

THE NATURAL HISTORY MUSEUM

AT A MEETING ON

TUESDAY 20 NOVEMBER 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 (in alphabetical order)

Frances Allen (Minutes)	Executive Assistant to the Director and Secretary to the Board
Joe Baker	Special Adviser to the Director
Rachael Casstles	Special Adviser to the Director
Dr Michael Dixon	Director
Neil Greenwood	Director of Finance & Corporate Services
John Jackson	Science Policy Coordinator (for item 10)
Professor Ian Owens	Director of Science
Alison Purvis	Head of Development (for item 5.1 and 9)

1455 MINUTES OF THE MEETING OF 3 JULY 2012

The minutes of the meeting of the Trustees held on 3 July 2012 were confirmed as a true record.

1456 MATTERS ARISING FROM THE MEETING OF 3 JULY 2012 AND THE ANNUAL STRATEGY DAY ON 9 OCTOBER 2012 (TP 12/50)

Board Appointments: The two Trustee vacancies (Business and Commerce and Biodiversity Science) had been advertised in early October with the Business and Commerce advertisement attracting 16 applications. The Museum's Nominations Committee and the Independent Panel Member (appointed by the Department for Culture, Media and Sport) will meet on 20 November to consider these applications for interview based on an analysis of how well the individuals matched the defined role specification for the position. The recruitment procedure follows the process laid down by the Code of Practice issued by the Office for the Commissioner of Public Appointments.

The closing date for the Biodiversity Science Trusteeship had been extended to 6 December. The Director sought guidance from the Board on whether the Museum should continue to seek a Trustee with biodiversity expertise or widen the scientific scope. It was agreed that the Museum should continue its search for a scientist with biodiversity expertise, but the ideal candidate should also have close links and connectivity with government.

The Director will present to the March 2013 meeting a Board succession plan. The plan will examine the skills gap left by departing Trustees over the next few years so that each appointment can be seen in the context of the full Board. The gender balance would be addressed at this time. The Director will follow the Audit and Risk Committee recommendation and include in the plan staff in strategically important posts.

Board Performance Assessments: The internal Board Performance Assessment is now complete. The external Board Performance review will take place in 2013, early enough to be referenced in the 2012/13 Annual Report and Accounts.

1457 CHAIRMAN'S REPORT

Ash Dieback: Apologies were received from Professor Christopher Gilligan who had to leave the meeting early in order to take part in the working group looking at the Ash Dieback (*chalara*) epidemic in the UK. Professor Gilligan gave an update on the work of the group, which included modelling and analysis of the spread across Europe. Professor Gilligan explained that one of the challenges was to identify ash locations, particularly on private land. Citizen science had a role to play in this search by the general public taking photographs of sightings and sending these to a central database. Several "apps" are available to enable this including Leaf Snap UK.

The Museum's citizen science involvement was of particular interest to Trustees and it was agreed that this would feature on the March agenda.

1458 DIRECTOR'S REPORT (TP 12/51)

The Director expanded on a number of items included in his report.

Director of Public Engagement Group: The Director announced that the Museum had been successful in its search for a Director of Public Engagement Group to replace Ms Sharon Ament. The search had attracted a very strong field of applicants, but the successful candidate, Justin Morris (currently at the British Museum), stood out as the strongest contender. An announcement will be made in the immediate future and it was agreed that the new Director of PEG should be invited to the March Board of Trustees' meeting.

Veolia Environnement: The sponsorship of the *Wildlife Photographer of the Year* exhibition had attracted public criticism from Mr Brian Durrans and Mr Salim Alam. In this regard the Board of Trustees had been circulated Messrs Durrans and Alam's letter and dossier in advance of the meeting. This was discussed further under item 1462 below.

Future grant in aid funding: The possibility exists that there may be a further reduction in public expenditure in financial years 2013/14 and 2014/15. The Coalition Government's decision to further reduce grant-in-aid funding will have to be taken at the time of the Chancellor's Autumn Statement on 5 December, which could impact on the Museum's 2013/14 budget. If adjustments to the budget had to be made, the Audit and Risk Committee expressed the view that the Board of Trustees would need to consider all the options for continuing to fund capital projects already in train, for example, using the Museum's reserves. The Chair cautioned that delaying and extending capital projects will result in lower value for money and increased costs.

