

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON 20 NOVEMBER 2013 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
Mr Andrew Holmes	Trustee
Mr Miller McLean	Trustee
Professor Walter Nimmo	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 Items 6 and 12)
Ms Fiona Stewart (FS)	Director of Estates & Facilities (for Item 7)
Ms Jane Carmichael (JC)	Director of Collections (for Items 10 and 11)
Mr George Dalgleish (GD)	Keeper of Scottish History & Archaeology (for Item 10)

Mr Gareth Hoskins (GH)	Gareth Hoskins Architects (for Item 6)
Mr Gordon Gibb (GG)	Gareth Hoskins Architects (for Item 6)

Apologies:

Mr Jamie Troughton	Trustee
--------------------	---------

ITEM 1 – APOLOGIES

1.1 Apologies were received from Jamie Troughton.

ITEM 2 – MINUTES OF THE MEETING HELD ON 11 SEPTEMBER 2013

2.1 The minutes of the meeting held on 11 September 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.

ACTION

ITEM 5 – DIRECTOR’S REPORT TO THE TRUSTEES**NMS (2013) 43**

5.1 The Director presented his report which had been circulated and the Board noted the following:

- By mid-October, the National Museum of Scotland (NMoS) had reached a total of 4.5 million visits since its re-opening in summer 2011. It was continuing to perform strongly with visits from August to November 2013 up on forecast and on the same months last year. Typically, attractions see attendances dropping off significantly this long after a relaunch, so this success was a tribute to our programming, marketing strategies and high levels of visitor care.
- The hugely successful *Mary, Queen of Scots* exhibition closed on 17 November, having far exceeded its target number of visitors and income projections. As with the previous special exhibitions, the Board would receive an “end of project” report.
- NMoS had won the award for “Best Large Venue in Scotland” at the annual Scottish Events Awards on 29 September.
- The latest verbal update on the planned reconfiguration of the Estate.

RG

**ITEM 6 – NATIONAL MUSEUM OF SCOTLAND
MASTERPLAN PHASE 3****NMS (2013) 44**

6.1 Ruth Gill, Gareth Hoskins and Gordon Gibb joined the meeting and gave a presentation on the Stage D designs for the base build package of work relating to the NMoS Masterplan Phase 3 project. Ruth Gill also introduced the update report which had been circulated.

6.2 Trustees noted the following:

- The progress made on our scheme design developments.
- The short delay in the gallery content design and presentation.
- The Project remained on track to submit our HLF Round 2 application by 7 February 2014.
- The updated restatement of the Donor Recognition Policy, previously approved by the Board for the Royal Museum Project (ref. Appendix 1 of the report).
- That we had reached the halfway point with regard to our fundraising target for the Project.
- That 2016 would be the 150th anniversary of the opening of the building which is now NMoS and that proposals were being developed to mark this.

6.3 The Board of Trustees proceeded to approve the Stage D designs for the base build package of work.

ITEM 7 – NATIONAL MUSEUMS COLLECTION CENTRE**NMS (2013) 45****MASTERPLAN AND NEW BUILD PROJECT: UPDATE**

7.1 The progress made on the National Museums Collection Centre Masterplan and New Build Project was noted.

7.2 The Board approved, in principle, the recommendation in the confidential paper which had been tabled. This would be subject to the approval of any agreement by the Chairman of the Board of Trustees, the Chairman of the Estates Committee and the Director of National Museums Scotland. It was noted that the next Estates Committee meeting was on 05 December.

Chair,
JT,
GR, FS

ITEM 8 – EXTENSION OF THE CURRENT STRATEGIC PLAN PERIOD **NMS (2013) 46**

8.1 The Board approved the extension of the current Strategic Plan for one further financial year to 31 March 2016. Trustees noted that, as usual, the annual update of the Plan would be brought to the Board for consideration in early 2014. The intention was to develop a new Strategic Plan for the period from 2016/17.

GR, DS,
JB

ITEM 9 – FINANCIAL REPORT **NMS (2013) 47**

9.1 David Spilsbury (Director of Finance & Planning) presented his report which had been circulated.

9.2 It was agreed that consideration needed to be given to the timing and subject of applications to NMSCT over the next few years. This would be taken forward by the Board's Finance Committee.

FCttee

ITEM 10 – COLLECTIONS FOCUS: SCOTTISH HISTORY & ARCHAEOLOGY DEPARTMENT'S AIMS AND AMBITIONS **NMS (2013) 48**

10.1 Jane Carmichael (Director of Collections) and George Dalgleish (Keeper of Scottish History & Archaeology) joined the meeting to present the report which had been circulated.

