

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY, 19 SEPTEMBER 2018 AT THE
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

Present:

Mr Bruce Minto	Chairman
Prof Mary Bownes	Trustee
Mr Adam Bruce	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee
Dr Catriona Macdonald	Trustee
Mr Miller McLean	Trustee
Ms Jandy Stevenson	Trustee
Mr Jamie Troughton	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
Mr Xerxes Mazda (XM)	Director of Collections (for Items 8, 9 & 14)
Ms Ruth Gill (RG)	Director of Public Programmes (for Item 9 & 12)
Ms Clare Meakin (CM)	Science Engagement Manager (for Item 9)
Ms Helen Ireland (HI)	Director of External Relations (for Items 10 & 11)
Ms Jilly Burns (JBU)	Head of National & International Partnerships (for Item 11)
Ms Fiona Stewart (FS)	Director of Estates & Facilities (for Item 13)

Apologies:

Ms Ann Allen	Trustee
Ms Eilidh Wiseman	Trustee
Prof Walter Nimmo	Trustee

PRELIMINARIES

It was noted that the terms of appointment of Miller McLean and Jamie Troughton would come to an end on 30 September, and that this was their last Board meeting. The Chairman thanked Miller and Jamie for their significant contribution as Trustees of National Museums Scotland since 2010. Throughout their tenure they had been involved in a wide range of matters, providing support to the organisation and championing the Museum externally. The Chairman presented Jamie and Miller with the National Museums of Scotland medal in appreciation of their service.

The Chairman then gave a verbal update on the commencement of the two new Trustees on 01 October.

ITEM 1 – APOLOGIES

1.1 Apologies were received from Ann Allen, Eilidh Wiseman and Walter Nimmo.

ITEM 2 – MINUTES OF THE MEETING HELD ON 06 JUNE 2018

2.1 The minutes of the meeting held on 06 June 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) 30**

5.1 The Director presented his report which had been circulated, and gave a verbal update on operational arrangements and maintenance matters at the National Museum of Rural Life. There then followed a general discussion regarding exhibitions, the positive annual visitor report for 2017/18, and the recent fire at the National Museum of Brazil. The Director reassured Trustees that National Museums Scotland had clear fire safety strategies and procedures in place.

5.2 The Board of Trustees welcomed the recent announcement of a 25 year Partnership Agreement between National Museums Scotland and Dumfries & Galloway Council, which will involve the long term collaboration regarding the Galloway Hoard and the hosting of future national touring exhibitions in the local area.

5.3 With reference to the Report, National Museums Scotland’s final response to the Scottish Government’s consultation on its draft of *A Culture Strategy for Scotland* was circulated to the Board.

ITEM 6 – FINANCIAL REPORT**NMS (2018) 31**

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 – ANNUAL REPORT & ACCOUNTS 2017/18**NMS (2018) 32**

7.1 Keith Pentland presented the Annual Report & Accounts 2017/18 which had been circulated, along with the final audit certificate. He confirmed that earlier versions of the Report & Accounts had been reviewed by the Finance Committee and then the Audit & Risk Committee, with presentational changes arising from both meetings now incorporated into the final draft.

7.2 The Board of Trustees noted that a balanced position had been reported throughout the year, and this was the case with a small surplus at year-end.

7.3 Miller McLean (Chairman of the Audit & Risk Committee) reported that the external auditors had given an unqualified opinion with some modest recommendations. He went on to say that the internal auditors had given us a 'significant with minor room for improvement' rating which is one of the highest ratings they can give.

7.4 The Chairman sought and obtained confirmation and agreement from fellow Trustees on three specific points in the Annual Report within the final paragraphs of pages 8, 12 and Note 25 (on page 32).

7.5 The Board of Trustees approved the Annual Report & Accounts for 2018/19, subject to the agreed additions and the sending of an appropriate letter of representation from the Accountable Officer to the auditors.

Chair,
GR, KP

**ITEM 8 – REQUEST FOR TRANSFER OF BEOTHUK
HUMAN REMAINS**

NMS (2018) 33

8.1 Xerxes Mazda joined the meeting to present to the paper which had been circulated. The Board was being asked to consider the official request dated 18 July from The Honourable Melanie Joly (Minister of Canadian Heritage, Government of Canada) for the return to Canada of remains of two of the last remaining members of the Beothuk people, Demasduit and Nonosabasut, which were in the collections of National Museums Scotland. It was noted the request conformed to our Human Remains in Collections Policy, except for one area.

8.2 Trustees acknowledged the importance and sensitivity of the request under consideration. Following discussion, the Board:

- Approved an amendment to our Human Remains in Collections Policy to cover the situation where there are no known genealogical descendants or cultural community, as in this particular case. This was subject to some agreed final changes to the wording in the proposed new clause 6.4.4.
- Agreed to the Government of Canada's request for the transfer of the remains of Demasduit and Nonosabasut to the Canadian Museum of History, Ottawa, subject to the approval of the Scottish Government.
- Agreed that the Director should proceed with a request to the Cabinet Secretary for Culture, Tourism & External Affairs regarding the required Ministerial approval of the one-off transfer of the remains of Demasduit and Nonosabasut to the Canadian Museum of History.
- Following the agreement of the Scottish Government, resolved that the Director should reply to the Canadian Government and the Canadian Museum of History, on behalf of the Board, that National Museums Scotland was willing to transfer the remains of Nonosabasut and Demasduit to the Canadian Museum of History, setting out the process going forward.

