

No 251

**THE NATURAL HISTORY MUSEUM**

**AT A MEETING ON**

**TUESDAY 16 MAY 2017**

**AT 09.00 A.M.**

**AT THE NATURAL HISTORY MUSEUM**

**Present**

**TRUSTEES**

Lord Green of Hurstpierpoint (in the Chair)  
Dame Frances Cairncross DBE FRSE  
Professor Christopher Gilligan CBE  
Professor Sir John Holman KBE  
Hilary Newiss  
Robert Noel  
Simon Patterson  
Professor Robert Stephen John Sparks FRS CBE  
Professor Dame Janet Thornton DBE FRS  
Dr Kim L Winser OBE

**In Attendance**

Sir Michael Dixon	Museum Director (Executive Board Chair)
Neil Greenwood	Director of Finance and Corporate Services (Executive Board member)
Dr Justin Morris	Director of Public Engagement (Executive Board member)
Fiona McWilliams	Director of Development and Communications (Executive Board member)
Professor Ian Owens	Director of Science (Executive Board member)
Frances Allen (Minutes)	Executive Assistant to the Director and Secretary to the Board
Rachael Casstles	Head of Internal Affairs
Dr Alex Burch	Head of Exhibitions, Learning and Outreach (for item 8)
Katrina Nilsson	Head of National Public Programmes (for item 8)
Kate Fielding	Head of Strategic Communications (for item 11)

**Preliminary**

**1881 APOLOGIES FOR ABSENCE**

Apologies were received from Mr Anand Mahindra and Professor Sir John Beddington CMG FRS.

**1882 DECLARATIONS OF INTEREST AND REGISTER OF INTERESTS (TP 17/18)**

Declarations of interest and changes to the Register of Interests were made and recorded by the Secretary to the Board.

**1883 MINUTES OF THE MEETING OF 21 FEBRUARY 2017**

The Minutes of the meeting of the Trustees held on 21 February 2017 were confirmed as a true record and signed by the Chair.

**1884 MATTERS ARISING FROM THE MEETING OF 21 FEBRUARY 2017 (TP 17/19)**

Legal service review: Rachael Casstles confirmed that her review of the current legal service provision will be reported to the Audit and Risk Committee in June.

Organisational charts (Organograms): These will be circulated before the July Board meeting.

Board of Trustees' meeting: May 2018: The meeting will now take place on Thursday 24 May 2018 in Birmingham to coincide with *Dippy* in residence at the Gas Hall of the Birmingham Museum and Art Gallery.

**Corporate items:**

**1885 CHAIRMAN'S REPORT**

Treasures of the Natural World Exhibition, Tokyo: The international premiere of the Museum's touring exhibition – *Treasures of the Natural World* - opened at the National Museum of Nature and Science (Ueno Park) to widespread public interest. It is hoped that this success will pave the way to a strong future relationship with Japan. The commercial performance of the tour will be reviewed at a later date.

Submission to government: A working group of national museum Chairs is to be convened with the remit to produce a collective submission to government highlighting the importance of national collections and the role that museums play in tourism.

**1886 DIRECTOR'S REPORT (TP 17/20)**

The Director highlighted the following items:

Museum Grounds: Prof Ian Owens and Fiona McWilliams provided an update. A more comprehensive update will be made at the July Board meeting.

Exhibition Road Cultural Group: Sir Michael Dixon (Director) has agreed to accept the role of Chair of the ERCG in place of Dr Justin Morris, which will be officially announced at the Group's AGM in July. The ERCG comprise 17 local cultural institutions and the Group is working collaboratively on a number of projects including the idea of a Festival (possibly based on the existing Imperial College Festival), security on the Exhibition Road area and, with the GLA, improvements to the South Kensington underground station and the tunnel.

Staff engagement survey: Sir Michael reported on the findings from the recent staff survey conducted in February 2017. Whereas our independent consultants expressed the view there is much to celebrate in the results, a strong negative scoring appeared to be concerned with communication, leadership and direction across the Museum. The Director will provide a further update at the July meeting of the Board.