Dawes Meadow, Tring Park: The Museum at Tring has benefited for some years from the lease from Lord Rothschild to use Dawes Meadow in Tring Park for some outdoor activities. Lord Rothschild has decided to transfer the land to the Museum and the Trustees agreed to accept Lord Rothschild's most generous gift.

Attendance figures: The Olympic Games had a greater detrimental impact on attendance than predicted. However, visitor numbers in September and October have restored to pre-Olympic Games levels with the half-term week the busiest ever recorded (circa 160k over a seven-day period). The increased number of visitors inevitably puts pressure on crowd accommodation and queue management in the galleries, which together impacts on the Museum's capital expenditure plans.

NHM Development Trust: The Museum recorded its thanks to Sir John Holman who has kindly agreed to sit on the Development Trust alongside Daniel Alexander QC to represent the Museum Board.

1459 DONOR RECOGNITION FRAMEWORK (TP 12/51A)

The Natural History Museum engages in fundraising to support key areas of growth and activities and to realise this endeavour a wide range of prospective donors is approached (ranging from leading philanthropists, individuals, trusts, foundations and companies) as part of this fundraising activity. Ms Alison Purvis explained that recognition of these gifts and pledges will allow the Museum to remain competitive in the fundraising world and build relationships with these benefactors. Historically there has been little consistency in the way the Museum recognises gifts and so the purpose of the Donor Recognition Framework is to introduce a mechanism to ensure that benefactors receive recognition that is appropriate, equitable and consistent, together with defining the principles for naming opportunities. The Museum would wish to avoid granting naming rights in perpetuity as this is not the sector-norm and it would possibly handcuff the Museum on future donor engagement and naming rights. It is the intention that all major donations are presented to the Board for information. Ms Purvis acknowledged Trustees' suggestions that the frameworks should reflect:

- How naming rights may be changed dependent on the proportion of the total cost picked by a single donor; and
- How naming for a third party affects the length of the contracted period of time.

SUMMARY:

Trustees approved the Donor Recognition Framework.

1460 FINALISATION OF THIRD PARTY ENGAGEMENT POLICY: (TP 12/51B)

Mrs Casstles presented to Trustees the revised Third Party Engagement Policy. The draft policy was last reviewed by the Board at the meeting on 3 July and Mrs Casstles was advised at that time to finalise the policy with the input of scientific Trustees, Sir David Omand and Daniel Alexander. The redrafted Policy reflects consultation with key relationship holders and the aforementioned Trustees.

SUMMARY:

Trustees approved the Third Party Engagement Policy.

1461 FINALISATION OF ETHICS POLICY: (TP 12/51C)

Mr Jackson presented to Trustees the revised Ethics Policy. The draft policy was last reviewed by the Board at the meeting on 3 July and Mr Jackson was advised at that time to finalise the policy with the input of scientific Trustees, Sir David Omand and Daniel Alexander. The redrafted Ethics Policy reflects consultation with key relationship holders and the aforementioned Trustees. The policy is intentionally broad, but will be kept current by way of a dynamic appendix that will reference other Museum policies and guidance and other external resources. The principles, which mirror the Nolan Principles, have been made more specific to the NHM.

SUMMARY:

Trustees approved the Ethics Policy.

1462 VEOLIA SPONSORSHIP: (TP 12/51D and E)

In his report, the Director drew the Trustees' attention to some public criticism drawn by Veolia Environnement's sponsorship of the Wildlife Photographer of the Year exhibition. At the author's specific request, the Director had agreed to forward to Trustees a dossier and follow up letter, compiled by Mr Brian Durrans, alleging that Veolia Environnement's was an unsuitable sponsor. The Director explained that he had agreed to forward the information on the pretext of highlighting the volume and frequency of public criticism of the Museum's actions. The dossier was not provided with the intent to invite Trustees to reconsider Veolia Environnement's sponsorship, which is the responsibility under current policies of the Executive.

It was noted that on 15 November the Museum and Veolia Environmental Services (UK) plc had announced the end of the four-year sponsorship of *Wildlife Photographer of the Year* competition and the UK tour.

