

**NATIONAL MUSEUMS SCOTLAND  
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON 23 MARCH 2016. 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 (from Item 8 onwards)
Mr Andrew Holmes	Trustee
Ms Lynda Logan	Trustee
Dr Catriona Macdonald	Trustee
Mr Miller McLean	Trustee
Professor Walter Nimmo	Trustee
Mr Jamie Troughton	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 Item 9 & 12)
Ms Jilly Burns (JBU)	Head of National and International Partnerships (for Item 10)
Ms Catherine Holden (CH)	Director of External Relations (for Item 10)
Ms Henrietta Lidchi (HL)	Keeper of World Cultures (for Item 11, 14 & 15)
Mr Xerxes Mazda (XM)	Director of Collections (for Item 11 & 15)
Ms Ruth Gill (RG)	Director of Public Programmes (for Item 13)

**Apologies:**

Dr Brian Lang	Trustee
Ms Eilidh Wiseman	Trustee

**PRELIMINARIES**

The Chairman expressed Trustees' thanks to the team at the National Museum of Flight for hosting the Board meeting, and congratulated the Director and everyone involved in the Phase 2 Project at the site. It was recognised that this was a very special week for National Museum of Flight and National Museums Scotland as a whole.

The Chairman reported on the positive comments received from Karen Watt (Director of Culture, Europe & External Affairs, Scottish Government), following her session with the Board of Trustees on 03 February.

**ITEM 1 – APOLOGIES**

1.1 Apologies were received from Brian Lang and Eilidh Wiseman.

**ITEM 2 – MINUTES OF THE MEETING HELD ON 03 FEBRUARY 2016**

2.1 The minutes of the meeting held on 03 February 2016 were approved.

**ITEM 3 – MATTERS ARISING**

3.1 Matters arising for 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. The Chairman noted, as previously declared, the potential interest of himself and Walter Nimmo in relation to the Chambers Street Public Realm Project and now also the potential interest of Brian Lang (ref. agenda item 13).

**ITEM 5 – DIRECTOR’S REPORT TO THE TRUSTEES**

**NMS (2016) 14**

5.1 The Director presented his report which had been circulated. The Board welcomed the good visitor numbers at all our sites during the reporting period, and also the very positive start to the new *Celts* exhibition.

5.2 The Director gave a verbal update on the ongoing industrial dispute regarding weekend allowances. Following a discussion, the Board reaffirmed the existing position on the matter.

5.3 The memorial event for architect Gareth Hoskins had taken place as planned in the Grand Gallery at the National Museum of Scotland on 19 March, with over 300 people in attendance.

**ITEM 6 – FINANCIAL REPORT**

**NMS (2016) 15**

6.1 The Board of Trustees noted the report which had been circulated.

**ITEM 7 – STRATEGIC PLAN 2016-20**

**NMS (2016) 16**

7.1 David Spilsbury presented the final draft of the new Strategic Plan which had been circulated, and gave a verbal update on the background work in progress.

7.2 Following discussion, the Board approved the Strategic Plan 2016-20 subject to any final amendments agreed by the Chairman and Director. In terms of next steps:

- The final version would be posted on our website, and a copy provided to the Scottish Government and key stakeholders.
- The shorter, punchier version of the Plan was near completion and would be actively promoted to staff, and used as appropriate to communicate with stakeholders.

**DS, JB**

**CH**

**ITEM 8 – BUDGET 2016/17**

**NMS (2016) 17**

8.1 The Chairman gave a summary of the detailed consideration of the draft budget by the Finance Committee at its meeting on 02 March. David Spilsbury introduced the latest draft which had been circulated. He highlighted that income was now handled differently in the budget; this reflected the need for the organisation to adapt to receiving less government funding and achieve more self-generated income.

8.2 Following discussion on some specific points, the Board of Trustees:

- Approved the 2016/17 Budget as shown in Appendix 1 of the paper.
- Noted the Financial Plan for 2017/18 and 2018/19.

8.3 Looking ahead to the design of future budgets, it was proposed that further consideration be given to matching income and related expenditure.

**DS, GR**

**ITEM 9 – NATIONAL MUSEUMS COLLECTIONS CENTRE  
EXTENSION TO BUILDING 1 PROJECT: UPDATE**

**NMS (2016) 18  
NMS (2016) 18A**

9.1 Fiona Stewart joined the meeting, and presented the update which had been circulated and also the tabled addendum paper.

9.2 Following a short discussion, the Board of Trustees:

- Approved the proposed budget and timing of the NMCC Extension to Building 1 Project, including the additional funding requirement detailed in the addendum paper.
- Noted the continued dialogue with the City of Edinburgh Council regarding the potential for acquiring land adjoining our site.
- Approved that a request could be submitted to Scottish Government to dispose of surplus land and retain the capital receipt.

