

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY, 06 JUNE 2018 AT THE
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

Present:

Mr Bruce Minto	Chairman
Ms Ann Allen	Trustee
Professor Mary Bownes	Trustee
Mr Adam Bruce	Trustee
Mr Gordon Drummond	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	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
Mr Keith Pentland (KP)	Director of Finance & Planning
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Ms Helen Ireland (HI)	Director of External Relations (for Items 7 & 8)
Ms Patsy Convery (PC)	Head of Marketing & Communications (for Items 7 & 8)
Ms Sheilagh Stewart (SS)	Head of Human Resources (for Item 9)
Ms Fiona Stewart (FS)	Director of Estates & Facilities (for Item 10)
Ms Ruth Gill (RG)	Director of Public Programmes (for Items 11 & 12)
Mr Xerxes Mazda (XM)	Director of Collections (for Item 14)

Apologies:

Mr Christopher Fletcher	Trustee
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PRELIMINARIES

The Chairman reported that Fiona Hyslop (Cabinet Secretary for Culture, Tourism & External Affairs) had formally invited two people to serve as new Trustees on the Board from 1 October 2018, and details would be forthcoming in due course. The Chairman thanked his Trustee colleagues on the Nominations & Governance Committee, Miller McLean and Jandy Stevenson, for all their hard work and input throughout the appointments process.

The Chairman added that Fiona Hyslop had formally invited four existing Trustees to serve a second term on the Board from 1 September 2018 to 31 August 2022, and that all four had accepted. He led the Board in congratulating Catriona Macdonald, Brian Lang, Lynda Logan and Eilidh Wiseman on their reappointments.

The Chairman highlighted that the next meeting of the Board would be the final one for Miller McLean and Jamie Troughton, as both come to the end of their second terms of appointment on 30 September 2018.

ITEM 1 – APOLOGIES

1.1 Apologies were received from Chris Fletcher.

ITEM 2 – MINUTES OF THE MEETING HELD ON 28 MARCH 2018

2.1 The minutes of the meeting held on 28 March 2018 were approved.

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 (2018) 18

5.1 The Director presented his report which had been circulated. The Board noted our ongoing high visitor numbers, and that National Museums Scotland was one of the few organisations in the UK with a gender pay gap in favour of female staff.

ITEM 6 – FINANCIAL REPORT NMS (2018) 19

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 2017/18 and, when finalised, were set to show a small surplus for the overall group.
- NMSE Ltd has performed well and would make an increased contribution to NMS.
- The Scottish Government had provided funds in March for the VAT demand for the National War Museum, otherwise we would have incurred a loss for the year. Discussions were in progress with the Scottish Government to resolve this new VAT issue.
- Capital funds were also received in March from Scottish Government to assist with LED lighting.

**ITEM 7 – MARKETING & COMMUNICATIONS STRATEGY NMS (2018) 20
2018-22**

7.1 Helen Ireland and Patsy Convery joined the meeting and presented the paper which had been circulated. They highlighted that a great deal had changed since the last Marketing & Communications Strategy had been written, particularly the huge expansion of digital and social media, and that it was also time to refresh our brand. Trustees welcomed the paper, and their comments and suggestions included:

- Ensuring consistency of message internally and externally.
- The importance of the marketing and communication of our research and all the important work undertaken at the National Museums Collection Centre.

- Making good use of the information gathered regarding our audiences.
- Not underestimating the work involved in introducing a new Customer Relationship Management system, but also the value once fully operational and embedded.

7.2 The Board of Trustees approved the new Marketing & Communications Strategy 2018-2022.

ITEM 8 – ANNUAL REVIEW 2018: OUTLINE

NMS (2018) 21

8.1 Helen Ireland and Patsy Convery presented the outline paper which had been circulated. The Board of Trustees noted the planned approach to the Annual Review 2018 which would be published in November. It was suggested that the document:

- Makes more of our international significance as an organisation.
- Includes more examples of our excellent community and outreach work.
- Amplifies our role as an inspiring and educational organisation.
- Emphasises the quality and extent of our organisation’s knowledge development and research.

HI, PC

ITEM 9a – HEALTH & SAFETY: ANNUAL REPORT

NMS (2018) 22

9.1 The Board of Trustees noted the contents of the Annual Report on Health & Safety 2017/18.

9.2 Sheilagh Stewart confirmed that the organisation had a Health & Safety Risk Register that was reviewed biannually and that this formed the basis of the Annual Report.