**1887 FINANCIAL REVIEW FOR THE PERIOD APRIL 2016 - MARCH 2017 (TP 17/21)**

The Board noted the report which presented a marginally improved out-turn compared to the final reforecast.

**Items for Approval:**

**1888 UK STRATEGY (TP 17/22)**

Dr Alex Burch (Head of Exhibitions, Learning and Outreach) and Katrina Nilsson (Head of Public Programmes) presented an update on the UK Strategy, which had been developed through internal and external consultation and reflected those recommendations made by the Board in May 2016. The UK Strategy is aligned to the cross-Museum strategies (including *Strategy to 2020*) and defines a template for the delivery of a high quality national programme which, in partnership with others, will support regional organisations by the sharing of expertise to bring benefit across the museum sector and to increase participation in marginalised sectors of society. Working collaboratively with a network of UK partners will provide a greater opportunity to engage with more diverse audiences, particularly by connecting with museums where the local demographic has high

representation from BAME<sup>1</sup> or lower socio-economic groups. These underlying principles chime with the call by many funding bodies and charities for national institutions to support regional institutions, drive local regeneration and increase access to culture. Ms Nilsson explained that mapping a course for a national programme had identified a number of challenges and opportunities, which the UK Strategy seeks to address. These are summarised as follows:

- Funding cuts to museums reducing capacity: *Opportunity to increase resilience and build capacity in Museums*
- Lower levels of engagement amongst BAME and lower socio-economic groups: *Opportunity to increase engagement with culture, nature and science amongst these hard to reach groups*
- A shortage of STEM<sup>2</sup> skills in the workforce: *Opportunity to increase pathways to STEM study. The NHM has a unique role to play in this area and the natural world provides a great opportunity to introduce young people into STEM disciplines.*
- The need to understand and respond to socio-scientific challenges: *Opportunity to engage the public with socio-scientific issues and increase scientific literacy*
- A lack of taxonomy and wildlife identification skills at a time when environmental research and monitoring is critical to understanding the impacts of environmental change: *Opportunity to reduce the skills gap in taxonomy and wildlife identification skills.*
- A disconnect with nature in an increasingly urban population (80%): *A national call to action to rediscover the UK's natural heritage*

The UK Strategy sets out the step change necessary for the Museum to assume a leadership role in the delivery of a national programme. This will be achieved by convening and facilitating UK-wide networks to support increased capacity in museums, engage audiences with UK biodiversity and to open up the nation's natural history collections. A number of key projects and partnerships will be exploited to achieve this goal, including citizen science, real world science and *Dippy on Tour*. It is hoped that *Dippy on Tour* will provide the momentum to forge new partnerships to inspire audiences to embark on their own natural history adventure, as well as attracting new members to join the real world science network thus providing a boosted geographical spread across the UK.

The Grounds Programme will also play a major role in establishing the Museum's leadership in citizen science using real world science as the vehicle to connect young people to UK biodiversity, inside and outside the class room, and will focus on Key Stage 2 and 3 students, particularly the transition between primary and secondary. In parallel, the citizen science programme will use different digital platforms to create memorable experiences for these age groups.

Notwithstanding, delivery of these major projects will require funding and the National Public Programme team will continue to work with the Development and Communications Department to build on-going partnerships with funders.

The Board thanked Dr Burch and Ms Nilsson for presenting their exciting and ambitious plans. Dr Winsor highlighted the need to protect the "on tour" brand/trademark and it was agreed that Ms Newiss will discuss this with the Commercial Advisory Board.

### **1889 MAJOR CORPORATE RISKS (TP 17/89)**

The external evaluation of the Museum's risk and assurance processes had prompted a review of the Museum's approach to risk management and had resulted in a revision of both the methodology and documentation used to provide reassurance that mitigation processes are in place. One of the principal changes was to create a *bottom up* assessment of risks facing the Museum, based on the activities it undertakes (known as the *risk universe*), and to score these using a consistently applied scoring system and methodology. The risk universe will be reviewed at each Audit and Risk Committee meeting and will inform the annual audit and assurance plan.

The revised approach and documentation had been reviewed by the CIAA and approved by the Audit and Risk Committee at its meeting on 4 May 2017. The Board was reassured by this validation and so approved the revised approach to risk management and reporting.

