

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON TUESDAY, 21 SEPTEMBER 2021 AT THE
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

Present:

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| Mr Ian Russell | Chairman |
| Ms Ann Allen | Trustee (from item 5 onwards) |
| Prof Mary Bownes | Trustee |
| Ms Mimi Brophy | Trustee |
| Mr Graeme Gibson | Trustee |
| Dr Brian Lang | Trustee |
| Ms Lynda Logan | Trustee |
| Ms Jandy Stevenson | Trustee |
| Prof Ian Wall | Trustee |

In Attendance:

| | |
|------------------------|---|
| Dr Chris Breward (CB) | NMS Director |
| Mr Keith Pentland (KP) | Director of Finance, Planning & ICT |
| Ms Julie Brown (JB) | Head of Corporate Policy & Performance |
| Dr Sam Alberti (SA) | Director of Collections (for the presentation and item 8) |
| Ms Helen Ireland (HI) | Director of External Relations (for item 9) |
| Ms Ruth Gill (RG) | Director of Public Programmes (for item 10) |

Apologies:

| | |
|-----------------------|---------|
| Mr Adam Bruce | Trustee |
| Dr Catriona Macdonald | Trustee |
| Ms Eilidh Wiseman | Trustee |
| Dr Laura Young | Trustee |

PRESENTATION

John Giblin (Keeper of World Cultures) gave a presentation entitled *Collection Transfer Context* and invited questions from the Board. Trustees extended their thanks and appreciation for the presentation.

ITEM 1 – APOLOGIES

1.1 Apologies were received from Adam Bruce, Catriona Macdonald, Eilidh Wiseman and Laura Young.

ITEM 2 – MINUTES OF THE MEETING HELD ON 16 JUNE 2021

2.1 The minutes of the meeting held on 16 June 2021 were approved.

ITEM 3 – MATTERS ARISING

3.1 Matters arising from the last meeting were taken under the main agenda items.

ACTION

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 (2021) 25

5.1 The Director presented his report which had been circulated. A number of matters were discussed including:

- Engagement with the new Minister for Culture, Europe & International Development and other new, key ministers.
- The ongoing importance of our national role in supporting the museum sector.
- Recent consultations to which NMS had responded.
- Recruitment and retainment.

ITEM 6 – FINANCIAL REPORT

NMS (2021) 26

6.1 Keith Pentland presented his report which had been circulated.

6.2 The Board of Trustees noted:

- Current information suggested NMS would break even.
- The budget assumptions regarding the forecasted use of Covid Consequential funding.
- A request to reallocate a capital project underspend to another capital project had been turned down by the Scottish Government.

6.3 In response to a query regarding rising utility costs, K Pentland confirmed that NMS was part of the overarching Scottish Government procurement contract for energy.

ITEM 7 – ANNUAL REPORT AND ACCOUNTS 2020/21

NMS (2021) 27

7.1 Keith Pentland presented the Annual Report & Accounts 2020/21 which had been circulated. He confirmed that earlier versions of the Report & Accounts had been reviewed by the Finance Committee and Audit & Risk Committee, with detailed presentational changes arising from their deliberations now incorporated into the final draft along with the final audit certificate.

7.2 The Board approved the Annual Report & Accounts for 2020/21 and the sending of an appropriate letter of representation from the Accountable Officer to the auditors.

7.3 Jandy Stevenson (Chair of the Audit & Risk Committee) gave a verbal update on the facility loan to NMSE Ltd.

ITEM 8 – COLLECTIONS & RESEARCH REPORT

NMS (2021) 28

8.1 Sam Alberti joined the meeting to present the Collections & Research Report which had been circulated.

8.2 Trustees noted the Report and endorsed the new format. Congratulations were extended to our research teams on the great progress made despite Covid-19.

8.3 Sam Alberti shared the Collections Directorate's aim to undertake a major research project on the history of Scotland which would, in turn, inform the planning of the renewed Scotland Galleries at the National Museum of Scotland. Trustees welcomed the news and asked to be kept updated on its progress.

