

**NATIONAL MUSEUMS SCOTLAND  
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON 04 FEBRUARY 2015 AT THE NATIONAL  
MUSEUM OF SCOTLAND, EDINBURGH**

**Present:**

Mr Bruce Minto	Chairman
Professor Chris Breward	Trustee
Dr Isabel Bruce	Trustee
Mr Gordon Drummond	Trustee
Dr Anna Gregor	Trustee (Items 1-10)
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee
Dr Catriona Macdonald	Trustee
Mr Miller McLean	Trustee (Items 1-10)
Professor Walter Nimmo	Trustee
Mr Jamie Troughton	Trustee
Ms Eilidh Wiseman	Trustee

Dr Gordon Rintoul (GR)	NMS Director
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Mr David Spilsbury (DS)	Director of Finance & Planning
Ms Fiona Stewart (FS)	Director of Estates & Facilities (for Items 9, 11, 12)

**Apologies:**

Mr Christopher Fletcher	Trustee
Mr Andrew Holmes	Trustee

**PRELIMINARIES**

Miller McLean led the Trustees in congratulating the Chairman on being awarded an OBE in the 2015 New Year Honours for services to Culture.

**ITEM 1 – APOLOGIES**

1.1 Apologies were received from Chris Fletcher and Andrew Holmes.

**ITEM 2 – MINUTES OF THE MEETING HELD ON 26 NOVEMBER 2014**

2.1 The minutes of the meeting held on 26 November 2014 were approved.

**ITEM 3 – MATTERS ARISING**

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

**ACTION**

**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. However, the Chairman noted, as previously disclosed, the potential interest of himself and Walter Nimmo in relation to the Chambers Street Public Realm Project (ref. agenda item 10).

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

**NMS (2015) 01**

5.1 The Director presented his report which had been circulated. The subsequent discussion focused on:

- The below target visitor numbers at the National Museum of Scotland over recent months and the organisation’s plans for maintaining footfall at this site in 2015/16 while some galleries are temporarily closed under Phase 3 of the Masterplan Project.
- The latest update on senior management recruitment.

**ITEM 6 – FINANCIAL REPORT**

**NMS (2015) 02**

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

- A number of challenging factors have meant that the overall financial position has had to be carefully managed during 2014/15.
- By the end of the financial year, performance was expected to be close to budget.
- Spending on major projects had departed from the pattern assumed in setting the budget, but again these were expected to converge on plan in the latter part of the financial year.

**ITEM 7 – DRAFT STRATEGIC PLAN 2011-16: 2015/16 UPDATE**

**NMS (2015) 03**

7.1 David Spilsbury and J Brown presented the draft Plan update which had been circulated. The Board of Trustees:

- Approved the draft for discussion with government officials and the Cabinet Secretary for Culture, Europe & External Affairs.
- Noted that the final Plan update would be brought to the next meeting of the Board of Trustees in March for approval.

**DS, JB**

**ITEM 8 – BUDGET 2015/16: PROGRESS UPDATE**

**NMS (2015) 04**

8.1 David Spilsbury presented his update which had been circulated. The Board of Trustees noted that:

- The 2015/16 budget was being developed, and the Finance Committee would be reviewing the draft in detail at its next meeting on 24 February.
- The final draft of the budget would be balanced and ready for approval at the Board meeting on 25 March.

**DS**

- When the drafting was completed, the planning figures for 2016/17 and 2017/18 were expected to show potentially significant budget challenges.

**ITEM 9 – CAPITAL PROJECTS: FINAL DRAFT OF 10 YEAR PLAN NMS (2015) 05**

9.1 At the last Board meeting, Trustees considered a first draft of the organisation's new 10 Year Plan for Major Capital Projects. As agreed, the document had then been developed further and projects prioritised within it.

9.2 Fiona Stewart joined the meeting and presented the next draft of the Plan which had been circulated. The following matters were discussed:

- Scottish Government priorities and funding, and the next Spending Review period.
- The current climate regarding funding from some non-Government sources for Scottish projects.
- The role of museums generally in the future, National Museums Scotland's primary responsibility to care for and display its collections, and the importance of our next Strategic Plan 2016-20.
- The need for the Board and the Executive Team to review and clarify the future vision for each one of our sites in the 21<sup>st</sup> century, to guide the Estates Committee and detailed planning.
- The impact of current major capital commitments to 2016 on our schedule for progressing the future major projects, i.e. the lack of capacity at present for the preparation work, as well as for the actual commencement and implementation of new initiatives.
- The importance of increasingly working in new ways with non-museum partners to invest for the future and/or to address shared issues.

