

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON 21 SEPTEMBER 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
Mr Andrew Holmes	Trustee
Dr Brian Lang	Trustee (Items 1-11, 13, 14 & part of 15).
Ms Lynda Logan	Trustee
Mr Miller McLean	Trustee
Professor Walter Nimmo	Trustee (for Items 1-9, 13, 14 & part of 15).
Mr Jamie Troughton	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 Fiona Stewart (FS)	Director of Estates & Facilities (Items 8 & 13)
Mr Xerxes Mazda (XM)	Director of Collections (Items 9, 14 & part of 15)
Ms Helen Ireland (HI)	Interim Director of External Relations (Item 10)
Ms Margaret Clift McNulty (MCM)	Head of Development (Item 10)
Ms Catherine Gordon (CG)	Senior Displays Manager (Item 11)
Ms Ruth Gill (RG)	Director of Public Programmes (for Items 11 & 12)

Apologies:

Dr Anna Gregor	Trustee
Dr Catriona Macdonald	Trustee
Eilidh Wiseman	Trustee

PRELIMINARIES

The Chairman led the Board of Trustees in congratulating Brian Laing who was awarded a CBE in the Queen's 2016 Birthday Honours for services to the arts, heritage and education. He also confirmed that Catriona Macdonald had been appointed as a Fellow of the Society of Antiquaries of Scotland, joining our other existing Fellow, Chris Fletcher (ref. our statutory obligation to have at least one Board member who is a Fellow of the SoAoS).

The Chairman gave a verbal update on the progress of the current Trustee recruitment round and confirmed that the Scottish Government's deadline for applications was 23 September.

The Chairman led the Board of Trustees in congratulating and thanking everyone involved in the successful completion of the NMoS Masterplan Phase 3 Project and the Chambers Street Public Realm Project. He also highlighted the very positive feedback received from the public and peers regarding the ten new Art & Design and Science & Technology galleries, and the high visitor figures the site has enjoyed since the reopening on 08 July.

ITEM 1 – APOLOGIES

1.1 Apologies were received from Anna Gregor, Catriona Macdonald and Eilidh Wiseman.

ITEM 2 – MINUTES OF THE MEETING HELD ON 08 JUNE 2016

2.1 The minutes of the meeting held on 08 June 2016 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 A Holmes declared his interest in the National Museums Collection Centre (ref. agenda items 9 and 13), in relation to him being a member of the Board of Historic Environment Scotland.

ITEM 5 – DIRECTOR’S REPORT TO THE TRUSTEES

NMS (2016) 40

5.1 The Director presented his report which had been circulated. He also gave a verbal update regarding one of the two Human Remains papers considered at the Board meeting on 23 March [ref. NMS (2016) 20], specifically that National Museums had not received as yet a formal request from the Canadian Government for the return of the Beothuk human remains.

5.2 Following a query regarding the annual update on staff training (e.g. learning days), it was agreed that some annual comparator information would be provided in the next Director’s Report.

5.3 Trustee Miller McLean highlighted the success of the 2016 Airshow at the National Museum of Flight on 23 July, and the Board congratulated all the staff involved in making it such a special day.

**GR,
Head of
HR**

ITEM 6 – FINANCIAL REPORT

NMS (2016) 41

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

- We expect to achieve a balanced position for the year.
- As multi-year activities, all major projects are currently on time and budget.
- Compared to the original budget, we are forecasting higher levels of expenditure.

6.2 D Spilsbury gave a verbal update on the following:

- The risks surrounding our Grant-in Aid funding for 2017/18 onwards being unknown and unlikely to be announced by Government until December/January.
- The opportunities that may arise from the UK Government's current consultation into a tax relief, designed to encourage the creation of more and higher quality exhibitions as well as to support the touring of exhibitions across the country and abroad.

ITEM 7 – ANNUAL REPORT & ACCOUNTS 2015/16

NMS (2016) 42

7.1 David Spilsbury presented the Annual Report & Accounts 2015/16 which had been circulated.

7.2 Miller McLean (Chairman of the Audit & Risk Committee) highlighted the section entitled "risk and uncertainty" (pages 5-6) regarding the three stated highest risks over the last financial year and how they could compromise our ability to fulfil our statutory and charitable obligations, and our ability to sustain an effective system of internal control. This was particularly the case in relation to the uncertainty regarding Government Grant-in-Aid.

7.3 Miller McLean reported that the internal auditors had given us a high level of internal controls assurance, with only minor areas for improvement being noted for the organisation to action. We expect to receive an unqualified report from the external auditors.

7.4 The Chairman highlighted a number of sections of the Annual Report to Trustees, namely: pages 5 to 6; the last paragraphs on pages 8 and 12; and section 26 on page 32.

7.5 Trustees approved the Annual Report & Accounts for 2015/16 subject to:

- Receipt of the final external audit report.
- The sending of an appropriate letter of representation from the Accountable Officer to the auditors.

MMcL,
DS,
GR

ITEM 8 – SUSTAINABLE DEVELOPMENT: ANNUAL REPORT

NMS (2016) 43

8.1 Fiona Stewart joined the meeting and presented the report which had been circulated. Trustees noted and welcomed the progress made during 2015/16 towards achieving the aims of the Sustainable Development Strategy 2015-2020.

