

No 270

**THE NATURAL HISTORY MUSEUM**

**AT A MEETING ON**

**WEDNESDAY 23 FEBRUARY 2022**

**AT 10.00 A.M.**

**Present**

**TRUSTEES**

Lord Green of Hurstpierpoint (Chair)  
Harris Bokhari OBE  
Dame Frances Cairncross DBE FRSE  
Hilary Newiss  
Robert Noel  
Dr Sarah E Thomas  
Professor Dame Janet Thornton DBE FRS FMedSci FRSC  
Professor Sir Stephen Sparks CMG CBE FRS  
Simon Patterson  
Professor Yadvinder Malhi CBE FRS

**In Attendance**

Dr Douglas Gurr (Director)  
Neil Greenwood (Executive Director of Finance and Corporate Services)  
Dr Tim Littlewood (Executive Director of Science)  
Fiona McWilliams (Executive Director of Development)  
Clare Matterson CBE (Executive Director of Engagement)  
Bethan Parry (Chief of Staff)  
Rosalind Glass (EA to the Director and Board) - Acting Board Secretary

Hanna Schieve (Strategic Planning Manager) for items 6 and 9  
Victoria Mitchelmore (Planning and Performance Manager) for items 6 and 9  
Alison Lodge (Director of HR) for item 10  
Dr Alex Burch (Director of Public Programmes) for item 11  
Keith Jennings (Director of Master-planning and Projects) for Items 13 and 14  
Kathryn Packer (Programme Director, NHM@Harwell) for item 14

**Preliminary items:**

**2307 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**2308 DECLARATIONS OF INTEREST AND REGISTER OF INTERESTS (TP 22/01)**

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

**2309 MINUTES OF THE MEETING HELD ON 23 November 2021 (TP22/02)**

The Minutes of the meeting of the Trustees held on 23 November 2021 were confirmed as a true record and signed off by the Chair.

### 2310 MATTERS ARISING FROM THE MEETING HELD ON 23 NOVEMBER 2021 (TP 22/02)

The Board reviewed matters arising from the November Board and confirmed that outstanding items could be closed.

Neil Greenwood noted that the Energy Centre Contract was signed in December 2021 by the Chair and the Director.

#### Corporate items:

### 2311 CHAIR'S REPORT

Trustee recruitment campaigns to replace Professor Sir John Beddington (who retired from the Board in March 2021) and Dr Kim Winser (who retired from the Board in August 2021) are ongoing. Further updates will be provided as the process progresses.

### 2312 DIRECTOR'S REPORT (TP 22/03)

Trustees received a briefing from the Director on the activities of the Museum since the last meeting in November 2021.

**Science themes:** Stephen Sparks queried the timeline for the launch of the new Science Themes. Tim Littlewood explained that the April date was simply a launch date, not a full implementation date. The Science Advisory Committee would be regularly updated on progress.

**Ethics Committee:** Stephen Sparks suggested a company for the Ethics Committee to review Fiona McWilliams to submit to Ethics Committee for review.

**Brand Guidelines:** Clare Matterson confirmed they were based on bringing the strategy to life through a visual and verbal identity as planned as part of the strategy work. The next phase of work (design concept) would be presented at the Executive Board meeting on 8 March and at the May Trustee meeting. Clare Matterson to share with Hilary Newiss and Beth Parry to add Brand as Item to May Trustee meeting Agenda.

**Corporate Memberships:** Fiona McWilliams confirmed that every corporate member was subject to due diligence, and the aim was to find companies who want to support NHM and its strategy. The Director noted that any Corporate Partnerships where a substantial engagement risk has been considered will be included in his report for each Board.

**Diversity:** Clare Matterson reported to Trustees that increasing audiences from diverse backgrounds was a major focus for the engagement team who were conducting research to provide a better understanding of the data and obstacles for different groups in order to create a more informed workplan; preliminary results to be expected in April.

**Digital:** Simon Patterson suggested looking at Digital operation metrics in detail at a Trustee meeting. Beth Parry to add Digital Operations Metrics as Item to May meeting agenda.

**India:** The Chair suggested that the Director link in Anand Mahindra to the partnership in India. The Director to reach out to Anand Mahindra.