9.3 The Director assured the Board that while the Plan focussed on capital developments, incremental changes would be taking place at all our sites. F Stewart confirmed that the organisation's ten year Major Capital Plans detailed the planned projects which will cost above £250k only.

9.4 The Board approved the 10 Year Plan for Major Capital Projects in principle, subject to the agreed amendments, for submission to our Sponsor Team for the forthcoming Culture & Heritage Investment Board (CHIB) meeting. The Director and F Stewart undertook to circulate the revised version of the Plan to Trustees.

GR, FS

**ITEM 10 – NATIONAL MUSEUM OF SCOTLAND MASTERPLAN PHASE 3: PROGRESS REPORT NMS (2015) 06**

10.1 The Director presented the report which has been circulated. The Board of Trustees noted the extension of Stage F to the end of January 2015.

10.2 The Board of Trustees took the opportunity to convey their sincere thanks and appreciation to the Development Board and the National Museums Scotland team for all their hard work and commitment in the championing of, and successful fundraising for, this important project.

10.3 F Stewart then gave a short presentation to Trustees on the Chambers Street Public Realm project. Following discussion, the Board approved in principle our participation with the other named partners in this joint project and with the City of Edinburgh Council.

Trustees also agreed that:

- If required by the Council, National Museums Scotland (as lead partner) would underwrite the balance of the project funding and also National Museums Scotland's contribution.
- The Board of Trustee's agreement was subject to the Chairman of the Estates Committee being satisfied that the other members of the partnership had confirmed their funding contribution.

**JT, GR,  
FS**

**ITEM 11 – NATIONAL MUSEUM OF FLIGHT  
DEVELOPMENT PLAN PHASE 2: UPDATE**

**NMS (2015) 07**

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

- Noted the update.
- Noted the appointment of the main contractor, the potential need to increase the project budget, and make an application to the NMS Charitable Trust as agreed by the Board Chairman and Chairman of the Estates Committee.
- Considered the change to the interior finish within the hangars.

**ITEM 12 – NATIONAL MUSEUMS COLLECTIONS CENTRE  
MASTERPLAN AND NEW BUILD PROJECT: UPDATE**

**NMS (2015) 08**

12.1 The Board of Trustees noted progress made on:

- The new build project and extension to Building 1.
- The sale of Leith Customs House.

12.2 In terms of joint working with the other National Collections, F Stewart reported that the next meeting with the National Galleries of Scotland was taking place later in the month.

**ITEM 13 – COLLECTIONS FOCUS: ACTIVITY REPORT**

**NMS (2015) 09**

13.1 The Board of Trustees noted progress on significant acquisitions, capital projects, research and national working, including:

- The heavy engagement with acquisitions for the new galleries, in addition to acquiring significant items across the collections.
- The very positive response to the outcomes of the Pacific collections review project, funded by the Esmée Fairbairn Foundation.

13.2 Further to a short discussion, C Breward, C Macdonald and the Director agreed to meet to discuss how we start to build the necessary internal infrastructure to support research.

**CB, CM,  
GR**

**ITEM 14 – REPORTS FROM COMMITTEES**

**(i) Draft Minutes of the Audit & Risk Committee meeting held on 11 November 2014**

14.1 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 11 November 2014 had been circulated.

14.2 There was a query regarding the Risk Register which D Spilsbury undertook to feed back to Miller McLean (Chairman of the Audit & Risk Committee).

DS

**(ii) Draft Minutes of the Estates Committee meeting held on 12 November 2014**

14.3 The Chairman noted that the draft minutes of the Estates Committee meeting held on 12 November 2014 had been circulated. Jamie Troughton, (Chairman of the Estates Committee) highlighted a small planned amendment to the minutes when they come to be approved at the next Committee meeting.

JT, FS

**(iii) Verbal Report from the Personnel & Remuneration Committee held on 09 January 2015**

14.4 The Chairman noted that the meeting held on 09 January 2015 had been chaired by the previous Committee Chairman, Iain Watt, before his public appointment ended on 31 January.

14.5 Eilidh Wiseman (new Chairman of the Personnel & Remuneration Committee from 01 February) reported on the key issues arising from the meeting, including: the ongoing industrial dispute; the recent pay award; and succession planning.

**(iv) Verbal Report from the Acquisitions Committee meeting held on 04 February 2015**

14.6 Chris Breward (Chairman of the Acquisitions Committee) reported on the key issues arising from the meeting held on 04 February 2015, including: progress on significant acquisitions; the use of the purchase grant going forward; and future updates to the Collections Development Strategy.

**ITEM 15 – FORWARD PROGRAMME OF BUSINESS**

**NMS (2015) 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 Wednesday, 25 March 2015