

**THE NATURAL HISTORY MUSEUM**

**AT A MEETING ON**

**THURSDAY 13 MAY, 2004**

**AT 10.00 A.M.**

**AT THE NATURAL HISTORY MUSEUM**

**Present**

**TRUSTEES**

Professor Sir Keith O'Nions FRS (in the Chair)  
Professor Dianne Edwards CBE FRS  
Professor Michael Hassell CBE FRS  
Professor Christopher Leaver CBE FRS  
Professor Jacquie McGlade  
Professor Georgina Mace OBE FRS  
Dame Judith Mayhew Jonas  
Lord Palumbo  
Mr Oliver Stocken  
Sir Richard Sykes FRS

Sir Neil Chalmers  
Ms Milly Rosier (Secretary to the Board)  
Ms Anna Cuss (minutes)

Ms Sharon Ament, Mr Neil Greenwood, Mr David Hill and Dr Richard Lane were in attendance. Ms Eleanor Fisher was in attendance for paper TP 04/12, Mr David Thorpe for paper TP 04/15 and Mr Alan Barlow for paper TP 04/16..

**781 Closed session**

There was a confidential discussion.

**Open session**

**782 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Sir William Castell and Professor Linda Partridge.

The Chairman also welcomed to their first meeting the Director Designate, Dr Michael Dixon, Professor Georgina Mace, who had recently joined the Board of Trustees, and Ms Milly Rosier, Special Adviser to the Director and Secretary to the Board.

**783 MINUTES OF THE MEETING OF 24 FEBRUARY 2004**

Trustees made three amendments to the minutes:

- i) 'After consideration, Trustees approved the plans for special exhibitions, wayfinding, access and development work on the first part of the permanent gallery plan for 2004-08, including an architectural exhibition on the balconies of the central hall, and the development of a strategy for more effective use of the gardens and welcomed these as a positive step forward in improving the Museum's visitor offer.' (minute 768).
- ii) Both Professor McGlade and Professor Leaver were omitted in error from those present at the meeting.
- iii) The note of the closed session should remain confidential (minute 759).

With these amendments Trustees approved the minutes.

**784 MATTERS ARISING FROM THE MEETING OF 24 FEBRUARY 2004**

- Human Remains (TM 24 February: 763)  
The Director reported that the Minister's consultation exercise had been further delayed and was now likely to be carried out at the end of June.
- Appointment of Keeper and Head of Department of Botany (TM 24 February: 769)  
The Director reported that interviews for this post would be held on 8 June with a panel comprising Dr Dixon, Dr Lane, Professor Edwards and Professor Peter Crane.

#### 785 SPECIAL MEETING OF 23 MARCH 2004

The Chairman reported that the majority of the meeting had been held in closed session, with the Director joining Trustees towards the end.

#### 786 MINUTES OF THE SPECIAL MEETING OF 26 APRIL 2004

Trustees agreed that minute 777, in addition to minute 779 should remain confidential, in line with the Museum's internet Publication Scheme. Subject to this amendment, Trustees approved the minutes.

#### 787 MATTERS ARISING FROM THE SPECIAL MEETING OF 26 APRIL 2004

The Director confirmed that work on Darwin Centre Phase Two was going ahead according to the direction given by Trustees.

#### 788 APPOINTMENT OF A NEW TRUSTEE (TP 04/10)

Trustees were aware that Lord Palumbo would be stepping down from the Board at the end of 2004, having reached his maximum term of office, having been co-opted to the Board in 1995. Trustees agreed to forward names of potential candidates to Ms Rosier for submitting to the Board at their meeting on 27 July.