10.2 Following discussion, the Board of Trustees noted and welcomed the aims and ambitions of the new Scottish History & Archaeology Department.

10.3 The Chairman also congratulated George Dalgleish, his curatorial and exhibitions colleagues, and all the other members of staff across National Museums Scotland who had made the *Mary Queen of Scots* exhibition such a great success.

ITEM 11 – COLLECTIONS ACTIVITY REPORT **NMS (2013) 49**

11.1 The Board of Trustees noted progress made on acquisitions and curatorial support relating to the NMoS Masterplan phase 3 project, research, and national and international working.

11.2 The Chairman highlighted the section of the report summarising the meeting of the Research Strategy Group held on 08 October. Miller McLean (Chairman of the Audit Committee) confirmed that, as part of the programme of internal audit, a Review of Collections Research activity had been carried out in September and had been considered by the Audit Committee on 14 November. The report had identified a need to make improvements in a range of areas, including the procedures of authorisation and monitoring financial matters in relation to research.

ITEM 12 – EQUALITY & DIVERSITY: UPDATE

NMS (2013) 50

12.1 Ruth Gill joined the meeting again and presented the report which had been circulated. The Board of Trustees noted the progress made by the Equality & Diversity Steering Group, and that an annual report would be presented after the end of each financial year.

RG

ITEM 13 – REPORTS FROM COMMITTEES**(i) Minutes of the Finance Committee meetings held on 11 September 2013 and 28 October 2013**

13.4 The Chairman noted that the approved minutes of the inaugural meeting of the Finance Committee held on 11 September 2013 and also the draft minutes of the Finance Committee meeting held on 28 October 2013 had been circulated.

13.2 Iain Watt (Chairman of the Finance Committee) added that there would be forthcoming work to review the formal arrangements we have with other national bodies connected with the National Museum of Rural Life and the National War Museum.

(ii) Draft Minutes of the National Museums Scotland Enterprises Ltd Board meeting held on 17 September 2013

13.1 The Chairman noted that the draft minutes of the NMSE Ltd Board meeting held on 17 September 2013 had been circulated.

13.2 Gordon Drummond (Chairman of the NMSE Ltd Board) gave an update on NMSE Ltd-related matters since the meeting, including:

- The level of income arising from the *Mary Queen of Scots* exhibition.
- The planned NMSE Ltd strategy day (now being held in January).
- The vacancy on the NMSE Ltd Board for a non-executive director.
- The potential impact on NMSE Ltd's activities during the NMoS Masterplan Phase 3 works.

(iii) Draft Minutes of the Personnel & Remuneration Committee held on 11 October 2013

13.3 The Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 11 October 2013 had been circulated.

13.4 Iain Watt (Chairman of the Personnel & Remuneration Committee) confirmed that work was in progress on a project to develop a succession planning framework for business critical areas, as part of the organisation's Employee Engagement agenda.

(iv) Verbal Report from the Audit & Risk Committee meeting held on 14 November 2013

13.4 Miller McLean (Chairman of the Audit & Risk Committee) gave a verbal report on the key issues arising from the meeting held on 14 November 2013. These included:

- The internal audit report on the Review of Collections Research activity (ref. minute item 11.2 above).
- The internal audit report on the Review of Mail Handling Procedures.
- The report from David Spilsbury on: the development of Government procurement; and the Procurement Reform (Scotland) Bill which was introduced to the Scottish Parliament on 3 October and was now progressing through the parliamentary process.

ITEM 14 – FORWARD PROGRAMME OF BUSINESS

NMS (2013) 51

14.1 The Board noted the Forward Programme of Business.

14.2 The Chairman highlighted that the February Board meeting may commence at an earlier time than usual (e.g. 09.30). Once confirmed, Julie Brown and her team would brief Trustees on the agreed arrangements and timings.

JB

ITEM 15 – ANY OTHER BUSINESS

15.1 The Chairman led the Trustees in congratulating the internal team who created and produced the new Annual Review 2013. The Board noted that the document would be launched at the Annual Open Meeting for the public the following evening (21 November), and that the speakers for the event included the Chairman and the Director.

15.2 The Chairman reported that the planning process had commenced for a new Trustee recruitment round. Although the schedule was still to be confirmed by the Scottish Government, their intention was to advertise the vacancies in spring 2014.

ITEM 16 – DATE OF NEXT MEETING

16.1 The next meeting would be held on Wednesday, 05 February 2014.

16.2 This would be preceded by the specific meeting on 15 January to enable the consideration and sign-off of the HLF Round 2 application for the National Museum of Scotland Masterplan Phase 3 Project.