

**NATIONAL MUSEUMS SCOTLAND  
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY, 27 MARCH 2019 AT THE  
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

**Present:**

Dr Brian Lang	Trustee (Acting Chairman)
Prof Mary Bownes	Trustee
Mr Adam Bruce	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Ms Lynda Logan	Trustee
Prof Walter Nimmo	Trustee [for Items 1-8]
Mr Ian Russell	Trustee
Ms Jandy Stevenson	Trustee
Ms Eilidh Wiseman	Trustee [for Items 1-10]
Dr Laura Young	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 8 & 9)
Ms Ruth Gill (RG)	Director of Public Programmes (for Item 10)
Mr Xerxes Mazda (XM)	Director of Collections (for Item 11)

**Apologies:**

Mr Bruce Minto	Chairman
Ms Ann Allen	Trustee
Dr Catriona Macdonald	Trustee

**ITEM 1 – APOLOGIES**

1.1 Apologies were received from Bruce Minto, Ann Allen and Catriona Macdonald.

**ITEM 2 – MINUTES OF THE MEETING HELD ON 06 FEBRUARY 2019**

2.1 The minutes of the meeting held on 06 February 2019 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 (2019) 10**

5.1 The Director presented his report which had been circulated. He then announced that new statistics had recently been released by the Association of Leading Visitor Attractions (ALVA), which represents UK-wide visitor attractions. Their new figures showed that the National Museum of Scotland was again the most visited attraction outside London, number 10 in the ranking of individual UK attractions.

**ITEM 6 – FINANCIAL REPORT** **NMS (2019) 11**

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 variance related to major projects with income behind plan due to phasing.

**ITEM 7 – BUDGET 2019/20 AND FINANCIAL PLAN** **NMS (2019) 12**

7.1 Keith Pentland presented the paper which had been circulated, and provided an update on the position regarding the funding of the increased employer pension contributions. It was noted that the lack of information on this matter from both the UK and the Scottish Governments was regrettable.

7.2 Following a detailed discussion, the Board of Trustees agreed that:

- It could not give final approval to the 2019/20 budget due to the current gap in funding, pending a response from Scottish Government regarding the funding of the increase in employer pension contributions.
- The pay negotiations with the trade unions would continue to be on hold until the issue of the funding of pension costs was resolved.
- The proposed budget was approved on an interim basis to enable day-to-day operations to continue.
- The 2019/20 budget would be considered again at the next meeting of the Board on 05 June.

KP, GR

7.3 Trustees expressed their increasing concerns regarding the organisation’s long-term financial sustainability due to continuing real terms reductions in Grant-in-Aid, and the underfunding of the maintenance and renewal of the estate. The Acting Chairman and the Director confirmed that the Chairman had already identified that our future financial strategy should be a key item on the agenda for the forthcoming Board & Executive Team Strategy Day.

**ITEM 8 – NATIONAL MUSEUM OF FLIGHT PROJECT: NMS (2019) 13**  
**READY FOR TAKE-OFF: UPDATE AND NEXT STEPS**

8.1 Fiona Stewart joined the meeting and, together with the Director, presented the paper which had been circulated.

8.2 Trustees noted the progress outlined in the update report and considered the proposed next steps for the NMoF Development Plan Phase 3 Project, *Ready for Take-off*. The Director stated that formal approval would be sought from the Board at its next meeting to submit the funding bid to the National Lottery Heritage Fund.

FS, GR

**ITEM 9 – SCOTLAND GALLERIES MASTERPLAN: UPDATE NMS (2019) 14**

9.1 The Director and Fiona Stewart presented the paper which had been circulated. It was noted that it was the follow-up to the initial proposal paper considered at the November meeting [ref. NMS (2018) 47].

9.2 Following queries regarding the likely scale of the project, the Board of Trustees approved the overall approach to developing a Masterplan for the redevelopment of the Scottish Galleries and building. It was noted that final approval would be sought from the Board to implement the proposed approach once the 2020/21 funding position from the Scottish Government was clearer towards the end of 2019.

GR, FS,  
XM

**ITEM 10 – NATIONAL MUSEUM OF SCOTLAND NMS (2019) 15**  
**MASTERPLAN PHASE 4: UPDATE**

10.1 Ruth Gill joined the meeting and presented the paper which had been circulated.

10.2 The Board noted the progress made on the National Museum of Scotland Masterplan Phase 4 project, i.e. the completion of the capital phase and the commencement of the roll-out of the associated national programme across Scotland. It was agreed that no further MP4 update reports were required for the Board until the final one at project completion in Spring 2020, after the national programme came to a conclusion.

10.3 Trustees welcomed the tabled booklet which featured the extensive, positive press coverage regarding the project and particularly the completion of our 15-year Masterplan for the transformation of the National Museum of Scotland.

10.4 There followed a short discussion regarding learning points from the implementation of the Masterplan and how we could bring these into future redevelopment projects.

**ITEM 11 – COLLECTIONS & RESEARCH REPORT NMS (2019) 16**

11.1 Xerxes Mazda joined the meeting. Trustees extended their thanks and appreciation for the presentations earlier in the day on: two Japanese paintings by Taki Katei (with Louise Boyd, Assistant Curator, Japan); and the Cottier windows (with Sally-Anne Huxtable, Principal Curator, Modern & Contemporary Design).

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

**ITEM 12 – IMPLEMENTATION OF STRATEGIC PLAN 2016-20: NMS (2019) 17  
YEAR 3 REVIEW**

12.1 Keith Pentland and Julie Brown presented the report which had been circulated.

12.2 The Board noted the progress of the implementation of our current Strategic Plan and the arrangements for the development of the new Strategic Plan 2020-24.

**ITEM 13 – REPORTS FROM COMMITTEES**

**(i) Draft Minutes from the Personnel & Remuneration Committee meeting held on 15 January 2019**

13.1 The Acting Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 15 January 2019 had been circulated.

**(ii) Draft Minutes from the Finance Committee meeting held on 27 February 2019**

13.2 The Acting Chairman noted that the draft minutes of Finance Committee meeting held on 27 February 2019 had been circulated.

**(iii) Draft Minutes of the National Museums Scotland Enterprises Ltd Board meeting held on 08 March 2019**

13.3 The Acting Chairman noted that the draft minutes of the NMSE Ltd Board meeting held on 08 March 2019 had been circulated.

13.4 Gordon Drummond (Chairman of the NMSE Ltd Board) reported that all areas of the business were performing well and that the contribution to NMS would be above the planned budget at year-end.

**(iv) Draft Minutes of the Audit & Risk Committee meeting held on 11 March 2019**

13.5 The Acting Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 11 March 2019 had been circulated.

**ITEM 14 – FORWARD PROGRAMME OF BUSINESS NMS (2019) 18**

14.1 The Board noted the Forward Programme of Business.

**ITEM 15 – ANY OTHER BUSINESS**

15.1 There was nothing to report.

**ITEM 16 – DATES OF NEXT MEETINGS**

16.1 The Board & Executive Team Strategy Day will be held on Thursday, 09 May 2019.

16.2 The next Board of Trustees meeting will be held on Wednesday, 05 June 2019.