It was noted that the Museum would always be faced with imperfect evidence to support hotly debated opposing views. From a pragmatic standpoint, the Museum should not be expected to engage in the evaluation of corporate liability under public international law, or under local law. It should still, however, give serious consideration to the suitability of any sponsor, against the Museum's principles and notwithstanding the legal uncertainties around any sponsor's actions. The Museum should ask questions about the wider public interest in the consequences of its actions.

To clarify, Trustees were not of the view that the Museum should terminate the Veolia Environnement's sponsorship with immediate effect, on the basis that there was no new evidence that would demonstrate a conflict with the Museum's Ethics Policy. In addition, the pressure from external sources to terminate forthwith did not outweigh the risk to the Museum's reputation and ability to attract future sponsorship, if it did terminate the sponsorship with immediate effect.

1463 DECLARATIONS OF INTEREST AND REGISTER OF INTERESTS (TP 12/52)

The Chair, Sir David Omand, Sir John Holman and Daniel Alexander made changes to the Register of Interests. The Secretary to the Board recorded these changes.

1464 BUDGET FOR FY 2013/14 (TP 12/53)

Mr Greenwood's paper presents a balanced operating budget for financial year 2013/14, together with indicative budget allocations for the period from 2014/15 to 2016/17. The budget has been prepared against the backdrop of continuing uncertainty over future levels of grant-in-aid funding and sets out a short-term contingency plan to accommodate possible cuts in funding in 2013/14. It was acknowledged that more stringent longer-term measures may have to be considered if further cuts in public spending are made in 2014/15 and beyond. In this situation the Museum would have to adopt a more

strategic approach in how it would manage any significant cuts in funding, which could include a freeze on recruitment and/or postponement of capital projects.

The Director and Mr Greenwood will be working through different scenarios to respond to possible reductions in grant-in-aid funding and will present a more informed budget (arising from the Chancellor's Autumn Statement on 5 December), to Trustees in March. In working through the scenarios Sir David Omand recommended the Executive use *value for money* as a driver when evaluating the future and status of capital projects. He reflected that all too often in lean times the temptation is to spread projects to accommodate reduced budgets, which in effect slows things down, and impacts on other interdependent capital projects leading to a planning blight as capital aspirations are not delivered. The General Reserve could be used to better effect to deliver projects in this situation.

Another contributing factor to the planning blight is the inability to make decisions in a timely manner. In this context, the Audit and Risk Committee had cautioned the Executive that decisions needed to be taken sooner rather than later and recommended that the Executive Board and Head of Estates allocate a block of time before the financial year-end to make the necessary decisions. This was necessary as the dynamics of the environment in which decisions are made will keep changing.

The Learning Centre project will be reassessed within the wider context of a new learning strategy. The Executive will be also looking at the on-going running costs of all learning activities and resources in a fiscally constrained environment. Sir John Holman wished to impress upon the Executive that the Learning Centre provided the opportunity for the Museum to take a lead in the field of informal science learning within museums. Recent studies had shown that museums and science centres do not excel at linking with schools, reaching deprived and low income families, or formalising the professionalism of practitioners working within these organisations. The NHM could help address these issues by formalising in a structured way the learning activity that is undertaken at the Museum, together with using the Real World Science activity to take the lead in reaching out to regional museums in the UK. This in turn would send out a very strong advocacy message that the Museum was contributing to driving the government's education agenda as well as contributing to tourism, culture and science. The Director responded by confirming that the Museum is very much committed to improving its learning facilities and anticipates resubmitting a refined application to the Heritage Lottery Fund for a Learning Centre, which will be at the heart of the new learning strategy.

It was acknowledged that the Learning Centre is an important area that the NHM Development Trust may wish to raise funds for. Trustees would welcome the opportunity to know more of the fundraising endeavours by the NHMDT and it was agreed that Mr Daniel Alexander, as the main Board member on the NHMDT, will give a general report at future meetings.

SUMMARY:

The Board of Trustees approved the presented budget for 2013/14 (including the General Reserve of £2.5m) pending a more informed budget arising from the Chancellor's Autumn Statement on 5 December.

ACTIONS:

- Mr Neil Greenwood will present a final budget to Trustees in March
- Executive Board and Head of Estates will allocate a block of time before the financial year-end to make the necessary decisions regarding capital planning.
- Mr Daniel Alexander will convey to NHMDT the view of Trustees that the Learning Centre should be considered as a fundraising project
- Mr Daniel Alexander will present a general report on NHMDT fundraising activities to the main Board of Trustees meetings.

