

**NATIONAL MUSEUMS SCOTLAND  
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY 22 MARCH 2023 AT THE  
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

**Present:**

Mr Ian Russell	Chairman
Ms Ann Allen	Trustee
Prof Mary Bownes	Trustee
Ms Mimi Brophy	Trustee
Mr Adam Bruce	Trustee (for items 1-8 and 10-11)
Mr Stephen Dando	Trustee
Mr Graeme Gibson	Trustee
Dr Brian Lang	Trustee
Dr Catriona Macdonald	Trustee
Ms Beth McKillop	Trustee
Ms Jandy Stevenson	Trustee
Prof Ian Wall	Trustee
Dr Laura Young	Trustee

**In Attendance:**

Dr Chris Breward (CB)	NMS Director
Mr Keith Pentland (KP)	Director of Finance & Resources
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Dr Sam Alberti (SA)	Director of Collections
Mr Peter Williamson (PW)	Managing Director of NMSE Ltd
Ms Ruth Gill (RG)	Director of Public Programmes
Ms Patsy Convery (PC)	Head of Marketing & Communications
Mr John Giblin (JG)	Keeper of Global Arts, Cultures & Design (for item 9)

**Apologies:**

None

**PRELIMINARIES**

It was noted that the extended second terms of appointment of Catriona Macdonald and Brian Lang would come to an end on 31 March 2023, and that this was their last Board meeting. The Chairman thanked Catriona and Brian for their significant contribution as Trustees of National Museums Scotland since 2014. Throughout their tenure they had been involved in a wide range of matters, providing support to the organisation, and championing the Museum externally. The Chairman presented Catriona and Brian with the National Museums of Scotland medal in recognition and appreciation of their service.

**TOUR**

Ruth Gill (Director of Public Programmes), Sam Alberti (Director of Collections), Fraser Hunter (Interim Keeper of Scottish History & Archaeology), Sarah Teale (Exhibitions & Displays Manager) and Alison Cromarty (Head of Exhibition & Design) led a tour of the new interpretation for the *Paolozzi sculptures* and new portal case displays in the Early People Gallery and invited questions from the Board. Trustees extended their thanks for the tour.

**ACTION**

**ITEM 1 – APOLOGIES**

1.1 There were no apologies.

**ITEM 2 – MINUTES OF THE MEETING HELD ON 01 FEBRUARY 2023**

2.1 The minutes of the meeting held on 01 February 2023 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 (2023) 07**

5.1 The Director presented his report which had been circulated. Highlights included:

- A new display of two large oil paintings - *The Piper* and *The Champion to the Laird of Grant* in the Scotland Transformed Gallery.
- In our role as a major venue partner, we hosted the Edinburgh Science Festival 2023 programme launch in February. This year’s festival programme for families and adults runs from 1-16 April.
- Planning for the return of the House of Ni’isjoohl Memorial Pole to the Nisga’a Museum was progressing well.

5.2 The Director gave a verbal report on:

- ALVA naming the National Museum of Scotland as the 11<sup>th</sup> most visited attraction in the UK and its continuation as the highest in Scotland.
- The news that the National Museum of Scotland, National Museum of Rural Life and the National Museum of Flight had all succeeded in retaining the ultimate 5 Star Award in visitor experience from Visit Scotland following on from recent visits from assessors.
- His and the Chairman’s recent annual review meeting with Neil Gray (Minister for Culture, Europe & International Development).

**ITEM 6 – FINANCIAL REPORT**

**NMS (2023) 08**

6.1 Keith Pentland presented the report which had been circulated.

6.2 The Board noted:

- Current information suggested a surplus for 2022/23.
- The forecast reflected the increase in the pay awards and increased profit from NMS Enterprises Ltd.

6.3 Keith Pentland reported on the most recent dialogue with Scottish Government in relation to industrial action by PCS and added that their Pay Policy for 2023/24 was due to be published imminently.

**ITEM 7 – DRAFT BUDGET 2023/24**

**NMS (2023) 09**

7.1 Keith Pentland presented the paper which had been circulated.

7.2 Following discussion, the Board of Trustees:

- Approved the 2023/24 budget in principle, subject to Pay Policy and appropriate funding from the Scottish Government.
- Noted that the deficit position would be considered by the Executive Team after the Scottish Government confirmed the pay award and the extent to which it would be funded.
- Noted that the budget would come to the next Board meeting for final approval.

KP

**ITEM 8 – COLLECTIONS & RESEARCH REPORT**

**NMS (2023) 10**

8.1 Trustees noted the Collections & Research Report.

**ITEM 9 –**

**NMS (2023) 11**

9.1

[REDACTED]

9.2 [REDACTED]:

- [REDACTED]
- [REDACTED]

- [REDACTED]

9.3 [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**ITEM 10 – REPORTS FROM COMMITTEES**

(i) [REDACTED]

[REDACTED]

**(ii) Finance Committee**

10.2 The Chairman noted that the draft minutes of the Finance Committee meeting held on 02 March 2023 had been circulated.

**(iii) Estates Committee**

10.3 The Chairman noted that the draft minutes of the Estates Committee meeting held on 08 March 2023 had been circulated.

**(iv) Audit & Risk Committee**

10.4 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 14 March 2023 had been circulated.

**(v) National Museums Scotland Enterprises Ltd Board**

10.5 Jandy Stevenson (Chair of NMS Enterprises Ltd) gave a verbal update on the NMS Enterprises Ltd Board meeting held on 17 March 2023 and confirmed that NMS Enterprises Ltd continued to perform well.

**(vi) People & Remuneration Committee**

10.6 It was noted that the next meeting of the People & Remuneration Committee would be held on 05 May 2023.

**(vii) Nominations & Governance Committee**

10.7 It was noted that the next meeting of the Nominations & Governance Committee would be held on 05 May 2023.

10.8 The Chairman gave a brief update on the Board vacancies currently being advertised and highlighted the closing date of 31 March 2023.

**ITEM 11 – APPOINTMENTS TO BOARD COMMITTEES  
AND RELATED GROUPS**

**NMS (2023) 12**

11.1 The Board of Trustees:

- Ratified their endorsement of the recommendations in the paper.
- Noted the appendix which detailed the associated, updated Trustee membership from 01 April of: the Board Committees; the subsidiary of the NMS Board (NMSE Ltd); the NMS Charitable Trust Board; the American Foundation for National Museums Scotland; and the Research Strategy Group.

11.2 The Chairman thanked Trustees for all their invaluable work on the Board Committees and related groups.

**ITEM 12 – FORWARD PROGRAMME OF BUSINESS**

**NMS (2023) 13**

12.1 The Board noted the Forward Programme of Business.

12.2 The Chairman reconfirmed the Board strategy day on 28 September, which would be preceded by the Board meeting and also a Trustees' dinner on 27 September.

**Note**

**ITEM 13 – ANY OTHER BUSINESS**

13.1 The Board conveyed their sincere thanks and best wishes to retiring Trustees Catriona Macdonald and Brian Lang.

**ITEM 14 – DATE OF NEXT MEETING**

14.1 The next meeting will be held on Wednesday 07 June 2023 at the National Museum of Rural Life.