

**NATIONAL MUSEUMS SCOTLAND  
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY, 29 NOVEMBER 2017 AT THE  
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

**Present:**

Mr Bruce Minto	Chairman
Professor Mary Bownes	Trustee
Mr Adam Bruce	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Dr Brian Lang	Trustee
Dr Catriona Macdonald	Trustee
Mr Miller McLean	Trustee
Professor Walter Nimmo	Trustee
Ms Jandy Stevenson	Trustee
Mr Jamie Troughton	Trustee
Ms Eilidh Wiseman	Trustee

**In Attendance:**

Dr Gordon Rintoul (GR)	NMS Director
Ms Paula Lister (PL)	Interim Director of Finance & Planning
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Mr Xerxes Mazda (XM)	Director of Collections (for Item 9)
Ms Chanté St Clair Inglis (CStCI)	Interim Head of Collections Services (for Item 9)
Ms Ruth Gill (RG)	Director of Public Programmes (for Items 10, 11 & 12)
Ms Alison Cromarty (AC)	Head of Exhibitions (for Item 10)
Mr Stephen Allen (SA)	Head of Learning & Programmes (for Item 11)

**Apologies:**

Ms Ann Allen	Trustee
Ms Lynda Logan	Trustee

**PRELIMINARIES**

The Chairman gave an update on the planning of the forthcoming Trustee recruitment round.

**ITEM 1 – APOLOGIES**

1.1 Apologies were received from Ann Allen and Lynda Logan.

**ITEM 2 – MINUTES OF THE MEETING HELD ON 20 SEPTEMBER 2017**

2.1 The minutes of the meeting held on 20 September 2017 were approved.

**ACTION**

**ITEM 3 – MATTERS ARISING**

3.1 Matters arising from 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.

**ITEM 5 – DIRECTOR’S REPORT TO THE TRUSTEES**

**NMS (2017) 42**

5.1 The Director presented his report which had been circulated, and highlighted a number of points including: the Galloway Hoard; the facilities management contract; and senior management changes.

5.2 The Board congratulated staff on the news that:

- The National Museum of Scotland had welcomed over 2 million visitors in 2017, the first time this significant milestone has been achieved in the Museum’s 150-year history, and almost three times the number of annual visits before the redevelopment programme at the Museum started.
- The six new Science & Technology galleries had won the 2017 Dibner Award for Excellence in Museum Exhibits, a highly prestigious international award given by the US-based Society for the History of Technology.
- The National Museum of Scotland had just won the National Geographic Traveller Reader Awards in the category New National Treasure (UK attraction).

5.3 Looking ahead, it was suggested that the Development Team could engage Trustees in helping them recruit new patrons and members.

HI, MCM

**ITEM 6 – FINANCIAL REPORT**

**NMS (2017) 43**

6.1 Paula Lister presented her report which had been circulated.

6.2 The Board of Trustees noted that current forecasts for the operational budget indicated that the budget would be balanced and self-generated funds would be available to finance major project expenditure.

**ITEM 7 – FINANCIAL PLANNING**

**NMS (2017) 44**

7.1 The Director presented the paper which outlined the key financial pressures faced by National Museums Scotland and the range of possible actions which could be taken to ameliorate the situation.

7.2 It was noted that, due to a number of potentially increased costs, the organisation’s budget could effectively be adrift by £1 million next financial year if we did not secure additional funding and income and/or reduce costs. Trustees considered the eight options in turn and concluded that the scale of the challenges may require further discussion with the Scottish Government, depending on the outcome for the 2018/19 Scottish Budget announcement.

7.3 It was noted that the Scottish Government’s budget, and thus our funding award for 2018/19, would not be known until 14 December. Thereafter, our draft budget for next year would be considered at the Board meeting on 07 February and the final decisions would be made on 28 March. Following further discussion, it was agreed that the Chairman and the Director would consider writing to the Scottish Government before the budget announcement, setting out the Board’s concerns. It was also agreed that transparency regarding the significant cost pressures on the horizon was vital, with both our staff and our visitors

Chair,  
GR

**ITEM 8 – FRAMEWORK DOCUMENT**

8.1 Further to the Board meeting on 7 June [ref. minute item 7, paper NMS (2017) 20]), Paula Lister gave a verbal update on progress made with the Scottish Government in formally agreeing and signing off the new Framework Document. Trustees noted there was one final point still under discussion which it was hoped would be finalised soon.

PL  
[now KP]

**ITEM 9 – COLLECTIONS & RESEARCH**

**(i) Collections Disposals Procedure**

**NMS (2017) 45**

9.1 The Chairman conveyed the Board’s thanks to Fiona Stewart (Director of Estates & Facilities) and Xerxes Mazda and his team for the tour earlier in the day of the new extension to Building 1 at the National Museums Collection Centre

9.2 Xerxes Mazda and Chanté St Clair Inglis presented the paper which had been circulated, and confirmed that the procedure had already been reviewed by the Acquisitions Committee and revised accordingly. After seeking clarification on some specific points, the Board of Trustees approved the finalised Collections Disposal Procedure.

