

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON 05 FEBRUARY 2014 AT THE NATIONAL
MUSEUM OF FLIGHT, EAST FORTUNE**

Present:

Mr Bruce Minto	Chairman
Professor Chris Breward	Trustee
Dr Isabel Bruce	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Dr Anna Gregor	Trustee
Mr Miller McLean	Trustee
Mr Jamie Troughton	Trustee
Mr Iain Watt	Trustee

Dr Gordon Rintoul (GR)	NMS Director
Mr David Spilsbury (DS)	Director of Finance & Planning
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Ms Fiona Stewart (FS)	Director of Estates & Facilities (for Items 5 & 6)
Mr Steve McLean (SMcL)	General Manager, National Museum of Flight (for Item 5)
Mr Colin Adam (CA)	Estates Programme Manager (for Item 5)
Mrs Sheilagh Stewart (SS)	Head of Human Resources (for Item 7)

Apologies:

Mr Andrew Holmes	Trustee
Professor Walter Nimmo	Trustee

PRELIMINARIES

In relation to National Museums Scotland's governing legislation, the Board of Trustees congratulated Chris Fletcher on his appointment as a Fellow of the Society of Antiquaries of Scotland.

The Chairman gave a verbal update on the forthcoming Trustees' recruitment round. This included the Scottish Government's planned schedule, and an overview of the skills and experience being sought on this occasion.

The Chairman outlined the recent signing of a Memorandum of Understanding between National Museums Scotland and the University of Edinburgh, which took place in the Grand Gallery on 27 January.

ITEM 1 – APOLOGIES

1.1 Apologies were received from Andrew Holmes and Walter Nimmo.

ACTION

ITEM 2 – MINUTES OF THE MEETING HELD ON 20 NOVEMBER 2013

2.1 The minutes of the meeting held on 20 November 2013 were approved.

ITEM 3 – MATTERS ARISING

3.1 Matters arising from the last meeting were taken under the main agenda items.

ITEM 4 – DECLARATION OF INTERESTS

4.1 It was noted that there were no declarations of interests from Board members in relation to the substantive items on the agenda.

ITEM 5 – NATIONAL MUSEUMS OF FLIGHT DEVELOPMENT PLAN PHASE 2: UPDATE NMS (2014) 06

5.1 Fiona Stewart, Steve McLean and Colin Adam joined the meeting and gave a presentation on phase 2 of the National Museum of Flight (NMoF) Development Plan. This included an overview of the funding for the project, the latest programme, the building proposal, technical and exhibition design progress, and key actions going forward.

5.2 The Board welcomed the presentation and approved the progression of the project through to a Heritage Lottery Fund (HLF) Round 2 application in June 2014. Trustees noted that they would receive a further update at the next Board meeting and that the final HLF decision should be known by 16 September.

5.3 There followed a discussion on our future ambitions for visitor numbers, future developments at the site and further possible income-generating opportunities.

ITEM 6 – NATIONAL MUSEUMS COLLECTIONS CENTRE: MASTERPLAN AND NEW BUILD PROJECT: UPDATE NMS (2014) 07

6.1 Fiona Stewart presented the report which had been circulated. The Board of Trustees:

- Noted the progress made on the National Museums Collection Centre Masterplan (NMCC) and New Build Project.
- Approved the principle that extending Building 1 was the next phase of work to be progressed at the NMCC and that the available capital funding be applied for this purpose.
- Approved the proposed governance structure for the project to extend Building 1.

6.2 The Board confirmed National Museums Scotland's continued support to explore the scope for sharing collection storage and related facilities at the NMCC site in Granton. The Chairman undertook to meet with the Chairman of the National Galleries of Scotland to explore their interest in this approach.

FS

Chair

ITEM 7 – DIRECTOR’S REPORT TO THE TRUSTEES

NMS (2014) 01

7.1 The Director presented his report which had been circulated to the Board and highlighted the following:

- We remained significantly ahead of our visitor numbers forecasts across the group of museums.
- The successful start to our new *Mammoths of the Ice Age* exhibition which had opened on 24 January
- The recent appointment of our new Head of Exhibitions & Design.

7.2 S Stewart joined the meeting and gave a verbal update on the ongoing industrial dispute regarding weekend allowances. The Board reaffirmed its position on the matter.

