

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON 25 NOVEMBER 2015 AT THE NATIONAL
MUSEUM OF SCOTLAND, EDINBURGH**

Present:

Mr Bruce Minto	Chairman
Dr Isabel Bruce	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Dr Anna Gregor	Trustee
Mr Andrew Holmes	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee
Mr Miller McLean	Trustee
Professor Walter Nimmo	Trustee (from item 8 onwards)
Mr Jamie Troughton	Trustee
Ms Eilidh Wiseman	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 Catherine Holden (CH)	Director of External Relations (for Items 10 & 11)
Ms Helen Ireland (HI)	Head of Marketing & Communications (for Items 10 & 11)
Ms Ruth Gill (RG)	MP3 Project Director (for Item 11 & 12)
Dr Xerxes Mazda (XM)	Director of Collections (for Item 15)

Apologies:

Professor Chris Breward	Trustee
Dr Catriona Macdonald	Trustee

ITEM 1 – APOLOGIES

1.1 Apologies were received from Chris Breward and Catriona Macdonald.

ITEM 2 – MINUTES OF THE MEETING HELD ON 23 SEPTEMBER 2015

2.1 The minutes of the meeting held on 23 September 2015 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 A Holmes stated, as previously declared, his interest in the National Museums Collection Centre (ref. agenda item 9) due to his role as a member of the Historic Environment Scotland Board. The Chairman stated, as previously declared, the potential interest of himself and Walter Nimmo in relation to the Chambers Street Public Realm Project (ref. agenda item 12).

ITEM 5 – DIRECTOR’S REPORT TO THE TRUSTEES

NMS (2015) 51

5.1 The Director presented his report which had been circulated. The Trustees shared their continuing thoughts and comments regarding special exhibitions.

5.2 The Director gave a verbal update on the ongoing industrial dispute. The Chairman thanks the Trustees on the Board’s Personnel & Remuneration Committee for all their work and help regarding this matter.

ITEM 6 – FINANCIAL REPORT

NMS (2015) 52

6.1 David Spilsbury presented his report which had been circulated. The Board noted:

- The organisation expected to achieve a balanced position with lower than budgeted self-generated income offset by lower than budgeted costs for 2015/16.
- All Grant-in-Aid (GIA) will have been claimed and spent within the year.
- As multi-year activities, all major projects were currently on time and specification although some budget issues were emerging and being managed.

ITEM 7 – FINANCIAL PLANNING: BUDGET SCENARIOS AND OPTIONS

NMS (2015) 53

7.1 David Spilsbury presented his paper which had been circulated. He reminded Trustees that, at the last Board meeting in September, they had considered the potential impact of reductions in Grant-in-Aid (GIA) that may be implemented by the Scottish Government in 2016/17 to 2019/20.

7.2 Since that meeting, representatives of the National Collection bodies had met with Scottish Government representatives. All three had been asked to consider and provide further information to our sponsor team on the impact of a Grant-in-Aid cash reduction of 5% or 10%, implemented either in 2016/17 or spread over the years 2016/17 to 2019/20. The Board noted that National Museums Scotland’s initial response had been provided to the Scottish Government on 9 November and that it was appended to the Board paper for information.

7.3 Given the outcome of the Scottish Government’s budget would not be known until December or January, Trustees noted that the final decision on our 2016/17 budget would still need to be made at the Board meeting on 23 March, with interim consideration at the next meeting on 3 February.

DS, ALL

ITEM 8 – NEW STRATEGIC PLAN 2016-20: FIRST DRAFT **NMS (2015) 54**

8.1 David Spilsbury presented the paper which had been circulated. Trustees considered and commented on the draft Strategic Plan for 2016-20. Following the discussion, the Board noted:

- The draft Plan would be revised to reflect the Scottish Government’s forthcoming budget announcements in December/January and Board feedback.
- The revised draft would be submitted for consultation with government officials and the Cabinet Secretary for Culture, Europe & External Affairs in late January.
- The final draft of the Plan would be brought to the meeting of the Board of Trustees in March for approval.
- That a smaller, shorter and more visual version of the Strategic Plan (“Plan in your pocket”) would be developed for staff and our other stakeholders.

DS, JB

**CH, HI,
DS, JB**

ITEM 9 – NATIONAL MUSEUMS COLLECTION CENTRE **NMS (2015) 55**
EXTENSION TO BUILDING 1 PROJECT: UPDATE

9.1 The Director presented the report which had been circulated. The Board of Trustees:

- Noted the progress made on the Extension to Building 1 Project.
- Confirmed delegated authority to the Chair of the Board of Trustees, the Chair of the Estates Committee and the Director to approve the appointment of a main contractor for the Project, subject to a satisfactory tender report.
- Noted the continued dialogue with the City of Edinburgh Council regarding the proposed Gateway North acquisition.

**Chairman,
Director,
JT, FS**

ITEM 10 – NATIONAL MUSEUM OF FLIGHT **NMS (2015) 56**
DEVELOPMENT PLAN PHASE 2: MARKETING &
COMMUNICATIONS STRATEGY UPDATE & LAUNCH PLANS

10.1 Catherine Holden and Helen Ireland joined the meeting and presented the paper which had been circulated. There followed a short discussion about pricing, benefits and the need to improve travel access to the site for non-car drivers. The Board of Trustees noted and approved the proposed approach.