ITEM 9b –HEALTH & SAFETY: REVISED MANAGEMENT POLICY

NMS (2018) 23

9.3 Sheilagh Stewart introduced the updated Policy and explained that, under the Health & Safety Executive’s guidance, it required to be reviewed every three years.

9.4 The Board approved the revised Health & Safety Management Policy subject to minor amendments.

SS

ITEM 10 – SUSTAINABLE DEVELOPMENT: ANNUAL REPORT

NMS (2018) 24

10.1 Fiona Stewart joined the meeting and presented the report which had been circulated. The Board noted and welcomed the progress made during 2017/18 towards achieving the aims of the Sustainable Development Strategy 2015-2020.

10.2 Trustees congratulated staff on their work in ensuring all our sites now had a “Gold” Green Tourism Award, i.e. National Museum of Scotland, National War Museum, National Museum of Rural Life and National Museum of Flight. They also agreed that reducing NMS and NMSE Ltd’s use of plastics was a key action going forward, as well as continuing to control our energy use.

ITEM 11 – EQUALITY & DIVERSITY: ANNUAL REPORT **NMS (2018) 25**

11.1 Ruth Gill joined the meeting and presented the Equality & Diversity Annual Report for the financial year 2017/18. The Board welcomed the report and the progress made by the Equality & Diversity Steering Group, and noted the work to be achieved in the coming year (the statutory reporting period being April 2017-March 2021).

ITEM 12 – NATIONAL MUSEUM OF SCOTLAND MASTERPLAN **NMS (2018) 26**
PHASE 4: UPDATE

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

ITEM 13 – NATIONAL MUSEUM OF FLIGHT DEVELOPMENT **NMS (2018) 27**
PLAN PHASE 3: UPDATE

13.1 Trustees noted the progress outlined in the update report of the NMoF Development Plan Phase 3 project. As agreed at the last Board meeting:

- The Round 1 Application to the Heritage Lottery Fund would be submitted by the June deadline.
- The Chairman and the Director would ensure that the Cabinet Secretary for Culture, Tourism and External Affairs was fully briefed on the project and the commitment sought from the Scottish Government, before HLF makes its Round 1 decision in September.

GR, FS

Chair,
GR

ITEM 14 – COLLECTIONS & RESEARCH REPORT **NMS (2018) 28**

14.1 Xerxes Mazda joined the meeting. Trustees extended their thanks and appreciation for the presentations earlier in the day on: the Queen Victoria/John Brown Rifle (with Stuart Allan, Keeper of Scottish History & Archaeology); and the 'Gugunbok' - Korean ceremonial military attire (with Rosina Buckland, Senior Curator, East & Central Asia).

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

ITEM 15 – REPORTS FROM COMMITTEES

(i) Minutes of the Estates Committee meeting held on 23 April 2018

15.1 The Chairman noted that the draft minutes of the Estates Committee meeting held on 23 April 2018 had been circulated.

(ii) Minutes of the Nominations & Governance Committee meeting held on 09 May 2018

15.2 The Chairman noted that the draft minutes of the Nominations & Governance Committee meeting held on 09 May 2018 had been circulated.

(iii) Minutes of the Personnel & Remuneration Committee held on 15 May 2018

15.3 The Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 15 May 2018 had been circulated.

15.4 Eilidh Wiseman (Chairman of the Committee) gave a verbal update on the discussions with the PCS and Prospect trade union representatives, which had taken place as part of the meeting. The Board also noted that PCS had recently called a ballot for industrial action between 18 June and 23 July over pay, and that a watching brief would be kept since it was unclear if this would include Scotland.

GR, SS

15.5 Trustees noted that the fifth organisational staff survey had been launched on 8 May and that the results would be presented at the next meeting of the Committee.

SS

(iv) Verbal Report from the Acquisitions Committee meeting held on 04 June 2018

15.6 Jamie Troughton (Chairman of the Acquisitions Committee) reported on the main acquisition discussed at the meeting held on 04 June 2018.

(v) National Museums Scotland Enterprises Ltd

15.7 Gordon Drummond (Chairman of the NMSE Ltd Board) confirmed that, as expected, NMSE Ltd had exceeded its budgeted operating profit for 2017/18 and he also gave a brief verbal update on current activities.

ITEM 16 – FORWARD PROGRAMME OF BUSINESS

NMS (2018) 29

16.1 Trustees noted the Forward Programme of Business and that, as agreed at the last meeting, a report on income generation was coming to the Board later in the year.

KP, GR

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, 19 September 2018.