

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY, 28 NOVEMBER 2018 AT THE
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

Present:

Mr Bruce Minto	Chairman
Prof Mary Bownes	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee
Dr Catriona Macdonald	Trustee
Prof Walter Nimmo	Trustee (for Items 1-7)
Ms Jandy Stevenson	Trustee
Ms Eilidh Wiseman	Trustee (for Items 1-12)
Mr Ian Russell	Trustee

In Attendance:

Dr Gordon Rintoul (GR)	NMS Director
Mr Keith Pentland (KP)	Director of Finance & Planning
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Ms Fiona Stewart (FS)	Director of Estates & Facilities (for Items 6, 7, 8 & 9)
Mr Xerxes Mazda (XM)	Director of Collections (for Items 9 & 10)
Ms Ruth Gill (RG)	Director of Public Programmes (for Items 11 & 12)
Ms Alison Cromarty	Senior Exhibitions Manager (for Item 12)

Apologies:

Ms Ann Allen	Trustee
Mr Adam Bruce	Trustee
Ms Laura Young	Trustee

PRELIMINARIES

The Chairman welcomed formally Ian Russell to the Board of Trustees.

ITEM 1 – APOLOGIES

1.1 Apologies were received from Ann Allen, Adam Bruce and Laura Young.

ITEM 2 – MINUTES OF THE MEETING HELD ON 19 SEPTEMBER 2018

2.1 The minutes of the meeting held on 19 September 2018 were approved.

ACTION

ITEM 3 – MATTERS ARISING

3.1 The Director gave a verbal update on the progress being made on the transfer of the Beothuk Human Remains [ref. minute item 8.2].

GR, XM,
HI

ITEM 4 – DECLARATION OF INTERESTS

4.1 Ian Russell declared an interest with regard to item 8 on the agenda [ref. National Museums Collections Centre: Memorandum of Understanding with Granton Partners] due to his role as Chair of the Scottish Futures Trust.

ITEM 5 – DIRECTOR’S REPORT TO THE TRUSTEES

NMS (2018) 43

5.1 The Director presented his report which had been circulated and highlighted our strong visitor numbers, the considerable increase in our profile arising from the *Rip it Up* exhibition, and the success of the recent annual open meeting for the public.

5.2 The Director also highlighted the positive results of the organisation’s most recent staff survey enclosed in the papers for the meeting, and confirmed that these would be considered in detail by the Board’s Personnel & Remuneration Committee. He then gave a verbal update on industrial relations.

ITEM 6 – FINANCIAL REPORT

NMS (2018) 44

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

- It was expected the accounts would show a balanced position for 2018/19.
- The most significant variances were in major projects with both income and costs behind plan due to phasing.

**ITEM 7 – NATIONAL MUSEUM OF FLIGHT PROJECT -
READY FOR TAKE-OFF: NEXT STEPS**

NMS (2018) 45

7.1 The Board of Trustees noted the progress outlined in the paper on the NMoF Development Plan Phase 3 Project, *Ready for Take-off*. A full update would be provided at the next meeting to inform decisions regarding next steps.

GR, FS,
KP

7.2 F Stewart gave a verbal report on maintenance matters at the National Museum of Rural Life. It was noted that National Museums Scotland and the National Trust for Scotland were meeting in December, and that the Board would receive an update at the next Board meeting.

FS

**ITEM 8 – NATIONAL MUSEUMS COLLECTIONS CENTRE:
MEMORANDUM OF UNDERSTANDING WITH
GRANTON PARTNERS**

NMS (2018) 46

8.1 Xerxes Mazda joined the meeting and Fiona Stewart presented the paper which had been circulated.

8.2 Following a short discussion, the Board of Trustees agreed that National Museums Scotland would enter into the Memorandum of Understanding with

Granton partners. As well as the benefits that working together would bring to developing our future plans for the National Museums Collection Centre, it was noted that it was in everyone's interests to help make Granton a desirable place to live, work and visit.