#### 789 DIRECTOR'S REPORT

The Director reported on the following subjects:

- Loan Approval.** Trustees approved the loan of botanical drawings from the library holdings to North Lincolnshire Museum in Scunthorpe, for an exhibition entitled *Voyage of Discovery* to take place between 26 June and 10 October 2004. They noted that the insurance value of the loan was £1,052,000 and that the borrower had agreed to meet all costs and requirements for environment and security.
- EXPO.** The Museum, in partnership with Land Design Studio and Ten Alps Events, had won a prestigious contract, worth £3 million, to design, build and operate the UK Pavilion at Aichi EXPO in 2005, on behalf of the Foreign and Commonwealth Office.
- Special Operations Executive.** A commemorative dinner had been held at the Museum on 20 April, in the presence of HRH the Princess Royal, current patron of the Special Forces Club, to unveil a plaque, produced by the Museum's Design and Installation Team, to mark the cooperation between the Museum and the Special Operations Executive (SOE). The SOE was a British wartime secret service organisation, which had based one of its workshops for producing specialised military equipment in what later became the Museum's Mammals Gallery. The plaque would be on permanent display on the wall at the entrance to the Gallery.
- Fabulous Beasts.** This new special exhibition, located in the Jerwood Gallery had been opened to the public today and would run until 26 September. Bringing together new and existing artworks by Mark Fairnington and Giles Revell, the exhibition comprised detailed images of the natural world, reflecting the processes of observation that scientists and artists shared when examining a natural object. Trustees would view the exhibition with one of the artists after the meeting.
- Planning permission for Darwin Centre Phase Two.** On 11 May 2004, the Planning Committee for the Royal Borough of Kensington & Chelsea had unanimously agreed to grant planning permission for Darwin Centre Phase Two, subject to conditions.

#### 790 TRUSTEE/MANAGEMENT COORDINATION IN RELATION TO PROCUREMENT AND RELATED ISSUES IN THE MUSEUM (TP 04/11)

*(This section to be made available in May 2014)*

Since 23 March, the Chairman had held two meetings with the Director, Ms Ament and Dr Lane to discuss options for moving forward in a fair and objective way with a shared understanding amongst staff of what had happened, and paper TP 04/11 summarised their proposal. This outlined a four-stage process which would i) identify the issues to be resolved, ii) ascertain the facts, iii) identify follow-up action and iv) set out the lessons learned for the future. Issues would be brought to Trustees or management for action as appropriate.

Trustees also received a verbal recommendation from the Director, based on advice he had recently received from the Museum's solicitors, that the proposed course of action should be amended in one respect, namely that the stage of ascertaining the facts should be carried out by an authoritative group that was independent of management.

The process specified in the paper, with this one revision, was agreed by the Board. They decided that the independent group should consist of Oliver Stocken (Trustee); Sir William Castell (Trustee) and an independent member with extensive experience of national museums at a high level of seniority.

The four stages of the process, as amended, were therefore as follows.

1. The independent group would confirm the issues that were to be addressed after receiving briefings from senior management.
2. The independent group would carry out a careful and thorough assessment of facts relating to issues that had been identified, interviewing individuals and examining papers as they saw fit.

The independent group would then identify and report on follow up actions that were needed, specifying in each case whether responsibility for implementation lay with senior management, the Board or both.

3. Follow up action will be carried out by the Director in areas which are management's responsibility, using normal Museum procedures. Follow up action relating to Museum Governance and/or the relationship between the Board and Museum staff will be brought to the Board for decision.
4. Senior management and the independent group would in due course bring a joint paper to the Board setting out lessons to be learned, and guidelines to be adopted for the future. This paper would go to the Board for approval, possibly in November 2004.

Whilst the senior staff were also in agreement with this proposal, Mr Hill asked in addition for confirmation from the Board that he and Ms Candlin had acted in the best interests of the Museum when they brought information on suspected irregularities within the Museum's estates contracts to the attention of Trustees. The Chairman, whilst not speaking on behalf of the Board, confirmed that on the basis of the information available to him at that time, he had believed that Mr Hill and Ms Candlin were acting in good faith. Sir Richard Sykes said that the Audit Committee had concluded from their meeting with Deirdre Candlin and David Hill on 27 November 2003 that they had acted in good faith.