ITEM 11 – NATIONAL MUSEUM OF SCOTLAND **NMS (2015) 57**
MASTERPLAN PHASE 3: MARKETING &
COMMUNICATIONS STRATEGY UPDATE & LAUNCH PLANS

11.1 Helen Ireland presented the paper which had been circulated. A suggestion was made for a “Project in your pocket” card to be devised and our 150th anniversary in 2016 was discussed. The Board of Trustees noted and approved the proposed approach, and noted the current options for the public opening date.

**ITEM 12 – NATIONAL MUSEUM OF SCOTLAND
MASTERPLAN PHASE 3: UPDATE**

NMS (2015) 58

12.1 Ruth Gill presented the report which had been circulated, and gave a verbal update on the programme. The Board of Trustees:

- Formally authorised the updated Project Budget (ref. section 6.1 of the paper).
- Noted the progress made on the MP3 project.
- Noted the progress update for the Chambers Street Public Realm project.

**ITEM 13 – NATIONAL MUSEUM OF SCOTLAND
MASTERPLAN PHASE 4: UPDATE**

NMS (2015) 59

13.1 The Director presented the report which had been circulated, and gave a verbal update on the project costings and also the current discussions with the Heritage Lottery Fund (HLF). The Board of Trustees:

- Noted the revised programme and agreed the amended budget for the HLF application.
- Agreed that the revised application be submitted to HLF by the deadline of 27 November.

Director

**ITEM 14 – NATIONAL MUSEUM OF FLIGHT:
DEVELOPMENT PLAN PHASE 2: UPDATE**

NMS (2015) 60

14.1 The Board of Trustees noted the progress outlined in the update report, and agreed:

- A public opening date of 25 March.
- That they would keep both 23 and 24 March free in their diaries for the launch event (noting that 23 March was already a Board day).

ALL

ITEM 15 – COLLECTIONS FOCUS: ACTIVITY REPORT

NMS (2015) 61

15.1 Xerxes Mazda joined the meeting and presented his report which had been circulated. The Board noted progress on collections development, collections access, capital projects, national working, research projects and representation.

15.2 The Trustees welcomed the new format and suggested that future reports included:

- A “top 5” highlights/messages for Trustees to promote as part of their ambassadorial role.
- Some information on what was being progressed and achieved under our current Memoranda of Understanding with other organisations.

XM

ITEM 16 – REPORTS FROM COMMITTEES

(i) Minutes of the Finance Committee meeting held on 16 October 2015

16.1 The Chairman noted that the draft minutes of the Finance Committee meeting held on 16 October 2015 had been circulated.

(ii) Minutes of the National Museums Scotland Enterprises Ltd Board meeting held on 16 October 2015

16.2 The Chairman noted that the draft minutes of the NMSE Ltd Board meeting held on 16 October 2015 had been circulated. Gordon Drummond (Chairman of the NMSE Ltd Board) reported that the National Museum of Scotland had been nominated in two categories for the British Event Awards 2015: 'Large Venue of the Year'; and 'Most Unusual Venue of the Year'.

(iii) Minutes of the Personnel & Remuneration Committee meeting held on 30 October 2015

16.3 The Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 30 October 2015 had been circulated.

(iv) Minutes of the Nominations & Governance Committee meeting held on 10 November 2015

16.4 The Chairman noted that the draft minutes of the Nominations & Governance Committee meeting held on 10 November 2015 had been circulated. In his role as Chairman of the Committee, he highlighted the forthcoming Board retirements in March 2017 and reported on the request going to Scottish Government to approve a Trustees recruitment round in 2016/17.

(v) Verbal report from the Audit & Risk Committee meeting held on 23 November 2015

16.5 Miller McLean (Chairman of the Audit & Risk Committee) reported on the key issues arising from the meeting held on 23 November 2015. The minutes would be circulated in the Board pack for the next meeting.

(vi) Verbal report from the Estates Committee meeting held on 25 November 2015

16.6 Jamie Troughton, (Chairman of the Estates Committee) reported on the key issues arising from the meeting held earlier in the day. The minutes would be circulated in the Board pack for the next meeting.

ITEM 17 – FORWARD PROGRAMME OF BUSINESS

NMS (2015) 62

17.1 The Board noted the Forward Programme of Business.

ITEM 18 – ANY OTHER BUSINESS

18.1 The Board discussed their visit to the National Museum of Rural Life in September, and their thoughts and ideas for future planning.

ITEM 19 – DATE OF NEXT MEETING

19.1 The next meeting will be held Wednesday, 03 February 2016. The Chairman stated that the next Board day was likely to include a session with Karen Watt (Director of Culture, Europe & External Affairs in the Scottish Government) and a tour of the ten new galleries currently being created. Trustees were, therefore, asked to note that it was likely to be a longer day than usual and to plan accordingly.

ALL