1465 MUSEUM FUNDING – GOVERNMENT FUNDING (TP 12/54)

The Director's paper was the fourth in a series presenting a forward look for Museum funding (further papers on Science income and consultancy services will be presented at future meetings). The paper covered the recent history of the Museum's Government funding and detailed the need for focused advocacy going forward. The paper too acted as a vehicle to prompt discussion on how the Museum could respond to further cuts.

An important message is that according to current expenditure projection, by 2014/15 the real terms value of the Museum's grant-in-aid funding (adjusted by CPI) is slightly less than 80% - less than the value of funding before the reintroduction of free admission. An enormous challenge for the Museum, therefore, would be how it would address further cuts to government funding should DCMS official's worse case scenario be realised. In real terms the resource GIA allocation to the Museum for 2013/14 and 2014/15 will fall dramatically committing the NHM to finding savings in its expense base by the latter year. This would result in the Museum operating in a very different way and, although the Museum is committed to maintaining free access, stringent cuts could force the NHM's hand into reintroducing admission fees.

Because the Museum is funded by the Department of Media, Culture and Sport (DCMS) it is considerably disadvantaged compared to other areas of government funding of science. This is borne out by recent statistics indicating that NHM funding has grown at about two-thirds of the rate of all such government expenditure. By way of contrast, all government expenditure on education has broadly tracked the rate of overall growth whilst health and science has each grown at significantly faster rates.

Trustees were in strong support of the advocacy key messages outlined in the paper and made the following suggestions:

- Although the Museum is technically funded by grant-in-aid, it is important to impress upon government that this is really expenditure to buy social and scientific outputs and not a subsidy to a charitable enterprise. Therefore, if funding is reduced then the level of return is reduced accordingly.
- In terms of the Museum's public facing activities, the high level of visitor numbers is a clear indication that the Museum offers something that the public wants and it is the Trustees' responsibility to ensure that the public are accommodated in a safe environment. In this respect, capital programmes have been implemented to improve circulation, queue management etc and any cuts in funding could jeopardise the progress of these programmes. In essence, there is a limit to the number of cutbacks in this area.
- Perhaps the strongest argument is that museums and galleries have at the moment is that they drive the tourist economy generating about £1 billion to the economy.
- The NHM could assemble a portfolio of *killer facts* that would demonstrate the educational outcomes from formal learning in museums and science centres for approaching DCMS, BIS (science) and the Department for Education. In addition, this portfolio would provide proof positive evidence to Treasury of the benefits the Museum delivers for tourism, for science, for education etc.

ACTION:

The Director and Mr Joe Baker will compile the portfolio of *killer facts* as soon as possible in readiness for the Director's meeting with the Secretary-of-State.

1466 DEVELOPMENT – PORTFOLIO OF CAPITAL AND DEVELOPMENT OPPORTUNITIES (TP 12/55)

Ms Alison Purvis explained that given the scale of the Development Department's fundraising ambitions, there is a clear need for a comprehensive fundraising campaign to expand, strengthen and diversify the funding base. The campaign will ensure that the Museum can invest in the key areas that will allow fulfilment of ambition and deliverance of the NHM's mission over the next ten years. This is in the spirit of mounting more integrated campaigns and to expand the scope by providing more opportunities to engage with people who are interested in contributing to specific campaigns rather than a fixed capital development. As a caution, it was noted that recent reports on philanthropy had indicated that philanthropic giving had dropped by 20% in the past year; this needed to be borne in mind with our own fundraising activities going forward.

Six funding initiatives had been identified and, nested under each initiative, examples of projects were given for which Development would seek funds, together with the level of investment. Ms Purvis highlighted that the emphasis is much more on scientific projects linked to the Science Strategy. It was acknowledged that the key to fundraising is flexibility and although the project order of priority is shaped by the Museum's long-term strategic plans, it would be possible to accelerate one project in favour of another should a donor wish to commit a significant endowment to a specific project.

