential and connected individuals across a range of strategic sectors who will work closely with the NHM to achieve fundraising goals.

One of the key fundraising activities is the Evolution Campaign, which is a series of capital projects based around science (Quarantine and Molecular Collections Facilities), heritage (Images of Nature Gallery and Central Hall campaign) and learning (Learning Centre). The Campaign also provided the opportunity to move donors onto a new approach to fundraising by focussing on themes aligning with Science Group initiatives. The Campaign now needs to move to the next phase and help deliver support for the Museum's stated priority developmental projects for the next ten years. In this regard, the ratio of costs to realised income is realistic for the size of team, but this may change in time and the level of future resource will be reflected by the Development team's success.

The Development Department has had a number of successes summarised in Ms Purvis' paper. There is also potential for growth throughout the donor journey with a renewed approach to converting visitors to members to patrons to donors in order to build a sustainable income stream to provide regular baseline income and an engaged pool of prospects to develop.

It was acknowledged that donor expectations vary and the Development Department seek to introduce a policy that will accommodate most needs. Many options are being investigated including developing a process for naming rights. The Board agreed that Trustees should have final approval on naming rights and that any promises to donors should be made with the caveat that these are subject to Trustees' approval. To inform decisions, it would be helpful for Trustees to have a list of options.

ACTION:

Ms Purvis will present to Trustees at the November meeting a portfolio of the priority developmental opportunities that constitute the ten-year capital programme for approval. It would be helpful for the portfolio to include budget ranges and projects should be matched against potential fundraising opportunities (if possible). The approved portfolio would offer the Development Department more fluidity to develop relationships and match donors to opportunities.

Ms Purvis was also realistic about the future challenges the NHM faced in positioning itself with donors after completing one of its most successful fundraising periods in history. Various schemes are being investigated to address this and Trustees made the following suggestions:

- Breakfast meetings are beneficial for bringing people together, particularly those with demanding schedules, so it was suggested the Development Department arrange “*get to know the NHM*” breakfasts to which prospective donors across a wide range of sectors are invited.
- Development Department has been fine tuning the way it identifies and makes approaches to corporate donors. In this context, the Trustees felt that it would be more appropriate, in the first instance, for the main Board of Trustees to verify the corporate contacts before onward submission to NHMDT.
- Develop a better linkage between the Development and Functions and Events Departments, so that both are aware of upcoming functions and guest lists. It was accepted that there is a need for both departments to work closer together and this recommendation will be taken forward by the Development Department.
- Many individuals who have retired from senior management roles in FTSE 100 companies have first-hand knowledge of how “corporates” decide on who, what, and how donations are made. The Development Department should find a way of engaging with these people.
- Develop projects that benefit people from poor socio-economic areas so as to capitalise on the “guilt factor” by encouraging corporates to “do their bit” in closing the gap between the rich and poor. Bursary schemes could attract funding.

Board of Trustees thanked Ms Purvis for her endeavours to raise the profile of the Development Department and wished the Department continued success in fundraising.

1436 CORPORATE SERVICES GROUP

(i) Annual Report and Accounts 2011-12 (TP 12/40):

At its meeting on 28 June the Audit and Risk Committee had reviewed and scrutinised the annual accounts for 2011/12 to ensure compliance with Government Accounting rules for non-departmental public bodies (NDPBs) and recommended that the Board of Trustees approve the consolidated accounts for the Natural History Museum. Trustees gave formal approval. The annual accounts will be laid before Parliament on 11 July 2012.

(ii) Financial Review for the Period April – May 2012 (TP 12/41)

The report was noted without comment.

(iii) First Quarter Health & Safety Report 2012-13 (TP 12/42)

The Director had made special comment on the RIDDOR incident in his report. All other issues were noted without comment. The Head of Health and Safety will be asked to attend the November meeting to present his report.

1437 PUBLIC ENGAGEMENT GROUP

(i) Public Engagement First Quarter Report Update 2012-13 (TP 12/43)

Ms Ament focussed on a number of points from the report:

Treasures: the project remains on programme and on budget and is due to open on 27 November (subject to confirmation).

Cats and Dogs: Discussions are taking place with the Royal Ontario Museum (ROM) on the future of this joint exhibition. Alternative plans are in place should the exhibition not go ahead.

Learning Centre: A Stage One application to the Heritage Lottery Fund for the Learning Centre project has been submitted. The Museum’s vision is that the Learning Centre will create a national centre for excellence, innovation and support in teaching and learning from natural history collections for museum educators and teachers underpinned by robust research and evaluation. This also paves the way for the NHM to support regional museums through training, staff support, research using our expertise and capacity to reach out to regional partners in a practical way.

(ii) Presentation by Sharon Ament

To mark her departure to the Museum of London, Ms Ament presented a film showing the breadth of work the Museum undertakes from back office to front of house. The film will have future value and will be used for staff induction, fundraising etc.

