

**NATIONAL MUSEUMS SCOTLAND  
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY, 20 SEPTEMBER 2017 AT THE  
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

**Present:**

Mr Bruce Minto	Chairman
Professor Mary Bownes	Trustee
Professor Chris Breward	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Dr Catriona Macdonald	Trustee
Mr Miller McLean	Trustee
Ms Jandy Stevenson	Trustee
Mr Jamie Troughton	Trustee
Ms Eilidh Wiseman	Trustee

**In Attendance:**

Dr Gordon Rintoul (GR)	NMS Director
Ms Paula Lister (PL)	Interim Director of Finance & Planning
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Ms Helen Ireland (HI)	Director of External Relations (for Item 8)
Ms Jilly Burns (JBU)	Head of National & International Partnerships (for Item 8)
Mr Xerxes Mazda (XM)	Director of Collections (for Item 9)
Ms Ruth Gill (RG)	Director of Public Programmes (for Item 10)

**Apologies:**

Ms Ann Allen	Trustee
Mr Adam Bruce	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee
Professor Walter Nimmo	Trustee

**PRELIMINARIES**

It was noted this was Chris Breward's last Board meeting before commencing his new role as Director of Collection & Research at the National Galleries of Scotland. The Chairman thanked Chris for his significant contribution as a Trustee of National Museums Scotland since 2013. Throughout his tenure Chris had been involved in a wide range of matters, providing support to the organisation and championing the Museum externally. The Chairman presented Chris with the National Museums of Scotland medal in appreciation of his service.

The Chairman went on to report that, as two Board members would be coming to the end of their second terms of appointment in 2018, National Museums Scotland were already in discussion with the Scottish Government regarding the planning and timing of our next Trustee recruitment round.

**ITEM 1 – APOLOGIES**

1.1 Apologies were received from Adam Bruce, Ann Allen, Brian Lang, Lynda Logan and Walter Nimmo.

**ITEM 2 – MINUTES OF THE MEETING HELD ON 07 JUNE 2017**

2.1 The minutes of the meeting held on 07 June 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) 32**

5.1 The Director presented his report which had been circulated and highlighted a number of points including exhibition numbers, the Galloway Hoard, the progress of the new Gaelic Language Plan and the launch of our new Jacobites MOOC (Massive Open Online Course) on 18 September.

5.2 The Board welcomed the news that National Museums Scotland had recently been awarded funds from the Heritage Lottery Fund’s new pilot youth funding programme ‘Kick the Dust’ for our *Scotland 365* project.

5.3 The Scottish Government announcement that they were lifting the public sector pay cap of 1% was noted, as was the lack of any indication of whether additional Grant-in-Aid would be provided to fund pay increases. A watching brief was being kept on this matter, although no response was expected from Government until after the Budget for 2018/19 was announced.

GR, PL

**ITEM 6 – FINANCIAL REPORT**

**NMS (2017) 33**

6.1 Paula Lister presented the report which had been circulated.

6.2 The Board of Trustees noted that current forecasts for the operational budget indicated that the budget would be balanced and self-generated funds would be available to finance major project expenditure. With regard to our Grant-in-Aid per visitor, it was suggested and agreed we should compare our ratio with other relevant bodies.

GR, PL

**ITEM 7 – ANNUAL REPORT & ACCOUNTS 2016/17**

**NMS (2017) 34**

7.1 Paula Lister presented the Annual Report & Accounts 2016/17 which had been circulated. She confirmed that earlier versions of the Report had been considered by the Finance Committee and then in detail by the Audit & Risk Committee, with amendments arising from both now reflected in the final version.

7.2 The Board of Trustees noted that, although a balanced position had been reported throughout the year, there was a minor deficit at year-end.

7.3 Miller McLean (Chairman of the Audit & Risk Committee) reported that the internal auditors had given us a high level of internal controls assurance, with only minor areas for improvement noted which the organisation was already addressing. He went on to say that the external auditors had given an unqualified report and thanked P Lister for her good work on the accounts.

7.4 The Chairman sought and obtained confirmation and agreement from fellow Trustees on four specific points in the Annual Report within the final paragraphs of pages 8, 12 and 16 and Note 26.

7.5 The Board of Trustees approved the Annual Report & Accounts for 2016/17, subject to the sending of an appropriate letter of representation from the Accountable Officer to the auditors.

GR, PL

**ITEM 8 – NATIONAL STRATEGY (2016-2020): UPDATE** **NMS (2017) 35**

8.1 Helen Ireland and Jilly Burns joined the meeting to present the report which had been circulated, and showed a short clip of the *Next of Kin* project film commissioned as part of the final evaluation and report on the project.

8.2 The Trustees welcomed the significant progress made on the first year of the National Strategy 2016-2020.

**ITEM 9 – COLLECTIONS & RESEARCH REPORT** **NMS (2017) 36**

9.1 Trustees noted the Collections & Research report.

9.2 In response to a query about an increased interest in objects linked to Scotland's historical role in the slave trade, X Mazda confirmed that this topic was one in which the Scottish History & Archaeology Department was engaged.