### 2313 MUSEUM OPERATING PLAN QUARTERLY REVIEW – QUARTER 3 (TP 22/03)

The Director reported on the Museum Operating Plan Quarterly Review for Quarter 3 and took questions. He considered the progress to be reasonable for an Operating Plan in its first year and explained that he was expecting a ~80% delivery overall as the plan had sought to be highly ambitious, yet deliverable. The Director reported the 2022/23 plan, which is in development, has tighter, more focused targets and deliverables, and that the Page 0 Metrics were also being reviewed to ensure clear tracking of the most important areas.

**2314 FINANCIAL REVIEW FOR THE PERIOD APRIL – DECEMBER 2021 (TP 22/04)**

The report, presented by Neil Greenwood, reflected the financial position to December 2021; he explained income, expenditure and reserves scenarios based on current projections. Neil Greenwood noted that expenditure was increasing in operations due to increased numbers of visitors.

**Items for approval:**

**2315 FINANCIAL PLAN 2022-25 (TP 22/05)**

Neil Greenwood presented the plan for 2022-25.

Simon Patterson questioned if there was a risk that the government Covid support grant would be withdrawn for 2022. Neil Greenwood reported that a large portion of the grant had already been paid to the Museum and he was confident the final payment would arrive early March 2022.

The group discussed projected sales figures for the new exhibition opening in 2023 which would be a paid exhibition. This year's exhibition *Dippy Returns* would be free but ticketed.

All approved the financial plan 2022-25 and noted provisional allocations for 2023-25 and risks involved.

**Items for discussion:**

**2316 STATUS UPDATE: 1 YEAR OPERATING PLAN 2022/23 (TP 22/06)**

The Director updated on the development of the new Operating Plan 2022-23. A lot had been learned through the roll out of the first Operating Plan and this had been factored into the process for the year to come. The Director explained that this year the plan would include a small set of top priorities called the 'Critical Few', to which Executive Board would apply specific focus – as outlined in the paper. All trustees supported the direction of travel.

In relation to one of the 'Critical Few' (RECODE), the team were in the process of finding a new CIO to replace Alison Davis who left NHM in late February.

**2317 NHM BEHAVIOUR FRAMEWORK (TP 22/07)**

Alison Lodge presented the new NHM Behaviour Framework. This was driven by a need for culture change in order to achieve NHM's strategic ambitions. The behaviours would sit under NHM's Vision and Strategy and Values as the 'how we will deliver' part. The framework had been formulated with the help of the Executive Board, the Senior Leadership team, and a small working group who came together to use output from workshops and staff survey results along with an external benchmarking exercise.

The framework was written with the best NHM team members in mind and covers 6 key behaviours. The plan is to roll out the framework at the end of March with a launch event hosted by the Director. This would be followed by training and briefings for all staff in April. The Framework will be integrated across all major staff processes and ways of working – for example, in recruitment it would be used in NHM adverts and on the NHM careers website, as well as in selection processes. It would also be used in performance conversations and appraisals. Alison Lodge confirmed that the entirety of the Executive Board had expressed their support for the framework.

All Trustees gave their support to the framework and welcomed its roll out.

Alison Lodge to add that NHM Behaviour Framework will also tie into procurement and to ensure that there is room for colleagues to speak up about what is not working for them at NHM without being seen as someone who isn't a team player.

**2318 PUBLIC PROGRAMME OVERVIEW**

Alex Burch presented on the overarching public programme plan for audiences over the next 3 years.

Trustees questioned if the museum could make more use of the medium of film (e.g wildlife films). Alex Burch explained that the installation for the Jerwood Studio described in her presentation would involve

film. In addition to this, the team was increasingly aiming to facilitate a sense of immersion. There had been several VR and AR companies approaching the museum so the programme team were currently looking at how to take this sort of experience forward; this would inform public space plan work.

### **2319 FUNDRAISING CAMPAIGNS AND AMBITION 2022-2031+**

Fiona McWilliams presented on future fundraising plans to 2031. Dame Frances Cairncross would Chair the new NHM Foundation; Simon Patterson had helped set up the new NHM Corporate Development Group and Sarah Thomas had had joined the US-based International Friends of NHM London; all of which are fundamental to growing the NHM's networks to help deliver the fundraising strategy. Simon Patterson noted that such senior volunteer groups require sufficient in-house resource to be effective. Fiona McWilliams thanked all Trustees for their support as members, patrons, donors, and for reaching out to contacts, taking part in filming and attending COP26; fundraising ambition could not be achieved without the help of Trustees.