(iii) Demonstration of Apps

Ms Sheila Sang (Head of Interactive Media Content) explained that mobile devices have become central to the NHM's digital strategy and predictions are that people will begin to use mobile devices in preference to computers. For this reason a number of "apps" have been developed to react to this fast changing market. Ms Sang demonstrated:

- *Google mapping of the NHM Interior*. The Museum worked with Google on the app's development which uses *augmented reality (AR)* technology.
- *Bugs Count Field Guide*: This is a citizen science survey working with the OPAL project in its quest to look for six specific creatures with the ability to map and locate them in the UK. It provides a guide to common groups featuring a picture gallery, together with interesting facts and features.
- *Leaf Snap UK*: The NHM worked in collaboration with the Smithsonian on the development of this app. The app allows individuals to take photographs of leaves, which can then identify the nearest match. The app photographs can then be sent to the database, which will allow the NHM to enter these on the urban tree survey.

Mr Colin Ziegler (Head of Publishing and Media Resources) demonstrated the Evolution app, which is available for the iPad from the iTunes store at £9.99. The app is a multi-layered educational tool providing a time line of 650 million years of evolutionary history; features geological time globes; photos of key fossil sites; information on fossil sites, species etc; key events such as cretaceous extinction; 13-14 tutorial videos from members of staff; a library (including the Fossil Index etc). The app has been developed with another commercial partner.

The Trustees congratulated Ms Sang and Mr Ziegler and were unanimous in their enthusiasm for the app and felt that it could provide the vehicle to communicate globally the scientific evidence for evolution.

1438 SCIENCE GROUP**(i) Science First Quarter Report Update 2012-13(TP 12/44)**

Professor Owens confirmed that Science had moved to the new structure on 1 July 2012 and a full update will be presented to the Annual Trustees' Strategy Day in October. One high priority of the reorganisation to establish a new location for the Earth Science Department in order to unite Mineralogy and Palaeontology staff who are currently scattered throughout the Waterhouse Building (basement) and the Earth Galleries.

(ii) Update on NHM/Kew Partnership

Mr Richard Deverell has been appointed Director and will take up the position in September 2012. Professor Owens gave an oral update on the relationship between the NHM and the Royal Botanic Gardens, Kew (RBGK) in the context of the Memorandum of Understanding.

The NHM and RBGK have been holding collaborative meetings to identify opportunities for potential collaboration in collections, research, public programmes, policy, information, commercial & operations. Outcomes and recommendations from the meetings will be made to the respective directorates with the decisions in place by December 2012. A number of synergies have been identified, including a UK Virtual Environment (where all botanical collections reside in a virtual environment), shared library services, joint collecting expeditions, post-graduate training, joint seminars/science events, joint fundraising for scientific collaborations to name but a few. It has also been suggested that the two Boards of Trustees meet for a two half-day programmed visits to the NHM and RBGK.

1449 AUDIT & RISK COMMITTEE REPORT**(i) Audit and Risk Committee Annual Report 2011-12 (TP 12/45)**

The Report had been divided into two parts: Part 1 outlined the major corporate risks and Part 2 explained how the Audit and Risk Committees operates. Trustees noted the Annual Report (which had previously been approved by the Audit and Risk Committee) and its overall conclusion that the Museum's risk management and governance processes were deemed to be adequate and effective. The report would now be submitted to DCMS for information.

Sir David Omand expressed his thanks to Dr Derek Langslow and Professor Sir Roy Anderson for their support to the Audit and Risk Committee and also to Mr Mark Richardson (in absentia) for providing accounting advice.

(ii) Report of the Meeting held on 28 June 2012

Sir David Omand, as Chair of the Audit & Risk Committee, reported on the following items from the meeting held on 28 June 2012:

Crisis Management Test: The only Priority 2 or higher action outstanding related to a full crisis management test. The organisation of crisis management had to be reviewed in light of the departures of the Director of Public Engagement and Director of Estates. Although a full test would have been desirable before the Olympic Games, generating sufficient time to plan and report back had been problematic. However, in mitigation there had been a number of desk top exercises and the Head of Security was undertaking briefings in the run up to the Games.

Succession Planning: There was currently no formal succession planning process in NHM, although this was reviewed in November 2011. The Director had decided to delay any further work until the Science and PEG restructures were completed. Furthermore, there had been relatively little development training for senior managers (apart from that highlighted during the annual appraisal process) and the Director was keen to improve on this.

Masterplan: A Masterplan Strategy Group (MSG) was established in April 2012 with cross-Museum representation to act as a programme board and report directly to Executive Board. MSG will lead on updating the Masterplan for South Kensington, Tring and Wandsworth, informed by the revised principles for the Masterplan Development Framework and by the 10-year priorities.

1450 PERFORMANCE

(i) **Performance Outturn to end 2011/12 against DCMS Indicators (TP 12/46)**

Trustees noted the report.

(ii) **Performance Outturn for April and May 2012-13 (TP 12/47)**

Trustees noted the report.

1451 AGENDA ITEMS FOR FUTURE BOARD MEETINGS (TP 12/48)

The rolling agenda for future meetings was noted.

1452 EVENTS DIARY (TP 12/49)

The events diary was noted.

1453 ANY OTHER BUSINESS

Director of Public Engagement: The Trustees congratulated Ms Ament on her appointment as Director of the Museum of London and offered their thanks for contributing to the Museum's success.

1454 DATE OF NEXT MEETING

9 October: Annual Trustees' Strategy Day
20 November : Board of Trustees Meeting