ITEM 8 – FINANCIAL REPORT

NMS (2014) 02

8.1 David Spilsbury presented his report which had been circulated. The Board of Trustees noted the following:

- At 31 December, expenditure was below budget and income above budget. Overall we were ahead of plan, which was mainly due to the timing of major projects and operational expenditure being different compared to our original expectations.
- All three major capital projects were currently on time, budget and specification although there was a possibility that spend at the NMCC may be less than planned in this financial year and more next year.
- The 2013/14 operational budgets were being managed to towards a neutral year-end financial result.

ITEM 9 – DRAFT STRATEGIC PLAN 2011-16: 2014/15 UPDATE

NMS (2014) 03

9.1 The Board of Trustees noted the first draft update of the current Strategic Plan for 2014/15, and that the final draft would be brought to the next meeting of the Board of Trustees in March for approval.

DS, JB

ITEM 10 – DRAFT BUDGET FOR 2014/15

NMS (2014) 04

10.1 David Spilsbury introduced his paper which had been circulated. The Board of Trustees noted:

- The draft budget for 2014/15 was balanced and included investment in important new developments in touring exhibitions, research, and digital media.
- Driving up self-generated income was a key strategic enabler of future developments, and the foundations of future revenue growth were being laid in this budget.
- Major projects were progressing to plan, with the aforementioned new major project to extend Building 1 at NMCC proposed to be added to the Financial Plan in 2015-17 as the next phase of implementing the NMCC Masterplan.
- The Financial Plan for 2015/16 and 2016/17 showed deficits which would be addressed in future budgets.

- The final draft of the budget for 2014/15 would be brought to the next meeting of the Board of Trustees in March for approval.

DS

10.2 Following a general discussion regarding the budget going forward, the Board of Trustees requested that the NMS Enterprises Ltd Board undertake a review of its budget assumptions for 2014/15 and the prospects for the business in future years, with the outcome to be reported to the next National Museums Scotland Board meeting.

GD

ITEM 11 – INDEPENDENCE REFERENDUM

NMS (2014) 05

11.1 The Board noted the update report on the forthcoming independence referendum which had been circulated.

11.2 With regard to this and other governmental/governance-related matters, the Board looked forward to Aileen McKechnie (Director of Culture & Heritage, Scottish Government) joining Trustees prior to the next Board meeting in March.

**ITEM 12 – NATIONAL MUSEUM OF SCOTLAND MASTERPLAN NMS (2014) 08
PHASE 3: UPDATE**

12.1 The Board noted the most recent progress made on Phase 3 of the National Museum of Scotland Masterplan.

12.2 The Board of Trustees then ratified its decision taken at its extraordinary meeting on 15 January to approve:

- The Stage D gallery content, thus completing the project's Stage D milestone.
- The financial principles and the visitor projections enshrined in the HLF Business Plan, thereby enabling our Round 2 Submission in early February.

RG

This followed the Board's approval of Stage C at the earlier extraordinary Board meeting held on 22 July 2013.

ITEM 13 – COLLECTIONS ACTIVITY REPORT

NMS (2014) 09

13.1 The Board noted progress made on collections development acquisitions, capital projects, national working and staffing.

13.2 The Chairman reported on the recent positive meeting of the Scottish Government's Scottish First World War Commemoration Panel held on 29 January, which he and Jane Carmichael (Director of Collections) had attended.

ITEM 14 – REPORTS FROM COMMITTEES

(i) Minutes of the Audit & Risk Committee meeting held on 14 November 2013

14.1 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 14 November 2013 had been circulated.

(ii) Minutes of the Estates Committee meeting held on 05 December 2014

14.2 The Chairman noted that the draft minutes of the Estates Committee meeting held on 05 December 2013 had been circulated.

(iii) Minutes of the Acquisitions Committee meeting held on 17 December 2013

14.3 The Chairman noted that the draft minutes of the Acquisitions Committee meeting held on 17 December 2013 had been circulated.

ITEM 15 – FORWARD PROGRAMME OF BUSINESS

NMS (2014) 10

15.1 The Board noted the Forward Programme of Business.

ITEM 16 – ANY OTHER BUSINESS

16.1 There was nothing to report.

ITEM 17 – DATE OF NEXT MEETING

17.1 The next meeting will be held on Wednesday, 26 March 2014.