<sup>1</sup> Black, Asian and Minority Ethnic

<sup>2</sup> Science, Technology, Engineering and Mathematics

**Items for Noting:****1890 REPORT ON DEVELOPMENT PROGRESS (TP 17/24)**

Fiona McWilliams (Director of Development and Communications) presented an overview report charting fundraising progress during the first full year of operation (FY2016/17) of the Museum's Development function. During this first year a new approach to fundraising, and donor engagement, had been developed with a largely new team in place to support fundraising activities.

A new fundraising model had been introduced to highlight the Museum's new vision and ambition, which had hitherto not been communicated to major donors. Adopting a more strategic approach had enabled the Development team to shift the external perception of the Museum from an organisation that lacked vision and ambition to one that donors would like to work with. Ms McWilliams explained that the profile of an organisation is intrinsic to fundraising success and raising the profile of the Museum amongst UK and international influencers alike will continue to be at the forefront of activity via high profile events and media exposure. In this context, the Museum's Communications function, the brand story and *case for support* have been essential vehicles for improving the perceptions of the Museum and its mission.

Although the performance for FY2016/17, achievement of c.50% of targeted income and new pledges, could be seen as disappointing, the Board acknowledged that the targets had been set deliberately to be aspirational in order to emphasise ambition and drive culture change, and in the absence of robust donor pipeline data. In context, achievement at this level at this stage was 'normal' and in line with expectations. In addition, the level of funding secured already in the first quarter of FY2017/18 is extremely encouraging, providing confidence that the new fundraising model was the right approach.

The Board noted the fundraising status for each project in the project portfolio. Fundraising for the two priority projects – Hintze Hall and the Grounds Transformation Programme – is ongoing and Ms McWilliams outlined her plans for the associated fundraising campaigns. Ms McWilliams welcomed Simon Patterson's suggestion to convene a group of senior volunteers to help fundraise and confirmed that a campaign board will be established to take forward the fundraising activity.

**1891 NHM BRAND STORY**

Kate Fielding (Head of Strategic Communications) considers that the NHM Brand Framework expresses the Museum's core ideas and beliefs and has been developed to act as a vehicle to engage with, and inspire support from, audiences outlined in the *Strategy to 2020*. The Framework has been developed through consultation and it has the ingredients to support a step change in the Museum's communication efforts and to also enhance the perceptions of the NHM. It has already proved to be a helpful tool for the communication associated with the Hintze Hall launch.

The Framework is to be used by NHM staff and acts as a multi-purpose tool to inform and inspire behaviour and activities, as well as serving to guide consistent and effective communications output. In this context, an internal rollout of the Framework has begun and workshops will be convened to help staff use it effectively. Going forward, a group of strategic leaders and influencers across the Museum will be convened in May to test and articulate how the big projects fit the brand story. With support from an external copywriter those big ideas and headline initiatives will be harnessed and brought to life in an externally-focused "brand story", which will be tested with donors and advocates in the Autumn.

Ms Fielding reassured the Board that the Communications team is working with all UK national print and broadcast media (and not just the intellectual media) to ensure that the Framework's message talks to all audiences. In advance of the launch of Hintze Hall, the Board challenged management to produce a strapline/crisp statement (a 30 second snapshot) encapsulating the current role and mission of the Museum, together with three key messages. This will be presented at the July meeting of the Board, together with a briefing for the Hintze Hall launch.

**Annual Reports for Noting:**

Ms Hilary Newiss, as Chair of the Audit and Risk Committee, confirmed that the Committee had reviewed the following annual reports and provided assurance to the Board that the Museum is discharging its statutory responsibilities in an appropriate manner. The Board noted the reports:

**1892 HEAD OF RISK & ASSURANCE'S ANNUAL ASSURANCE TO THE ACCOUNTING OFFICER AND THE AUDIT & RISK COMMITTEE 2016/17 (TP 17/25)**

**1893 ANNUAL RISK MANAGEMENT SUMMARY (TP 17/26)**

**1894 ANNUAL REVIEW OF GIFTS AND HOSPITALITY (TP 17/27)**

**1895 ANNUAL HEALTH AND SAFETY REPORT 2016/17 (TP 17/28)**

**1895 ANNUAL SECURITY REPORT 2016/17 (TP 17/29)**

**Committee reports:**

**1896 REPORT FROM THE AUDIT AND RISK COMMITTEE MEETING HELD ON 4 MAY 2017**

Ms Newiss reported that at the May meeting the Committee discussed the governance of fundraising and an update on readiness for the General Data Protection Regulations. In her role as Chair of the Audit and Risk Committee, Ms Newiss will be attending meetings across the Museum to monitor the approach.