The Development Department has embarked on a feasibility exercise to test the concept of the campaign and to inform the next steps. 70 stakeholders have taken part in the survey and their feedback will contribute to a comprehensive report, which will capture recommendations together with the key decision points. It is anticipated that the feasibility study will also help determine what proportion of the budget the NHM could solicit externally. Trustees who had taken part in the survey thought that some of the questions were inappropriate for some stakeholders and felt that the questions, together with the approach, should be reconsidered. The Director agreed to discuss this issue with the external consultant conducting the survey.

The following comments were made:

- Professor David Drewry felt that the scope of initiative (1) was quite amorphous; a more focussed approach should be taken with tangible projects attached to the fundraising ambitions.
- The Museum's strategic ambitions should identify 5-6 big areas (including facilities and high profile appointments) against which Development would wish to raise funds. In this context the Museum should look at what its competitors are doing nationally and internationally and try to place the Museum in a unique position to fill a niche or complement an existing one.
- Package an expedition offer that would appeal to donors who may wish to commit to overseas projects. This could act as a vehicle to train people in other parts of the world thus inspiring future generations of systematists.

- Our government subsidy is absolutely essential to underpin our ambitions, as it allows the Museum to leverage extra funding to do extraordinary things through our entrepreneurial skills and fundraising abilities. Professor Alex Halliday suggested that the government is very interested in a match-funding model.

ACTION:

The Director will bring specific plans for the projects, including key parts of our capital programme, to the March meeting

1467 REQUEST FOR RETURN OF HUMAN REMAINS FROM HAWAI'I (TP 12/56)

Trustees considered the request by Hui Mālama I Nā Kūpuna O Hawai'i Nei for the permanent release and repatriation of the remains of ancestral Hawaiians that are currently held in the Museum.. In reaching a decision, Trustees considered the perspective of the Hawaiian community; scientific and archival information on the remains; and past and potential value for science. The Trustees acknowledge the strong feelings of connection of the community to the remains and of continuing responsibility by the community for the care of the remains.

The Trustees decided to return the remains of 145 individuals to Hui Mālama I Nā Kūpuna O Hawai'i Nei. The archival information and scientific assessment of a further eight individuals indicated no relationship with Hawaii, therefore it was proposed that the Museum retains the remains of these eight people, but would be prepared to discuss this evidence and decision more fully with Hui Mālama I Nā Kūpuna O Hawai'i Nei.

Trustees asked that the Museum should, as part of the process of return, discuss with Hui Mālama I Nā Kūpuna O Hawai'i Nei the nature and value of the science that is conducted on the human past at the Museum. It was noted that this is a dialogue that has been of interest to other communities in informing their decisions about care following return, although it was acknowledged that traditional responsibilities will be of primary concern in making decisions about future care for the remains from Hawai'i.

In order to facilitate the return of the remains to Hawai'i, it is proposed that the Museum extends an invitation to Hui Mālama I Nā Kūpuna O Hawai'i Nei to visit London to meet with senior Museum staff and to discuss appropriate protocols, timings, responsibilities and logistics.

ACTION:

Professor Ian Owens and Mr John Jackson will prepare a response to Hui Mālama I Nā Kūpuna O Hawai'i Nei on behalf of the Chair of Trustees.

1468 SCIENCE GROUP

(i) Second Quarter Report Update 2012-13 (TP 12/57)

Professor Owens focussed on a number of points from the report:

Revised Science Strategy: The Strategy is in development and will be the focus of the Science discussion with Trustees. Professor Ian Owens confirmed that he was content with the level of investment to Science and that the first priority was to convert the Palaeontology block into an Earth Sciences building to bring together Palaeontology and Mineralogy staff. The long-term priority was to identify NHM strategy to off-site storage, possibly by engaging with potential partners to share offsite facilities.

HoD Recruitment: Recruitment is in progress for the Head of the Earth and Life Sciences Departments; research leaders and essential curatorial positions. Professor Owens would like Trustee input into the recruitment process of the two HoD positions (5-year renewable term), which he hopes will be in place by October 2013. The positions will be advertised internally and externally and open to researchers and collections managers.

Kew: Progress is on-going with the development of the next MoU with Kew. Discussions have taken place with the Director on options and focus and a more fulsome report will be presented to Trustees in March.

Funding through research grants: Professor Owens confirmed that increasing external funding through research grants is a major priority of restructure. The revised researcher expectations and appraisal mechanisms will help keep track of performance and grant seeking activity.

