

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY 12 JUNE 2013 AT THE
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

Present:

Mr Bruce Minto	Chairman
Professor Chris Breward	Trustee
Dr Isabel Bruce	Trustee
Mr Christopher Fletcher	Trustee
Dr Anna Gregor	Trustee
Mr Andrew Holmes	Trustee
Mr Miller McLean	Trustee
Professor Walter Nimmo	Trustee
Mr Jamie Troughton	Trustee
Mr Iain Watt	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 Ruth Gill (RG)	Director of Public Programmes (for Item 9)
Ms Catherine Holden (CH)	Director of External Relations (for Items 10 and 11)
Mr Hugh Wallace (HW)	Head of Digital Media (for Item 11)
Ms Sheilagh Stewart (SS)	Head of Human Resources (for Item 14)

Gareth Hoskins Managing Director, Gareth Hoskins Architects (for Item 9)

Apologies:

Mr Gordon Drummond Trustee

PRELIMINARIES

The Chairman welcomed formally the appointment of four new Trustees - Chris Breward, Gordon Drummond, Chris Fletcher, and Walter Nimmo - to National Museums Scotland's Board of Trustees.

ITEM 1 – APOLOGIES

1.1 Apologies were received from Gordon Drummond.

ITEM 2 – MINUTES OF THE MEETING HELD ON 22 MARCH 2013

2.1 The minutes of the meeting held on 22 March 2013 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.

ITEM 5 – DIRECTOR’S REPORT TO THE TRUSTEES **NMS (2013) 20**

5.1 The Director presented his report which had been circulated. He added that National Museums Scotland was experiencing extremely good visitor numbers; May 2013 had been our busiest ever May in terms of total numbers, with the National Museum of Scotland, National Museum of Flight and the National War Museum individually recording their highest May figures ever.

5.2 The Board discussed the main points arising from the Chairman’s recent annual meeting with Cabinet Secretary for Culture & External Affairs.

ITEM 6 – FINANCIAL REPORT **NMS (2013) 21**

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

- A revenue deficit and a balanced capital position were now expected for 2012/13.
- Donations had been made to National Museums of Scotland Charitable Trust (NMSCT) from the Board Reserve.
- The Scottish Government had provided further support to reduce the Board Reserve, ensuring that the funds were able to be used to support future projects.
- The 2012/13 Annual Report and Accounts would be brought to the next Board meeting in September for approval.

DS

ITEM 7 – PROPERTY: DISPOSALS AND ACQUISITIONS **NMS (2013) 22**

7.1 The Board approved, in principle, the two recommendations in the confidential paper which had been circulated. With regard to the acquisition, permission was granted subject to Jamie Troughton (Chairman of the Board’s Estates Committee) being content with the feasibility study outcomes and the proposed plans.

JT, GR

ITEM 8 – NATIONAL MUSEUMS COLLECTION CENTRE MASTERPLAN AND NEW BUILD PROJECT: UPDATE **NMS (2013) 23**

8.1 The progress made on the National Museums Collection Centre Masterplan and New Build Project was noted. The Board supported the intention to proceed with the tenders but advised caution given the challenging circumstances faced by all contractors in the current financial climate.

ITEM 9 – NATIONAL MUSEUM OF SCOTLAND MASTERPLAN PHASE 3 UPDATE **NMS (2013) 24**

9.1 Trustees noted the update paper on:

- The overall NMoS Masterplan Phase 3 project.
- The development of the display content.
- Fundraising for the NMoS Masterplan Phase 3 project.

9.2 The Board welcomed the presentation from Ruth Gill and Gareth Hoskins and approved Stage C of the basebuild element of the project.

ITEM 10 – INTERNATIONAL STRATEGY 2013-18

NMS (2013) 25

10.1 The Board of Trustees welcomed the paper. It considered the role of international working as a driving strategic theme for National Museums Scotland which merited focused attention. The following points were noted:

- Our international activity to date had tended not to be strategically planned and, as a consequence, some opportunities had been missed in the past. Conversely, it was recognised that some things could not be carefully planned and there were always going to be leads which were opportunistic.
- There was a great deal of existing international work but it now needed to be better joined up.
- Given that resources were already limited, we required to be more focused in our activities going forward and bring an international dimension to all that we do.
- The importance of working with the Government and appropriate agencies on international cultural matters.