XM, JB

GR, XM

GR, XM

ITEM 9 – STEM ENGAGEMENT STRATEGY 2018-23

NMS (2018) 34

9.1 Xerxes Mazda and Clare Meakin presented the paper which had been circulated. They explained the rationale for the creation of a new Science, Technology, Engineering & Maths (STEM) Strategy and confirmed it would be supported by a cross-organisational 5-year action plan which would be completed by January.

9.2 Trustees welcomed the new Strategy and recognised it formalised much of the work already being done in this area by National Museums Scotland. The importance of partnerships was stressed, as was collecting feedback from young people who have chosen to study STEM subjects and go on to work in the sector.

9.3 The Board of Trustees approved the STEM Engagement Strategy 2018-23, subject to the agreed amendments.

XM, CM

ITEM 10 – DIGITAL MEDIA STRATEGY 2018-22

NMS (2018) 35

10.1 Helen Ireland and Rob Cawston joined the meeting and presented the paper which had been circulated. They highlighted that a great deal had changed since the last Strategy was written, particularly the huge expansion of digital and social media.

10.2 Trustees welcomed the paper, and their comments and suggestions included:

- More thought on the commercial, educational and research aspects.
- The need for metrics/performance measures and the data collected driving change and continuous improvement.
- The challenge of conserving digital content for future reference.
- The ability to act quickly in a fast-moving environment.
- Continuing to learn from what our peers are doing.
- Being clear what success would look like for us.

10.3 The Board of Trustees approved the Digital Media Strategy 2018-2022, subject to the agreed amendments.

HI, RC

ITEM 11 – NATIONAL STRATEGY 2016-20: UPDATE

NMS (2018) 36

11.1 Trustees welcomed the significant progress made during the second year of the National Strategy 2016-2020.

**ITEM 12 – NATIONAL MUSEUM OF SCOTLAND
MASTERPLAN PHASE 4: UPDATE**

NMS (2018) 37

12.1 The Director introduced the update which had been circulated and Helen Ireland presented a confidential, tabled paper regarding opening events.

12.2 The Board of Trustees:

- Noted the progress made on the National Museum of Scotland Masterplan Phase 4 project.
- Formally ratified the new lower Authorised Budget as outlined in section 4 of the update report.

- Approved the public opening date and noted the planned schedule of opening activity.

**ITEM 13 – NATIONAL MUSEUM OF FLIGHT PHASE 3
PROJECT: UPDATE**

NMS (2018) 38

13.1 The Board noted the progress outlined in the update report on the National Museum of Flight Development Plan Project. F Stewart also highlighted the two consultation events taking place in the local community; the first had been held the day before and the second was on 24 October.

13.2 The Director and Keith Pentland outlined funding options, including the Heritage Lottery Fund (HLF) and Scottish Government. Trustees agreed that the Director could seek further discussions with the Scottish Government and HLF as necessary.

GR, KP

ITEM 14 – COLLECTIONS & RESEARCH REPORT

NMS (2018) 39

14.1 The Board of Trustees noted the Collections & Research Report.

**ITEM 15 – APPOINTMENTS TO BOARD COMMITTEES
AND RELATED GROUPS**

NMS (2018) 40

15.1 The Board endorsed the recommendations in the paper.

15.2 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 16 – REPORTS FROM COMMITTEES

(i) Acquisitions Committee meeting held on 04 June 2018

16.1 The Chairman noted that the draft minutes of the Acquisitions Committee meeting held on 04 June 2018 had been circulated.

(ii) Nominations & Governance meeting held on 06 June 2018

16.2 The Chairman noted that the draft minutes of the Nominations & Governance Committee meeting held on 06 June 2018 had been circulated.

(iii) NMS Enterprises Ltd Board meeting held on 22 June 2018

16.3 The Chairman noted that the draft minutes of the NMS Enterprises Ltd Board meeting held on 22 June 2018 had been circulated.

16.4 Gordon Drummond (Chairman of the NMS Enterprises Ltd Board) reported on performance since the meeting, with all areas of business either on or above budget.

(iv) Estates Committee meeting held on 20 August 2018

16.5 The Chairman noted that the draft minutes of the Estates Committee held on 20 August 2018 had been circulated.

(v) Finance Committee meeting held on 31 August 2018

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

(vi) Audit & Risk Committee meeting held on 03 September 2018

16.7 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 03 September 2018 had been circulated.

16.8 Miller McLean (Chairman of the Audit & Risk Committee) reported on:

- The progress and completion rate of our internal audits for 2017/18 and since 2014/15.
- The organisation achieving 'Cyber Essentials' accreditation and our progress towards 'Cyber Essentials Plus'.
- Key forthcoming Committee agenda items.

ITEM 17 – BOARD OF TRUSTEES MEETING DATES 2019/20 NMS (2018) 41

17.1 The Board noted the meeting dates for 2019/20.

ITEM 18 – FORWARD PROGRAMME OF BUSINESS NMS (2018) 42

18.1 The Board noted the Forward Programme of Business.

18.2 The Chairman announced that a Board/Executive Team strategy day would be organised for spring/summer 2019, to inform the development of our new Strategic Plan due to go "live" on 01 April 2020. He added that an element of the day would be devoted to income generation.

**Chair,
GR, KP,
JB**

ITEM 19 – ANY OTHER BUSINESS

19.1 The Board conveyed their sincere thanks and best wishes to Jamie Troughton and Miller McLean.

19.2 The Chairman highlighted that the two new Trustees would be attending the next Board meeting on 28 November, and therefore an informal reception for Trustees and the Executive Team would be held immediately following the meeting.

ALL

ITEM 20 – DATE OF NEXT MEETING

20.1 The next meeting will be held on Wednesday, 28 November 2018.