

**NATIONAL MUSEUMS SCOTLAND  
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON 03 FEBRUARY 2016 AT THE NATIONAL  
MUSEUM OF SCOTLAND, EDINBURGH**

**Present:**

Mr Bruce Minto	Chairman
Professor Chris Breward	Trustee
Dr Isabel Bruce	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Dr Anna Gregor	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee
Mr Miller McLean	Trustee
Professor Walter Nimmo	Trustee
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
Dr Xerxes Mazda (XM)	Director of Collections (for items 10 & 11)
Dr Henrietta Lidchi (HL)	Keeper of World Cultures (for item 10)
Ms Catherine Holden (CH)	Director of External Relations (for items 12 & 13)
Ms Jilly Burns (JBU)	Head of National and International Partnerships (for item 12)
Mr Hugh Wallace (HW)	Head of Digital Media (for item 13)
Ms Ruth Gill (RG)	Director of Public Programmes (for item 14)

**Apologies:**

Mr Andrew Holmes	Trustee
Dr Catriona Macdonald	Trustee

**PRELIMINARIES**

The Board expressed their deep regret and sadness at the tragic death of the architect Gareth Hoskins. National Museums Scotland first started working with Gareth in 2004, when we appointed a team led by him to produce the Masterplan for the older part of the National Museum and then to implement it. Gareth and his team were also responsible for designing the two new storage and research buildings at the National Museums Collection Centre and for producing the Development Plan for the National Museum of Flight. Only recently, we announced the creation of a new plaza in front of the Museum in Chambers Street- another element of Gareth's vision for the Museum and its setting in the city. The Chairman commemorated Gareth as a young man who had given a great deal to our institution, to this city, and to Scotland as a whole.

The Chairman thanked Trustees for their participation in the earlier discussion session with Karen Watt (Director of Culture, Europe & External Affairs in the Scottish Government).

**ITEM 1 – APOLOGIES**

1.1 Apologies were received from Andrew Holmes and Catriona Macdonald.

**ITEM 2 – MINUTES OF THE MEETING HELD ON 25 NOVEMBER 2015**

2.1 The minutes of the meeting held on 25 November 2015 were approved.

**ITEM 3 – MATTERS ARISING**

3.1 Matters arising for 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. However, the Chairman noted, as previously declared, the potential interest of himself and Walter Nimmo in relation to the Chambers Street Public Realm Project (ref. agenda item 14).

**ITEM 5 – DIRECTOR’S REPORT TO THE TRUSTEES****NMS (2016) 01**

5.1 The Director presented his report which had been circulated and gave a verbal update on the ongoing industrial dispute.

5.2 The Trustees discussed, with particular reference to forecasting visitor numbers, the end-of-project update on the recent *Photography: A Victorian Sensation* exhibition and future special exhibitions. The Chairman congratulated all the teams involved in the recent refreshment of the Discoveries gallery at the National Museum of Scotland.

5.3 The Chairman then gave a verbal report on his and the Director’s recent annual meeting with the Cabinet Secretary for Culture, Europe & External Affairs, and he highlighted the positive feedback received regarding our organisation and the work that we do.

**ITEM 6 – FINANCIAL REPORT****NMS (2016) 02**

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.
- All major projects were running as planned with the exception of the Building 1 extension at the National Museums Collection Centre, which will generate lower spending in 2015/16 than planned.

**ITEM 7 – NEW STRATEGIC PLAN 2016-20: SECOND DRAFT**      **NMS (2016) 03**

7.1 David Spilsbury introduced the paper which had been circulated. Trustees considered and commented on the second draft Strategic Plan for 2016-20 which has also been forwarded to the Scottish Government. Following discussion, the Board noted that:

- The final draft of the Plan, with an updated strategic narrative, would be prepared and brought to the meeting of the Board of Trustees in March for approval.
- A shorter and more visual/“user-friendly” version of the Plan was being developed for staff and our other stakeholders.

**DS, JB, CH**

**CH**

**ITEM 8 – BUDGET FOR 2016/17: PROGRESS UPDATE**      **NMS (2016) 04**

8.1 David Spilsbury introduced the paper which had been circulated. The Board of Trustees noted:

- The 2016/17 budget would be developed further and balanced and ready for comment at the next Finance Committee, and for approval at the Board meeting on 23 March.
- The planning figures for 2017/18 and 2018/19 were expected to show potentially significant budget challenges ahead of us which imply significant future cost reductions or growth in self-generated income, or some combination of both.
- The scale of this challenge would depend on the outcome of the Scottish Government’s next Spending Review announcement which is expected sometime after the May elections.

**DS**

8.2 The key issues arising from the Board discussion were the importance of being able to fund the continuation of our existing levels of public service, collection care and essential backlog and cyclical maintenance, and the need to identify the realistic scope for generating significantly more income.

**ITEM 9 – FRAMEWORK DOCUMENT**

9.1 David Spilsbury and the Director gave a verbal update on the progress made to date in reaching agreement on a Framework Document (new Management Statement/Financial Memorandum) with the Scottish Government, based on their Model Framework Document.

**ITEM 10 – REQUEST FOR RETURN OF BEOTHUK COLLECTIONS**      **NMS (2016) 05**

10.1 Xerxes Mazda (Director of Collections) and Henrietta Lidchi (Keeper of World Cultures) joined the meeting, and introduced the paper which had been circulated.

