

**NATIONAL MUSEUMS SCOTLAND  
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY, 07 JUNE 2017 AT THE  
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

**Present:**

Mr Bruce Minto	Chairman
Ms Ann Allen	Trustee
Professor Mary Bownes	Trustee
Professor Chris Breward	Trustee
Mr Adam Bruce	Trustee
Mr Gordon Drummond	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee
Dr Catriona Macdonald	Trustee
Mr Miller McLean	Trustee
Professor Walter Nimmo	Trustee
Ms Jandy Stevenson	Trustee
Mr Jamie Troughton	Trustee
Ms Eilidh Wiseman	Trustee

**In Attendance:**

Dr Gordon Rintoul (GR)	NMS Director
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Mr Xerxes Mazda (XM)	Director of Collections (for Items 8 & 9)
Ms Helen Ireland (HI)	Director of External Relations (for Item 10)
Ms Sheilagh Stewart (SS)	Head of Human Resources (for Item 11 & 12)
Ms Fiona Stewart (FS)	Director of Estates & Facilities (for Item 13, 14 & 15)
Ms Ruth Gill (RG)	Director of Public Programmes (for Item 16)

**Apologies:**

Mr Christopher Fletcher	Trustee
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**PRELIMINARIES**

The Chairman welcomed formally Ann Allen, Mary Bownes, Adam Bruce and Jandy Stevenson to the Board of Trustees.

The Chairman informed Trustees of Chris Breward's decision to resign from the Board. Chris's decision followed his recent appointment to the new role of Director of Collection & Research at the National Galleries of Scotland from 01 November. Subject to the receipt and acceptance of Chris's formal resignation by the Cabinet Secretary for Culture, Tourism & External Affairs by the end of June, the September Board would be his last meeting.

**ACTION**

**ITEM 1 – APOLOGIES**

1.1 Apologies were received from Chris Fletcher.

**ITEM 2 – MINUTES OF THE MEETINGS HELD ON 29 MARCH & 02 MAY 2017**

2.1 The minutes of the meetings held on 29 March and 02 May 2017 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 – DIRECTOR’S REPORT TO THE TRUSTEES**

**NMS (2017) 18**

5.1 The Director presented his report which had been circulated and tabled an updated version of Appendix 4 (the year-end data for all the Key Performance Indicator). Trustees congratulated staff on the ongoing high number of visitors to our sites, and noted that consideration would be given over the coming months regarding how we could further increase the footfall at the National Museum of Flight.

**GR, HI,  
RG**

5.2 There followed a verbal update regarding the Galloway Hoard and the Board of Trustees reconfirmed its agreed approach regarding this matter.

**GR, HI**

5.3 The Director confirmed that, despite recent press coverage, National Museums Scotland has not received as yet any formal request from the Canadian Government for the return of the Beothuk human remains.

5.4 Trustees noted that the Scottish Parliament’s Culture, Tourism, Europe & External Relations Committee held a session on 25 May looking at ‘Culture - overview of Scottish collections’ to inform its future meeting programme. It took evidence from the chief executives/directors of the national collections bodies, and the Chairman underlined the good account of National Museums Scotland given by the Director during his appearance before the Committee.

**ITEM 6 – FINANCIAL REPORT**

**NMS (2017) 19**

6.1 The Director presented the report, prepared by David Spilsbury (Director of Finance & Planning) before his departure, which had been circulated. The Board of Trustees noted that:

- The figures were provisional and may be subject to change.
- All Grant-in-Aid funding from the Scottish Government was claimed and spent within the year.
- Financial management was proceeding largely as planned in 2017/18.
- The new Interim Director of Finance & Planning had now commenced.

**ITEM 7 – DRAFT FRAMEWORK DOCUMENT**

**NMS (2017) 20**

7.1 The Director and Chairman (in his role as Chair of the Board's Finance Committee) presented the paper which had been circulated. It was explained that, following a lengthy period of discussions, a final draft of the new Framework Document had been received from the Scottish Government and that the Board's Finance Committee members (both the Trustees and staff) had then made some final amendments.

7.2 After seeking confirmation on a number of specific points, the Board of Trustees approved the proposed new Framework Document. The next step would be to seek acceptance from the Scottish Government regarding our final amendments, with a view to formal agreement and sign-off.

**GR,  
Dir of  
F&P**

**ITEM 8 – COLLECTIONS DEVELOPMENT STRATEGY**

**NMS (2017) 21**

8.1 Xerxes Mazda joined the meeting. Trustees extended their thanks and appreciation for the presentations earlier in the day from the Scottish History & Archaeology Department on: the Fettercairn Jewel from David Forsyth (Principal Curator, Medieval-Early Modern Collections); and the Whin Club Glassware from Stuart Allan ( Principal Curator, Late Modern).

8.2 Xerxes Mazda introduced the paper which had been circulated. It was noted that:

- A strategy that guides the development of collections was a requirement of Accreditation (the nationally agreed standard for UK Museums).
- The new Strategy was a thorough revision of our previous one.
- The draft had been considered at the Acquisitions Committee on 23 March.
- A consultation had been undertaken with major UK national and regional museums, and positive feedback received.

8.3 Following a wide-ranging discussion, the Board of Trustees approved the Collections Development Strategy 2017-22, noting two points from the Acquisitions Committee:

- That the Strategy should not result in an unanchored 'wish-list'.
- That there were significant linkages to other areas of activity (e.g. the Estates Strategy and curatorial development), as well as the Research Strategy.