**1897 REPORT AND MINUTES OF THE DEVELOPMENT ADVISORY COMMITTEE MEETING HELD ON 5 APRIL 2017 (TP 17/30)**

Dame Frances Cairncross (Chair of the NHM Development Advisory Committee) reported on the April meeting, highlighting the following:

Fundraising Regulation and Data Protection Update: The Head of Advancement Operations (Chris Trevor) and the Museum's Information Manager (Polly Parry) had provided an update and assured the Committee that the Museum was taking this issue seriously and all areas of the Museum involved with data are involved at a senior level. The Audit and Risk Committee discussed this issue at the May meeting.

Due diligence work: This will form part of a wider discussion on third party policy redevelopment, but it is recognised that there is a need to be proactive and have processes in place for situations as they arise. This is subject to on-going discussion.

Focus: To achieve fundraising success it was important for the Development team, and therefore also the institution, to stay focused on a small number of major projects and work to deliver them in full.

There was a discussion on the extent to which Trustee giving is a necessary pre-requisite for successful application for support to some trusts and foundations.

**1898 REPORT AND MINUTES OF THE SCIENCE ADVISORY COMMITTEE MEETING HELD ON 11 APRIL 2017 (TP 17/31)**

Prof Stephen Sparks (Chair of the Science Advisory Committee) provided a report on the April meeting, highlighting the forthcoming Science Review taking place in June. Prof Sparks had previously circulated a briefing document and asked Trustees to provide any arising comments to him by the end of May.

**1899 REPORT AND MINUTES OF THE PROPERTY COMMITTEE MEETING HELD ON 3 MAY 2017 (TP 17/32)**

Mr Robert Noel (Chair of the Property Committee) reported that:

Wandsworth: A feasibility study has been commissioned and a technical report will be submitted on 19 May to provide details on the building envelope and massing, together with the maximum amount of storage that could be achieved. It is intended that an outline report will be submitted to the Board at the July meeting.

Tring Update: The Committee approved a feasibility study to establish potential solutions (and costed plan) for the recladding of the Ornithology building.

Estates Strategy: The Committee had discussed the backlog maintenance issue as part of the Estates' Strategy and it was apparent that there is underinvestment in this area. In view of this, Mr Noel recommended that this issue be discussed at the Annual Trustees' Strategy Day in September to establish a roadmap for the way ahead.

**1900 AGENDA ITEMS FOR FUTURE BOARD MEETINGS (TP 17/33)**

The rolling agenda for future meetings was noted.

**1901 EVENTS DIARY (TP 17/34)**

The Board of Trustees noted the contents of the report.

**1902 DATES OF NEXT MEETINGS**

**Please note the staff summer party will be on 18 July due to the Hintze Hall project opening date.**

**2017:**

- 4 July
- 19 September (Annual Trustees' Strategy Day – all day)
- 21 November

**2018:**

- 13 February
- 24 May (NOTE NEW DATE AND LOCATION TBA IN BIRMINGHAM)
- 3 July (Annual Staff Summer party in the evening)
- 18 September (Annual Trustees' Strategy Day – all day)
- 20 November

**1903 ANY OTHER BUSINESS**

Board appointments: The Chair confirmed Dr Winser and Prof Sir John Beddington's reappointment to the Board for a further four-year term ending 17 February 2021 and 31 March 2021 respectively. Dr Winser is a Prime Ministerial appointment and Prof Sir John Beddington is a co-opted member of the Board.

Board review: The Chair will be conducting an annual review of performance with each Board member and the Secretary will be arranging 1:1 meetings.