1469 CORPORATE SERVICES GROUP

(i) Financial Review for the Period April to September 2012 (TP 12/58):

The report had previously been reviewed by the Audit and Risk Committee. The report was noted without comment.

- (ii) Establishment of an Estate and Buildings Advisory Committee (TP 12/59):
The proposal to establish an Estate and Buildings Committee to act as an advisory group to assist the Museum with its long-term management and development of the estate was welcomed by Trustees. The Committee will comprise a collection of expert advisors in property and construction that would meet on a quarterly basis to discuss issues, review and comment on proposals and provide advice and recommendations to the Executive Board and the Board of Trustees.

SUMMARY:

Trustees endorsed the proposal, the membership and terms of reference for the Estate and Buildings Advisory Committee. The Chair thanked Ian Henderson for his contribution to the work of the Board.

- (iii) Second Quarter Health & Safety Report 2012-13: (TP 12/60)
Trustees noted the report without comment. The Head of Health and Safety – Alan Barlow – will be invited to present the Annual Health & Safety Report to the Board of Trustees in May 2013.

On a separate note, Dr Langslow reported that the steps to the front entrance were cracked and could pose a health and safety problem.

ACTION:

Mr Greenwood will report the cracked steps to the Head of Health & Safety

1470 PUBLIC ENGAGEMENT GROUP

- (i) Second Quarter Report Update 2012-13 (TP 12/61)

The following points were of particular note:

Veolia Environnement Wildlife Photographer of the Year: This flagship exhibition has attracted much media attention since the opening in October. Trustees felt that the 2012 format of the exhibition works much better than in previous years. Trustees made the request that at the 2013 Awards Dinner more tables should be allocated to the Museum in order for Trustees to host more guests.

Science Uncovered: This EU-funded event proved to be a huge success in terms of both visitor numbers and media coverage. There are some concerns whether EU funding will be available in the future and so the Museum is undertaking a cost benefit exercise to establish whether it would be viable for the Museum to fund (or seek external funding) the event.

Dr Langslow made special mention of the very interesting interview he had heard on BBC Radio 4's *Midweek* with NHM arachnid expert - Jan Beccaloni. Dr Langslow felt that this was a great example of how the NHM can get science messages across to the general public.

1471 AUDIT & RISK COMMITTEE REPORT

- (i) Report of the Meeting held on 8 November 2012:

Sir David Omand, as Chair of the Audit & Risk Committee, reported on the following items from the meeting held on 8 November 2012:

Long-Term Inherently High Risks: the Head of Internal Audit and Risk (Ms Jan Day) had presented a table of long-term inherently high risks at the meeting and how these are managed. Sir David felt that this data would provide reassurance to Trustees and asked Ms Frances Allen to include the table in the March Trustees paper for information.

Crisis Management Exercise: A full crisis management live exercise will take place at South Kensington on 28 February 2013.

Cyber Security: As public websites are increasing coming under attack by cyber terrorists, the Audit and Risk Committee had recommended that the Museum puts in place a forensic readiness policy appropriate for NHM needs.

Implications of Long-Term Pay Freeze: The ARC was of the view that the Museum needed to be proactive and put in place mechanisms for the early detection of key members of staff who wished to move on as a consequence of the pay freeze. This highlighted the importance of a succession plan for key members of staff and ARC recommended that the Executive Board sign off the previously presented plan that formally established High Potential people in the most senior positions in the Museum. It was noted that the Successful Planning document to be presented to Trustees in March should include those people in strategically important posts.

1472 PERFORMANCE

- (i) Performance Outturn for Quarters 1 and 2 2012/13 (TP 12/62)
Trustees noted the report.
- (ii) Darwin Centre Phase 2 Benefits Realisation (TP 12/63)
Trustees noted the report and confirmed that it is no longer required to present this report at future meetings.

1473 AGENDA ITEMS FOR FUTURE BOARD MEETINGS (TP 12/64)

The rolling agenda for future meetings was noted.

1474 EVENTS DIARY (TP 12/65)

1475 ANY OTHER BUSINESS

1476 DATES OF NEXT MEETING

5 March 2013
11 April 2013 – Annual Trustee Dinner
21 May 2013 – Science Session in the afternoon
2 July 2013 – Annual Summer Staff party in the evening
19 November 2013 – Science session in the afternoon