ITEM 9 – SCOTLAND GALLERIES MASTERPLAN: PROJECT APPROACH **NMS (2018) 47**

9.1 The Director presented the paper which had been circulated. He set out the reasons why the organisation needed to start next year on considering how we might approach the renewal of the Scotland galleries during the coming decade. Key amongst these was the lead time necessary to consider, develop and implement such a significant project.

9.2 Following a discussion regarding the importance of developing a clear vision and its effective communication in the preparation stages, the Board of Trustees approved the overall project approach for developing a Masterplan for the Scotland galleries. It was noted that an indicative programme and budget would be brought to the Board meeting in March for consideration.

GR, FS,
XM

ITEM 10 – COLLECTIONS & RESEARCH REPORT **NMS (2018) 48**

10.1 Trustees extended their thanks and appreciation for the presentation earlier in the day on the Bruce longitude sea clock and black box voice and data recorders from Sam Alberti (Keeper of Science & Technology).

10.2 The Board of Trustees noted the Collections and Research Report.

ITEM 11 – NATIONAL MUSEUM OF SCOTLAND MASTERPLAN PHASE 4: UPDATE **NMS (2018) 49**

11.1 The Board of Trustees noted the progress made on the National Museum of Scotland Masterplan Phase 4 project.

11.2 The Chairman stated that he and the other Trustees were very much looking forward to the tour of the new galleries on the day of the next Board meeting.

RG

ITEM 12 – EXHIBITIONS & TOURING STRATEGY 2015-20: PROGRESS UPDATE **NMS (2018) 50**

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

12.2 The Board of Trustees noted the progress made on achieving the Strategy, and also the results in the report of the audience research on exhibitions. It was proposed that, going forward, it would be helpful if the performance outcomes of our exhibitions were pulled together into one document with some of the information presented in graphs. This was based on the understanding that each exhibition was unique and had its own measures of success, e.g. number of visitors, increasing our profile, attracting wider audiences etc.

AC

ITEM 13 – INCOME GENERATION: REVIEW

NMS (2018) 51

13.1 The Chairman confirmed that the Board’s Finance Committee had been undertaking a review of income, and explained that the paper provided an overview of our main sources of income and the progress made over the last five years to inform a broader future Board discussion.

13.2 Trustees welcomed the paper and there followed a wide-ranging discussion which touched on government funding levels, rising day-to-day costs, backlog maintenance, capital projects, NMSE Ltd, fundraising, research awards, legacies, patrons and membership. It was suggested that some research be undertaken on how we compare with other relevant museums.

KP

13.3 It was agreed that the Director and K Pentland would incorporate the outcomes of the discussion into the planning for the Board/Executive Team Strategy Day in 2019.

GR, KP

ITEM 14 – APPOINTMENTS TO BOARD COMMITTEES AND RELATED GROUPS

NMS (2018) 52

14.1 The Board endorsed the recommendation in the paper.

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

ITEM 15 – REPORTS FROM COMMITTEES

(i) Minutes of the National Museums Scotland Enterprises Ltd Board meeting held on 26 October 2018

15.1 The Chairman noted that the draft minutes of the NMSE Ltd Board meeting held on 26 October 2018 had been circulated.

15.2 Gordon Drummond (Chairman of the NMSE Ltd Board) reported on performance since the meeting and against budget as we move towards the last quarter of the financial year.

(ii) Minutes of the Finance Committee meeting held on 31 October 2018

15.3 The Chairman noted that the draft minutes of Finance Committee meeting held on 31 October 2018 had been circulated.

(iii) Minutes of the Audit & Risk Committee meeting held on 12 November 2018

15.4 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 12 November 2018 had been circulated.

ITEM 16 – FORWARD PROGRAMME OF BUSINESS

NMS (2018) 53

16.1 The Board noted the Forward Programme of Business.

16.2 The Chairman announced that a date had now been identified for the Board/Executive Team Strategy Day. He added that, as indicated during item 13, the Day would have a particular focus on income generation.

All

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, 06 February 2019.