Frances Cairncross reported that the previously named NHM Development Trust was in the process of being converted into an active fundraising body named the NHM Foundation, as described by Fiona McWilliams, for which Lisa Ronson had agreed to be Deputy Chair. The Board would be kept up to date with progress.

#### **Regular updates:**

### **2320 URBAN NATURE PROJECT UPDATE (22/08)**

The Director gave an overview of the specific plan for the Urban Nature Project (UNP). He explained that the Board was being asked to provide approval for these elements in order for the project to progress:

- The provision of £5.2M of museum funds (as set out in the 2022/23 budget) to underwrite the remaining fundraising (to date £14.4m raised towards a £19.6m total UNP cost).
- Agreement that the project can proceed provided the tender returns indicate that the project can be delivered within the £19.6m total budget envelope.
- The creation of a sub-committee comprising Stephen Green (Chair), Rob Noel (Trustee), Doug Gurr (Director) with delegated authority to sign the final construction contract.

Keith Jennings presented more detail on the procurement process and next steps.

Fiona McWilliams presented funds secured, outstanding asks, and upcoming supporter activity to date, and noted that the Development team were focused on delivering the outstanding £5.2m.

Clare Matterson presented on a new Department for Education initiative - a new national education nature park and climate leaders award scheme. DfE was likely to launch a competition to lead this initiative in March.

The Director asked Trustees to approve provision of museum funds, to underwrite remaining fundraising, to create a sub-committee, and to agree that the project could proceed. All trustees approved and endorsed the plan on the condition that the final payment for covid support from the government was received.

### **2321 NHM@HARWELL UPDATE (TP 22/09)**

Tim Littlewood and Keith Jennings presented an update on the NHM@Harwell programme including progress on lease negotiations, government relations and preparing for the move and build.

The Director and NHM@Harwell team are keeping the Museum's Minister and DCMS up to date with plans.

All Trustees were supportive of the direction of travel described.

The Chair will convene a meeting of the board (most probably virtually) to consider a final draft of the Heads of Terms for a lease and to assign a subcommittee to sign final documentation when required.

**2322 QUARTERLY COLLECTIONS UPDATE (TP 22/10)**

Tim Littlewood gave an update on collections. All items bar one (to follow) from the Treasures exhibition had been returned which marked the official end of that 5-year tour.

**Committee reports:**

**2323 REPORT FROM THE AUDIT AND RISK COMMITTEE MEETING HELD ON 25 JANUARY 2022 (TP22/10)**

Hilary Newiss (Chair of the Audit and Risk Committee) reported on the items discussed at the meeting in November.

**2324 REPORT FROM THE INFRASTRUCTURE COMMITTEE MEETING HELD ON 3 FEBRUARY 2022 (TP 22/12)**

Robert Noel (Chair of the Infrastructure Committee) gave an update on the February meeting. It was reported that Kevin Rellis, Head of Estates, was retiring. The Chair to write formal letter on behalf of board to thank Kevin Rellis for services to the museum (Neil Greenwood will provide some lines for inclusion).

**2325 REPORT FROM THE SCIENCE ADVISORY COMMITTEE MEETING HELD ON 15 FEBRUARY 2022**

Stephen Sparks (Chair of the Commercial Advisory Committee) gave an update on the February meeting. Richard Herrington and Chris Jones had both stepped down from the committee and Trustees praised both for their services on it.

**Other reports:**

**2326 EVENT DATES FOR THE DIARY**

Event dates for the diary had been noted.

**2327 AGENDA ITEMS FOR FUTURE BOARD MEETINGS**

The rolling agenda for future meetings was noted.

**2328 ANY OTHER BUSINESS**

Hilary Newiss (Chair of the Audit and Risk Committee) to organise an informal Trustee dinner Trustees in March.

The location of the next meeting was confirmed as Manchester. This would include a dinner the evening before, and the official meeting was to be hosted at The Museum of Science and Industry. The plan was to visit other museums if the schedule permitted and possibly the other Waterhouse building (Manchester Council Hall). Details to be circulated.

**2336 DATES OF NEXT MEETINGS**

(Please note that meetings take place between 9am to 2pm)

**2022**

- 17 May
- 5 July (Annual staff summer party in the evening)
- 6 October (09.00-17.00 – Annual Trustees' Strategy Day)
- 15 November

A handwritten signature in black ink, reading "Stephen Allen". The signature is written in a cursive style and is centered within a light gray rectangular box.