XM

9.3 X Mazda confirmed that National Museums Scotland has not received any formal request from the Canadian Government for the return of the Beothuk human remains.

**ITEM 10 – NATIONAL MUSEUM OF SCOTLAND  
MASTERPLAN PHASE 4: UPDATE** **NMS (2017) 37  
NMS (2017) 37A**

10.1 Ruth Gill joined the meeting. Trustees extended their thanks and appreciation for the presentation earlier in the day on the new cross-platform project currently in development entitled *Rip it Up!*, delivered by Ruth, Alison Cromarty (Senior Exhibitions Manager) and Stephen Allen (Head of Learning & Programmes).

10.2 Ruth Gill introduced the National Museum of Scotland Masterplan Phase 4 update paper which had been circulated, and also the tabled supplementary paper which had been prepared following the recent Heritage Lottery Fund decision on our Round 2 submission.

10.3 Following a discussion regarding the organisation's public fundraising over the coming months, the Board of Trustees:

- Noted the progress made on the National Museum of Scotland Masterplan Phase 4 project.
- Noted the approval of our Round 2 application by the HLF, including the approval of additional grant.
- Approved a new authorised budget.
- Approved the commencement of the Implementation Phase.

**ITEM 11 – NATIONAL MUSEUM OF FLIGHT DEVELOPMENT PLAN PHASE 3: UPDATE** **NMS (2017) 38**

11.1 The Board of Trustees noted the progress outlined in the update report.

**ITEM 12 – NATIONAL MUSEUMS COLLECTIONS CENTRE DEVELOPMENTS: UPDATE** **NMS (2017) 39**

12.1 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.

12.2 It was also noted that Trustees would be touring the completed extension to Building 1 as part of a visit to the National Museums Collections Centre on the morning of the next Board meeting.

**XM, FS**

**ITEM 13 – BOARD OF TRUSTEES MEETING DATES 2018/19** **NMS (2017) 40**

13.1 The Board of Trustees noted the meeting dates for 2018/19.

**ITEM 14 – REPORTS FROM COMMITTEES**

**(i) Minutes of the National Museums Scotland Enterprises Ltd Board meeting held on 16 June 2017**

14.1 The Chairman noted that the draft minutes of the NMSE Ltd Board meeting held on 16 June 2017 had been circulated.

14.2 Gordon Drummond (Chairman of the NMSE Ltd Board) reported that NMSE Ltd was continuing to perform well and up on budget as at the end of August. It was hoped that the current pattern would continue over the remainder of the financial year.

**(ii) Minutes of the Estates Committee meeting held on 02 August 2017**

14.3 The Chairman noted that the draft minutes of the Estates Committee meeting held on 02 August 2017 had been circulated.

14.4 Jamie Troughton, (Chairman of the Estates Committee) highlighted two key issues currently under discussion:

- The repair and modification challenges relating to the National Museum of Scotland building.
- Our shared contract for facilities management maintenance services, procured and administered through Scottish Procurement (part of Scottish Government).

**(iii) Minutes of the Finance Committee meeting held on 21 August 2017**

14.5 The Chairman noted that the draft minutes of the Finance Committee meeting held on 21 August 2017 had been circulated, and gave a brief verbal update on the finalising of the NMS/Scottish Government Framework Document.

**(iv) Minutes of the Audit & Risk Committee meeting held on 08 September 2017**

14.6 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 08 September 2017 had been circulated.

14.7 Miller McLean (Chairman of the Audit & Risk Committee) reported on two key matters considered at the meeting:

- The progress of our updated Fraud Policy which would be coming to the next meeting of the Committee for final approval.
- The very positive outcome of the recent internal audit on Corporate Governance and the three low-level recommendations.

PL

PL, JB,  
Chair

14.8 Miller McLean confirmed that National Museums Scotland did participate in the National Fraud Initiative (NFI) in Scotland, led by Audit Scotland and overseen by the UK Cabinet Office, and would in future publicise this and the outcome of the exercise to staff.

**(v) Verbal Report from the Acquisitions Committee held on 20 September 2017**

14.9 Chris Breward (Chairman of the Acquisitions Committee) gave a verbal report on the meeting held earlier in the day. He stated that the key item on the agenda had been the consideration of a draft set of new Collections Disposal Procedures. Further to the helpful comments and suggestions from the Committee members, a revised draft would be prepared and brought to the Board of Trustees.

XM

**ITEM 15 – FORWARD PROGRAMME OF BUSINESS**

**NMS (2017) 41**

15.1 Trustees 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 would be held on Wednesday, 29 November 2017, starting with a visit to the National Museums Collection Centre and returning to the National Museum of Scotland for the meeting.