**ITEM 9 – COLLECTIONS & RESEARCH REPORT**

**NMS (2017) 22**

9.1 The Board of Trustees noted the Collections & Research report.

**ITEM 10 – ANNUAL REVIEW 2017: OUTLINE**

**NMS (2017) 23**

10.1 Helen Ireland joined the meeting and presented the outline paper which had been circulated. Trustees noted the planned approach to the Annual Review 2017 which would be published in November. It was agreed that the profile of our international work would be raised in this year's edition, as well as the National Museums Collection Centre.

**HI**

**ITEM 11 – PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY** **NMS (2017) 24**

11.1 Sheilagh Stewart joined the meeting to present the paper which had been circulated. It was noted that:

- Eilidh Wiseman (in her role as Chair of the Board’s Personnel & Remuneration Committee) had been consulted on the draft and was fully supportive of the Strategy paper.
- The Design team would help develop a shorter and more visual/“user-friendly” version of the Strategy for staff.
- The Marketing & Communications department would be engaged to lead on the internal communications of the new Strategy.
- It would be launched at the Staff Presentation in September.
- A new, underpinning implementation plan was in development and would be taken forward.
- The staff Intranet page would be revamped and include progress reports.
- There would be regular ‘pulse’ surveys and listening groups for staff, with the next full Staff Survey scheduled for 2019.

SS

11.2 The Board of Trustees approved the People & Organisational Development Strategy 2017-21, and welcomed the new style of the document.

**ITEM 12 – HEALTH & SAFETY: ANNUAL REPORT** **NMS (2017) 25**

12.1 The Board of Trustees noted the contents of the annual report on Health & Safety 2016/17. Given recent events, National Museum Scotland’s approach to terrorist-related incidents was explained. It was agreed our procedures for ensuring the safety of staff when travelling abroad would be checked.

SS

**ITEM 13 – SUSTAINABLE DEVELOPMENT: ANNUAL REPORT** **NMS (2017) 26**

13.1 Fiona Stewart joined the meeting and introduced the annual report which had been circulated. Trustees noted and welcomed the progress made during 2016/17 towards achieving the aims of the Sustainable Development Strategy 2015-2020.

**ITEM 14 – NATIONAL MUSEUM OF FLIGHT DEVELOPMENT PLAN PHASE 3: UPDATE** **NMS (2017) 27**

14.1 The Board of Trustees noted the progress outlined in the update report. It was recognised the project was at an early stage, and that the economic impact of the project would be looked at as part of the funding application process.

**ITEM 15 – NATIONAL MUSEUMS COLLECTION CENTRE EXTENSION TO BUILDING 1 PROJECT: UPDATE** **NMS (2017) 28**

15.1. The Board of Trustees received the update and noted:

- The progress made on the Extension to Building 1 project.
- The progress made on the next phase of planned capital project work at NMCC - the reconfiguration of areas within Building 14.
- The continued dialogue with Scottish Government and the City of Edinburgh Council regarding the acquisition of land adjoining our site.

**ITEM 16 – NATIONAL MUSEUM OF SCOTLAND  
MASTERPLAN PHASE 4: UPDATE**

**NMS (2017) 29**

16.1 Ruth Gill joined the meeting and introduced the update which had been circulated. Trustees noted the progress made on the National Museum of Scotland Masterplan Phase 4 project, and highlighted their ongoing awareness regarding the cost risks and the likely scale of funds yet to be raised. It was agreed that the financial picture would be clearer at the next Board meeting, and that the final decision on the project would be taken at that time.

**ITEM 17 – APPOINTMENTS TO BOARD COMMITTEES  
AND RELATED GROUPS**

**NMS (2017) 30**

17.1 The Board endorsed the recommendations in the paper.

17.2 Trustees then noted the attached appendix which detailed the associated, updated Trustee membership of: the Board Committees; the subsidiary of the NMS Board (NMSE Ltd); the NMS Charitable Trust Board; the Development Board; the American Friends of National Museums Scotland; and the Research Strategy Group.

**ITEM 18 – REPORTS FROM COMMITTEES**

**(i) Minutes of the Nominations and Governance Committee meeting held on 29 March 2017**

18.1 The Chairman noted that the draft minutes of the Nominations and Governance Committee meeting held on 29 March 2017 had been circulated.

18.2 Given Chris Breward's departure in September and the forthcoming retiral of two Trustees in September 2018, the Chairman reported that a request had been made to our sponsor team in the Scottish Government for a recruitment round to take place by June 2018. The required draft paperwork would be prepared for the sponsor team, to inform its submission to the Cabinet Secretary seeking agreement to proceed.

**N&G  
Cttee**

**(ii) Minutes of the Finance Committee meeting held on 18 May 2017**

18.3 The Chairman noted that the draft minutes of the Finance Committee meeting held on 18 May 2017 had been circulated, and confirmed that the sole item on the agenda had been the consideration of the draft Framework Document.

**(iii) NMS Enterprises Ltd Board: update**

18.4 Gordon Drummond (Chairman of the NMS Enterprises Ltd Board) gave a verbal update on NMSE Ltd, highlighting the positive start made in April to the new financial year.

**ITEM 19 – FORWARD PROGRAMME OF BUSINESS**

**NMS (2017) 31**

19.1 Trustees noted the Forward Programme of Business.

**ITEM 20 – ANY OTHER BUSINESS**

20.1 There was nothing to report.

**ITEM 21 – DATE OF NEXT MEETING**

21.1 The next meeting will be held Wednesday, 20 September 2017.