In conclusion, it was agreed that the independent board, once complete, would meet as soon as possible to discuss their course of action and timetable for implementation, then report back to the July meeting. The Chairman confirmed that he would, in addition, keep DCMS officials informed of this work, the exercise on audit compliance which was being conducted in partnership with DCMS, and the Museum's progress with the recommendations made in the PwC Report.

#### **791 BRAND REVIEW (TP 04/12)**

Trustees received a presentation from Ms Ament and Ms Fisher on work which had been undertaken by the Museum's Design Studio and brand consultants, Hattrick, to refresh the Museum's brand, and in particular its logo, to produce the new mark 'N is for Nature'.

Trustees were unanimously supportive of the new brand and confirmed that it more accurately represented what the Museum stood for and what it was trying to achieve. They agreed that the Museum should begin to roll out the brand as suggested, starting with the new retail shop in October and spreading gradually to other areas such as stationery, uniforms, carpets and signage, so as to become fully inclusive.

In response to queries, Ms Fisher was able to confirm that the N shape had been specially drawn for the Museum and was therefore unique (and ownable in copyright terms), as was the typographic element of the logo (ie Natural History Museum). The typographic element of the logo (the name) did not exist as a full typeface since the characters that made up the name had been individually customised. The typeface that accompanied the mark, which would be used in body copy, web site headers, publications, etc was not bespoke, but the Museum would be able to use it throughout the Museum under a unique name. The introduction of the new brand had been thoroughly researched and found to be cost effective.

Trustees congratulated the Design Team on their work and looked forward to seeing the brand introduced later in the year.

#### **792 REVIEW OF PERFORMANCE 2003/04 (TP 04/13)**

Mr Greenwood gave a presentation on paper TP 04/13, which set out the Museum's performance against core targets for 2003/04 and outlined key milestones and achievement reached in the current year in advance of publication of the annual review.

Trustees were delighted to hear how well the Museum was performing in so many areas of its work and congratulated staff, in particular Ms Pike and Mr Higley on their work towards the Museum being appointed lead partner to SYNTHESYS, a high profile project which would provide access to the collections, expertise and facilities for participating institutions and their visiting researchers.

Professor Leaver enquired about the reasons for the drop, since the previous year, in the numbers of children being involved in educational activities. Ms Ament said that the Museum was addressing this issue and had appointed a Head of Learning, Dr Honor Gay, who was producing a strategy for improvement which included structuring the learning department in a more effective way. Within the strategy, such external influencing factors as transport, provision of information for teachers, satisfying the requirements of the National Curriculum and responding effectively to Government initiatives, would be addressed.

In conclusion, Trustees asked that the Museum's achievements be made known to staff more widely since they were very encouraging. The Director confirmed that this would occur through the Intranet and via two-way 'Talkback' sessions, including the annual 'State of the Nation' address, which followed publication of the Annual Report. Trustees also suggested that the Museum investigate the viability of producing a DVD highlighting the sort of successes with which they had been presented, which could be made available to both internal and a wide range of external audiences. Ms Ament agreed to follow this up.

### **793 INDEPENDENT SECURITY REVIEW (TP 04/14)**

Mr Paskin, Deputy Director of Visitor & Operational Services joined the meeting and presented paper TP 04/14. Trustees recalled that they, together with DCMS, had requested an independent security review following the theft of a diamond from the Earth Galleries in 2003. Paper TP 04/14 constituted a summary of the initial review from consultants Ian Johnson Associates (IJA), who were appointed to conduct the exercise following a tender process, and a proposal on how to take it forward.

Mr Paskin reported that the review had found the Museum's policy on security to be very sound overall, however there were issues relating to effective and consistent application of policy and to the Museum's physical measures, which were inadequate in places, particularly in relation to non-staff access to back-of-house areas.

Trustees acknowledged that there were some serious issues to be addressed, and swiftly, and approved the proposal that the Museum's management formulate a response to the security review in order to create a robust action plan for implementation in both the short and long term. This would be presented to Trustees at their July meeting.