ITEM 9 – VISION FOR NATIONAL MUSEUMS COLLECTION CENTRE

NMS (2016) 44

9.1 Xerxes Mazda joined the meeting to present the paper which had been circulated. He explained that the new Vision centred on developing the site from a UK sector-leading collections care and storage facility to an internationally recognised collections research, education and training facility with significant enhanced access to collections. The Trustees welcomed the paper and their comments and suggestions included:

- Emphasising the uniqueness of the facility, in particular the breadth of our collections and how they differ from others and its international scope.
- Avoiding trying to turn the site into another museum.
- Ensuring that the site has the right facilities for researchers.
- Creating revenue opportunities, and seeking funding to support community engagement.
- Continuing to work in partnership with the other relevant organisations.

9.2 The Board of Trustees approved the new Vision for the National Museums Collection Centre.

ITEM 10 – DEVELOPMENT STRATEGY 2016-20

NMS (2016) 45

10.1 Helen Ireland and Margaret Clift McNulty joined the meeting to present the paper which had been circulated. The Trustees welcomed the paper and comments included:

- The importance of thinking about lifelong philanthropic engagement, and ensuring that the people and companies engaged with us feel they are part of the National Museums Scotland family.
- The importance of the planned new Customer Relationship Management system.

10.2 The Board of Trustees approved the Development Strategy 2016-2020.

ITEM 11 – DISPLAYS STRATEGY 2016-20

NMS (2016) 46

11.1 Ruth Gill and C Gordon joined the meeting to present the paper which had been circulated. The Trustees welcomed the paper and comments included:

- The importance of being clear internally regarding the personality/character of National Museums Scotland and how it differs from the other national museums.
- The need to retain the invaluable 'institutional memory' so that it is not lost when key members of staff retire.
- We should aim for the right balance between being an 'innovator' and 'follower' with regard to the technology in our displays.

11.2 The Board of Trustees approved the new strategic direction of displays 2016-20, subject to the amendment of the wording regarding the planned redevelopment of the Scottish Galleries.

11.3 Trustees congratulated Catherine Gordon and all the other staff involved in the recent revamp of the 'Discoveries' Gallery at the National Museum of Scotland.

**ITEM 12 – NATIONAL MUSEUM OF SCOTLAND
MASTERPLAN PHASES 3 & 4: UPDATE**

NMS (2016) 47

12.1 Ruth Gill presented the update which had been circulated. The Board of Trustees:

- Noted the progress made on the National Museum of Scotland Masterplan Phase 3 and Phase 4 projects, and the Chambers Street Public Realm project.
- Approved the Project Governance for the Masterplan Phase 4 project, as outlined in Appendix A.
- Noted that Trustees would be asked to approve the Masterplan Phase 4 Concept Design at an extraordinary meeting of the Board on 12 October.

**ITEM 13 – NATIONAL MUSEUMS COLLECTIONS CENTRE
EXTENSION TO BUILDING 1 PROJECT: UPDATE**

NMS (2016) 48

13.1 F Stewart presented the update which had been circulated. The Board of Trustees noted:

- The progress outlined in the update report for the Extension to Building 1 project.
- The continued dialogue with Scottish Government and the City of Edinburgh Council regarding the acquisition of land adjoining our site.

ITEM 14 – COLLECTIONS AND RESEARCH REPORT

NMS (2016) 49

14.1 Trustees noted the Collections and Research Report, and Xerxes Mazda gave a brief presentation on two important acquisition opportunities for National Museums Scotland.

ITEM 15 – REPORTS FROM COMMITTEES

(i) Minutes of the Finance Committee meeting held on 07 June 2016

15.1 The Chairman noted that the draft minutes of the Finance Committee meeting held on 07 June 2016 had been circulated.

(ii) Minutes of the National Museums Scotland Enterprises (NMSE) Ltd Board Meeting held on 10 June 2016

15.2 The Chairman noted that the draft minutes of the NMSE Ltd Board Meeting held on 10 June 2016 had been circulated.

15.3 Gordon Drummond gave a verbal update on NMSE Ltd's budget performance year-to-date and reported that the Exhibition Shop had recently enjoyed its highest ever day of sales.

15.4 The Chairman reported that, going forward, there would be a standing item on the agenda updating the Trustees on NMS Enterprises Ltd.

GD

(iii) Minutes of the Acquisitions Committee meetings held on 22 June and 31 August 2016

15.5 The Chairman noted that the draft minutes of the Acquisitions Committee meetings held on 22 June and 31 August 2016 had been circulated.

15.6 Chris Breward (Chairman of the Acquisitions Committee) reported that the Committee were about to commence the development of the new Collections Development Strategy.

CB, JT,
CM, XM

(iv) Minutes of the Audit & Risk Committee meeting held on 24 August 2016

15.7 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 24 August 2016 had been circulated.

(v) Verbal Report from the Estates Committee meeting held on 21 September 2016

15.8 Jamie Troughton (Chairman of the Estates Committee) confirmed that all the key issues discussed at the meeting had been covered under the other items on the Board Agenda.

ITEM 16 – FORWARD PROGRAMME OF BUSINESS

NMS (2016) 50

16.1 The Board noted the Forward Programme of Business.

ITEM 17 – BOARD OF TRUSTEES MEETING DATES 2017/18

NMS (2016) 51

17.1 The Board noted the meeting dates for 2017/18.

ITEM 18 – ANY OTHER BUSINESS

18.1 There was nothing additional to report.

ITEM 19 – DATE OF NEXT MEETINGS

19.1 The next meetings will be held on:

- Wednesday, 12 October 2016 (concept design for National Museum of Scotland Masterplan Phase 4 galleries).
- Wednesday, 07 December 2016.