10.2 Trustees appreciated the very sensitive nature of this matter and thanked Henrietta for her work on it. Following a detailed discussion, the Board:

- Gave its approval for the Director to reply to the Minister of Labrador and Aboriginal Affairs in the Government of Newfoundland and Labrador, on behalf of the Board, to the effect that at present the claim did not conform to our policy and that we would not accept a claim with a wider scope than human remains.
- Accepted current recommendations to clarify our current policy on human remains.

GR

XM, HL

**ITEM 11 – COLLECTIONS FOCUS: ACTIVITY REPORT**

**NMS (2016) 06**

11.1 Xerxes Mazda presented his report which had been circulated. Trustees welcomed the latest improvements to the format and gave some further suggestions.

XM

**ITEM 12 – NATIONAL & INTERNATIONAL PARTNERSHIPS:  
PLANS AND PROGRESS**

**NMS (2016) 07**

12.1 Catherine Holden and Jilly Burns joined the meeting, and presented the report which had been circulated. The discussion covered topics such as: relationships with other cultural organisations, the Festivals, and universities; collaboration with other museums in Scotland and our training role; and international work and connections.

12.2 It was recognised that we needed to better showcase the good work that we do across Scotland. The Chairman commended the recently published annual reports on our National Programme and International Programme, and encouraged Trustees to highlight the two publications to their contacts.

Trustees

12.3 J Burns confirmed that she was currently working on our new National Strategy and that this would be coming to the Board for consideration in March. She added that the key issue going forward would be our ability to gain external funding to enable its full implementation.

JBu, CH

**ITEM 13 – DIGITAL MEDIA: PLANS AND PROGRESS**

**NMS (2016) 08**

13.1 Catherine Holden was joined by Hugh Wallace and they introduced the report which had been circulated. The Board welcomed the paper, and Hugh's accompanying presentation on our latest achievements and developments.

13.2 There followed a discussion regarding the convergence of the 'real' museum experience and the 'virtual' museum experience going forward, a topic currently being grappled with by museums around the world.

**ITEM 14 – NATIONAL MUSEUM OF SCOTLAND  
MASTERPLAN PHASE 3: UPDATE**

**NMS (2016) 09**

14.1 Ruth Gill joined the meeting and presented the report which had been circulated. Trustees expressed their thanks for the tour earlier in the day of the galleries undergoing refurbishment, and congratulated the teams involved in the transformation of the spaces since Trustees' last visit. The Board then noted:

- The progress made and the arising issues on the MP3 project.
- The progress update for the Chambers Street project
- That, as a whole, the Project remained on time and budget.

**ITEM 15 – NATIONAL MUSEUM OF SCOTLAND  
MASTERPLAN PHASE 4: UPDATE**

**NMS (2016) 10**

15.1 The Board of Trustees noted the update report, and the revised scope of the project (*Revealing Cultures*) with an enhanced national programme and the small impact on overall cost.

**ITEM 16 – NATIONAL MUSEUMS COLLECTIONS CENTRE:  
EXTENSION TO BUILDING 1 PROJECT: UPDATE**

**NMS (2016) 11**

16.1 The Director presented the report and the Board of Trustees noted:

- Progress made on the Extension to Building 1 Project, including the delay to the programme while further tender analysis is carried out.
- The continued dialogue with the City of Edinburgh Council regarding the potential for acquiring land adjoining our site.

**ITEM 17 – NATIONAL MUSEUM OF FLIGHT DEVELOPMENT  
PLAN PHASE 2: UPDATE**

**NMS (2016) 12**

17.1 The Board noted the progress outlined in the update report, and looked forward to the reopening of the two refurbished hangars to the public as planned on 25 March.

**ITEM 18 – REPORTS FROM COMMITTEES**

**(i) Minutes of the Audit & Risk Committee meeting held on 23 November 2015**

18.1 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 23 November 2015 had been circulated.

**(ii) Minutes of the Estates Committee meeting held on 25 November 2015**

18.2 The Chairman noted that the draft minutes of the Estates Committee meeting held on 25 November 2015 had been circulated.

**(iii) Minutes of the Acquisitions Committee meeting held on 10 December 2015**

18.3 The Board received the tabled draft minutes of the Acquisitions Committee meeting held on 10 December 2015. Chris Breward (Chairman of the Committee) highlighted the key actions the Committee and the Director of Collections would be progressing over the coming months.

**(iv) Verbal Report from the NMS Enterprises Ltd Board**

18.4 Gordon Drummond (Chairman of NMSE Ltd Board) gave a verbal update on the activities of NMS Enterprises Ltd since the last Board of Trustees' meeting in November. He also reported that the National Museum of Scotland had been named runner-up in two categories for the recent British Event Awards 2015: 'Large Venue of the Year'; and 'Most Unusual Venue of the Year'.

**ITEM 19 – FORWARD PROGRAMME OF BUSINESS**

**NMS (2016) 13**

19.1 The Board noted the Forward Programme of Business.

**ITEM 20 – ANY OTHER BUSINESS**

20.1 There was nothing to report.

**ITEM 21 – DATE OF NEXT MEETING**

21.1 The next meeting will be held Wednesday, 23 March 2016 at the National Museum of Flight in East Lothian.

21.2 J Brown confirmed that the Board day would include Trustees' participation in the stakeholder event at the site to mark the opening of the two refurbished hangars. Trustees were, therefore, asked to note that it was likely to be a longer day than usual and to plan accordingly.