**(ii) Collections & Research Report**

**NMS (2017) 46**

9.3 Trustees noted the Collections & Research report outlining the excellent work of National Museums Scotland.

9.4 Concern was raised regarding the ability of NMS and other UK museums to recruit and retain high calibre staff in the post-Brexit era. It was confirmed that this risk was included in our Corporate Risk Register and would be carried forward for further consideration.

**ITEM 10 – EXHIBITIONS & TOURING STRATEGY 2015-20:  
UPDATE**

**NMS (2017) 47**

10.1 Ruth Gill and Alison Cromarty joined the meeting and presented the annual update on the Exhibitions & Touring Strategy 2015-2020 which had been circulated.

10.2 The Board of Trustees noted the progress made, and also the closer working between the teams in Collections and Public Programmes in the development of our exhibitions.

**ITEM 11 – LEARNING & PROGRAMME STRATEGY 2015-20: NMS (2017) 48  
UPDATE**

11.1 Stephen Allen joined the meeting and presented the annual update on the Learning & Programmes Strategy 2015-20 which had been circulated. He also confirmed that our Round 2 funding application to the Heritage Lottery Fund's 'Kick the Dust' programme to support *Scotland 365*, a four-year youth engagement project, would be considered at the next Board meeting.

RG

11.2 The Board of Trustees noted the progress outlined in the update report, and commended the breadth and range of the activities offered to the public.

**ITEM 12 – NATIONAL MUSEUM OF SCOTLAND MASTERPLAN NMS (2017) 49  
PHASE 4: UPDATE**

12.1 Ruth Gill presented the report which had been circulated, and gave a verbal update on project staffing matters, the shortlisting of contractors, and a recent funding award.

12.2 Trustees noted the progress made on the National Museum of Scotland Masterplan Phase 4 project, and that an update on the cost plan would be provided for consideration at the next Board meeting.

RG

**ITEM 13 – NATIONAL MUSEUM OF FLIGHT DEVELOPMENT NMS (2017) 50  
PLAN: UPDATE**

13.1 The Board of Trustees noted the progress outlined in the update report for the National Museum of Flight Development Plan *Comet to Concorde* Project.

**ITEM 14 – APPOINTMENTS TO BOARD COMMITTEES AND NMS (2017) 51  
RELATED GROUPS**

14.1 The Board endorsed the recommendations in the paper.

14.2 Trustees noted the attached appendix which detailed the latest Trustee membership of: the Board Committees; the subsidiary of the NMS Board (NMSE Ltd); the NMS Charitable Trust Board; the Development Board; the American Friends of National Museums Scotland; and the Research Strategy Group.

**ITEM 15 – REPORTS FROM COMMITTEES**

**(i) Draft Minutes of the Acquisitions Committee meeting held on 20  
September 2017**

15.1 The Chairman noted that the draft minutes of the Acquisitions Committee meeting held on 20 September 2017 had been circulated.

**(ii) Minutes of the Finance Committee meeting held on 31 October 2017**

15.2 The Chairman noted that the draft minutes of the Finance Committee meeting held on 31 October 2017 had been circulated.

15.3 It was highlighted that the Museums and Galleries Exhibition tax relief had gained Royal Assent on 16 November as part of the Finance (No. 2) Act 2017.

PL  
[now KP]

**(iii) Draft Minutes of the National Museums Scotland Enterprises Ltd Board meeting held on 03 November 2017**

15.4 The Chairman noted that the draft minutes of the NMSE Ltd Board meeting held on 03 November 2017 had been circulated.

15.5 Gordon Drummond (Chairman of the NMSE Ltd Board) reported that NMSE Ltd was continuing to perform well with current trading still up on budget.

**(iv) Draft Minutes of the Audit & Risk Committee meeting held on 14 November 2017**

15.6 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 14 November 2017 had been circulated.

15.7 Miller McLean (Chairman of the Audit & Risk Committee) referred to the internal audit report arising from the Corporate Governance review, which was enclosed in the Board papers for information. He confirmed it was a strong report with only three low risks identified, and updated the Board on the responses to the three recommendations from the auditors.

**ITEM 16 – FORWARD PROGRAMME OF BUSINESS**

**NMS (2017) 52**

16.1 The Board noted the Forward Programme of Business.

**ITEM 17 – ANY OTHER BUSINESS**

17.1 There was nothing to report.

**ITEM 18 – DATE OF NEXT MEETING**

18.1 The next meeting will be held on Wednesday, 07 February 2018.