**FS**

**ITEM 10 – NATIONAL STRATEGY 2016-2020**

**NMS (2016) 19**

10.1 Catherine Holden and Jilly Burns joined the meeting and presented the draft strategy which had been circulated. There was a wide-ranging discussion which included:

- Our national role, the activities this involves, and how we might express better what we do and how well we do it.
- Our desire to lead bigger initiatives, to achieve more collaboration, and build capacity in our partners.
- How we might measure our reach across Scotland going forward.
- The impact of the National Fund for Acquisitions which is administered by National Museums Scotland on behalf of the Scottish Government.

10.2 The Board was broadly happy with the general thrust of the draft strategy. It was, however, agreed that the document could be made much more useful by developing it further into a public document, including with colour and images, to help communicate and underpin our work nationally. The revised document would be considered at the next meeting of the Board.

**CH, JBu**

**ITEM 11 – HUMAN REMAINS**

**(i) Request for Return Of Beothuk Collections: Update**

**NMS (2016) 20**

11.1 Xerxes Mazda and Henrietta Lidchi joined the meeting to present the paper which had been circulated, and gave a brief verbal update.

11.2 The Board of Trustees noted the latest development in correspondence between National Museums Scotland and the Government of Newfoundland and Labrador.

**(ii) Human Remains In Collections Policy**

**NMS (2016) 21**

11.3 Xerxes Mazda and Henrietta Lidchi introduced the paper, and explained the purpose of it was to pull together our existing policy on this sensitive subject into one, more detailed, definitive document. They also highlighted that, although UK and Scottish law on this matter are not exactly the same and every museum is different, our organisation more often than not converses with peers in other National Museums before finalising a response to a request for the return of human remains.

11.4 Following a discussion, the Board of Trustees gave their agreement to adopt the detailed version of the existing Policy, subject to the comments made.

**ITEM 12 – NATIONAL MUSEUM OF FLIGHT**

**NMS (2016) 22**

**DEVELOPMENT PLAN: PHASE 2 UPDATE**

12.1 Fiona Stewart presented the paper which had been circulated, and anticipated that one final update report would come to the next Board meeting to close the project.

12.2 The Board noted that the project had been completed on time and on budget, recognised the complexity involved, and appreciated the tremendous amount of work involved. Trustees stated that they had very much enjoyed the stakeholder event earlier in the day ahead of the site reopening to the public on 25 March.

**ITEM 13 – NATIONAL MUSEUM OF SCOTLAND**

**NMS (2016) 23**

**MASTERPLAN PHASE 3: UPDATE**

13.1 Ruth Gill joined the meeting to present the update which had been circulated.

13.2 The Board of Trustees noted:

- The progress made and the arising issues on the MP3 project.
- The progress update for the Chambers Street project.

**ITEM 14 – NATIONAL MUSEUM OF SCOTLAND  
MASTERPLAN PHASE 4: UPDATE**

**NMS (2016) 24**

14.1 Henrietta Lidchi presented the update paper and gave a verbal update on the latest position regarding project governance. Following a short discussion, the Board approved the recommendations in the paper.

**ITEM 15 – COLLECTIONS ACTIVITY REPORT**

**NMS (2016) 25**

15.1 Xerxes Mazda presented the report which had been circulated and highlighted the latest improvements to the supporting information. In terms of working with other organisations, it was agreed that we should become be more diligent in recording data so that we can better understand and manage the activities our staff undertake with them and quantify the time involved. X Mazda confirmed that this work had already started.

**ITEM 16 – REPORTS FROM COMMITTEES**

**(i) Minutes of the Finance Committee meeting held on 02 March 2016**

16.1 The Chairman noted that the draft minutes of the Finance Committee meeting held on 02 March 2016 had been circulated.

**(ii) Minutes of the National Museums Scotland Enterprises Ltd Board meeting held on 04 March 2016**

16.2 The Chairman noted that the draft minutes of the NMSE Ltd Board meeting held on 04 March 2016 had been circulated. Gordon Drummond (Chairman of the NMSE Ltd Board) confirmed that the 2015/16 budget target would be achieved.

**(iii) Minutes of the Personnel & Remuneration Committee held on 11 March 2016**

16.3 The Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 11 March 2016 had been circulated.

**(iv) Verbal Report from the Estates Committee meeting held on 15 March 2016**

16.4 Jamie Troughton, (Chairman of the Estates Committee) reported on the key issues arising from the meeting held on 15 March 2016. The minutes would be circulated in the Board pack for the next meeting.

**ITEM 17 – FORWARD PROGRAMME OF BUSINESS**

**NMS (2016) 26**

17.1 The Board noted the Forward Programme of Business.

**ITEM 18 – ANY OTHER BUSINESS**

18.1 There was nothing to report.

**ITEM 19 – DATE OF NEXT MEETING**

19.1 The next meeting will be held on Wednesday, 08 June 2016.