10.2 The Board approved the new International Strategy 2013-18. They also requested that Trustees receive regular briefing material.

CH

ITEM 11 – DIGITAL MEDIA STRATEGY AND PLAN 2013-17

NMS (2013) 26

11.1 The Board of Trustees welcomed the paper and the following points were noted:

- Digital media, along with international, were both examples of areas that should develop to the point that specific strategies would not be required in the future as they become embedded in all that we do.
- Looking externally, the options for generating revenue as a result of our digital media work needed to be considered going forward.
- Looking internally, we should consider the scope for the use of social media for internal connection and communication.

11.2 The Board approved the new Digital Media Strategy and Plan 2013-17. It was also agreed that:

- An update on progress would be brought to the Board at an appropriate point.
- Trustees would be provided with information on how to link into our social media channels and our public e-newsletter.

CH, HW

CH, HW

ITEM 12 – REPORTS FROM COMMITTEES

(i) Minutes of the Audit Committee meeting held on 22 March 2013

12.1 The Chairman noted that the draft minutes of the Audit Committee meeting held on 22 March 2013 had been circulated.

(ii) Minutes of the Personnel & Remuneration Committee held on 05 April 2013

12.2 The Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 05 April 2013 had been circulated.

(iii) Minutes of the Estates Committee meeting held on 24 April 2013

12.3 The Chairman noted that the draft minutes of the Estates Committee meeting held on 24 April 2013 had been circulated.

(iv) Minutes of the Nominations and Governance Committee meeting held on 13 May 2013

12.4 The Chairman noted that the draft minutes of the Nominations & Governance Committee meeting held on 13 May 2013 had been circulated.

12.5 The Chairman confirmed that he and the Cabinet Secretary for Culture & External Affairs had agreed that another Trustee recruitment round would be organised with a view to the vacancies being advertised in spring 2014.

12.6 It was noted that the Chairman was about to embark on the annual Trustee appraisals, and had written to all Board members.

ITEM 13 – APPOINTMENTS TO BOARD COMMITTEES AND RELATED GROUPS **NMS (2013) 27**

13.1 The Board of Trustees noted:

- The decisions set out in the paper regarding appointments to Board Committees and related groups.
- Gordon Drummond had been appointed as the new Chairman of the NMSE Limited Board.
- Malcolm Offord had been appointed as the new Chairman of the Development Board.

ITEM 14 – HEALTH & SAFETY: ANNUAL REPORT **NMS (2013) 28**

14.1 The Board of Trustees noted the Health & Safety Annual Report for the financial year 2012/13. The Chairman highlighted that, given the huge number of visitors we welcome into our museums every week, the number of accidents was extremely small.

ITEM 15 – SPECIAL EXHIBITIONS: UPDATE **NMS (2013) 29**

15.1 The Board of Trustees noted the update report.

ITEM 16 – COLLECTIONS ACTIVITY REPORT **NMS (2013) 30**

16.1 The Board of Trustees noted the good progress being made on acquisitions, accreditation, professional profile, research projects and staffing.

ITEM 17 – FORWARD PROGRAMME OF BUSINESS

NMS (2013) 31

17.1 The Board noted the Forward Programme of Business, including the two forthcoming National Museum of Scotland Masterplan phase 3 meetings and also the Board/Executive Team strategic planning day in October.

17.2 With regard to our other sites, Isabel Bruce reported that she and the Chairman had enjoyed a highly informative and valuable visit to the National Museum of Rural Life in February. It had included:

- A presentation on the development of the site and its position within the rural sector in the UK.
- A tour of the exhibitions and stores, and meeting staff.
- A tour of the farm and wider site, and meeting farm staff.

ITEM 18 – ANY OTHER BUSINESS

18.1 There was nothing to report.

ITEM 19 – DATE OF NEXT MEETING

19.1 The next Board of Trustees meeting will be held on Wednesday, 11 September 2013.

19.2 This would be preceded by the specific meeting on 22 July to enable the consideration and sign-off of the next stage of the National Museum of Scotland Masterplan Phase 3 project.