### **794 CORPORATE RISKS (TP 04/15)**

Mr Thorpe, as Head of Audit & Assurance, presented paper TP 04/15, which outlined the corporate risk assessment process, identified the major risks to the Museum achieving its objectives and specified the reasons for changes in the risks since the last financial year. In addition, Ms Ament then summarised the top ten risks, as identified by the Museum's Corporate Risk Group, and explained how the current ranking had been achieved. She stressed that steps were already being taken to address the very top risks.

Dame Judith was pleased to see failure to manage effectively the measures needed to comply with the Freedom of Information Act identified as a risk, since it was a matter of compliance for the Museum which must be addressed effectively. Mr Hill confirmed that the Museum had received guidance in this area from DCMS and that an internal Corporate Information Group was dealing with the more detailed issues.

### **795 HEALTH AND SAFETY REPORT (TP 04/16)**

Trustees received the Museum's Annual Health and Safety Report for 2003/04, which was presented by Mr Barlow, Head of Health and Safety. He particularly drew attention to two areas that were currently receiving attention – management of the Fire Alarm System, and of High Voltage Appointed Persons (HVAP). Both were not currently meeting the required standards.

Professor Leaver asked whether there were sufficient controls on overseas fieldwork to ensure that researchers were not exposing themselves to any risk. Dr Lane confirmed that stringent procedures were applied to the assessment of risk for each application to work overseas, to protect staff from any danger.

Trustees then endorsed the report, but asked for an update on progress with the Fire Alarm System and HVAP at their next meeting on 27 July.

### **796 WANDSWORTH – APPROVAL OF DRAFT STATUTORY INSTRUMENT (TP 04/17)**

Trustees were reminded that they had, at their February 2002 meeting, approved a proposal to develop and dispose of the low level area of the Museum's storage facility at Wandsworth in order to make the best use of it as an asset. Paper TP 04/17 provided a draft statutory instrument which amended the description of this authorised repository within the British Museum Act 1963, allowing the proposed development or disposal to go ahead.

Trustees approved the draft instrument and noted that both DCMS and HM Treasury had approved the retention of the disposal proceeds by the Museum for purposes of any capital development.

### **797 AUDIT COMMITTEE REPORT**

Sir Richard Sykes, as Chairman of the Audit Committee, reported on the business of the Audit Committee, held that morning.

The Committee had received the draft Statement on Internal Control, which was to be amended and re-submitted to the July meeting for approval.

The Committee also considered the Head of Audit and Assurance's annual report on the activity of the unit. Given the events of previous months, relating to the Museum's M&E contract and investigations into procurement by PwC, there were some concerns about the robustness of the Museum's internal control and governance, but these were being addressed, in particular by the appointment of a Procurement Manager and by establishing a schedule of work to put into practice the recommendations of the PwC report into procurement. The Committee had congratulated Mr Thorpe on the work of his unit in addressing these issues.

Finally, Sir Richard confirmed that the Review of Energy Procurement undertaken by Audit & Assurance had been very thorough and proved, without a doubt, that there had been no fraud in this area. A letter confirming this would be sent to those staff concerned.

#### **798 REPORT ON MUSEUM ACTIVITIES (TP 04/18)**

Trustees noted the report on the Museum's activities since November 2003.

#### **799 PERFORMANCE INFORMATION (TP 04/19)**

Trustees noted the performance information report.

#### **800 ANY OTHER BUSINESS**

Ms Ament informed Trustees that they would be receiving an invitation to one of two farewell events for the Director, to be held on Wednesday 9 and Monday 14 June.

The Chairman added that Trustees would like to reinstate their annual dinner (which had been postponed from 4 March) later in the year, in particular to thank Dr Anne McLaren who had retired at the end of 2003.

#### **801 DATE OF NEXT MEETING**

Tuesday 27 July 2004 at 10.00 at The Natural History Museum.