SA

8.4 Further to the verbal report given at the last meeting, Sam Alberti and Brian Lang (Chair of the Acquisitions Committee) gave an update on the potential major acquisition. There followed a conversation regarding the associated fundraising.

**ITEM 9 – ENDORSEMENT OF EXTERNAL INITIATIVES:
POSITION PAPER**

NMS (2021) 29

9.1 Helen Ireland joined the meeting to present the paper trailed at the last Board meeting (ref. minute item 10.5) regarding the number and range of external initiatives NMS was asked to endorse.

9.2 Following discussion, Trustees approved the proposed position and procedure to be adopted across the organisation.

9.3 H Ireland confirmed that records would be kept on the initiatives endorsed/not endorsed by NMS and undertook to ensure that:

- Assurances would be provided regarding those not signed as to the measures the organisation does have in place.
- The Board would be kept updated on signed initiatives and any key points relating to the others would be highlighted.

HI

ITEM 10 – NATIONAL MUSEUM OF FLIGHT STRATEGY

NMS (2021) 30

10.1 Ruth Gill joined the meeting to present the paper which had been circulated. She explained that this new strategy:

- Set out the fundamental and broad principles that would guide future development at the National Museum of Flight.
- Was a synthesis of our organisational learning and operational experience, as well as our reflections on past project work.
- Focused on the next 10 years.
- Served as a central driver for our planning and investment at the site.

10.2 Trustees welcomed the paper and noted that input had been sought in advance from the Estates Committee.

10.3 Following a wide-ranging discussion, the Board of Trustees:

- Approved the strategic way forward for the National Museum of Flight
- Noted that a new site Masterplan and an Implementation Plan would be brought to the Board in the coming months.

RG

ITEM 11 – REPORTS FROM COMMITTEES

(i) National Museums Scotland Enterprises Ltd Board

11.1 The Chairman noted that the draft minutes of the NMSE Ltd Board meeting held on 18 June 2021 had been circulated.

11.2 Trustees congratulated Jandy Stevenson on her appointment as the new Chair of the NMS Ltd Board at the meeting.

11.3 Jandy Stevenson gave an update on the improvement in hospitality & events bookings and in retail spend following reopening, and she congratulated the NMSE Ltd staff on their ongoing energy and enthusiasm.

(ii) Estates Committee

11.4 The Chairman noted that the draft minutes of the Estates Committee meeting held on 07 July 2021 had been circulated.

11.5 Ann Allen (Chair) gave a verbal update on estates staffing and the facilities management contract which was currently out to tender.

(iii) Personnel & Remuneration Committee

11.6 The Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 13 July 2021 had been circulated.

11.7 Mary Bownes highlighted that the Committee was sending a letter of appreciation to our volunteers, thanking them for their hard work and commitment and letting them know that NMS was looking forward to as many returning to our sites as was possible in due course.

(iv) Finance Committee

11.8 The Chairman noted that the draft minutes of the Finance Committee meeting held on 16 August 2021 had been circulated.

11.9 Lynda Logan (Chair) highlighted the Committee's decision to increase the number of its meetings per year from the start of 2022.

KP

(v) Audit & Risk Committee

11.10 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 10 September 2021 had been circulated.

11.11 Jandy Stevenson (Chair) mentioned two internal audits which were about to commence.

(vi) Acquisitions Committee

11.12 It was noted that the next meeting of the Committee would be held on 18 October 2021.

(vii) Nominations & Governance Committee

11.13 The Chairman gave a verbal report on the planning for the next Trustee recruitment round in 2022.

ITEM 12 – BOARD OF TRUSTEES MEETING DATES: 2021-24 NMS (2021) 31

12.1 The Board noted the meeting dates.

ITEM 13 – FORWARD PROGRAMME OF BUSINESS NMS (2021) 32

13.1 The Board noted the Forward Programme of Business.

ITEM 14 – ANY OTHER BUSINESS

14.1 The Chairman looked forward to the Board & Executive Team Strategy Event the following day.

ITEM 15 – DATE OF NEXT MEETING

15.1 The next meeting will be held on Wednesday 01 December 2021.