

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY 23 MARCH 2022 AT THE
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

Present:

Mr Ian Russell	Chairman
Ms Ann Allen	Trustee
Prof Mary Bownes	Trustee
Ms Mimi Brophy	Trustee
Mr Adam Bruce	Trustee
Mr Graeme Gibson	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee
Dr Catriona Macdonald	Trustee
Prof Ian Wall	Trustee
Dr Laura Young	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)

Apologies:

Ms Jandy Stevenson	Trustee
Ms Eilidh Wiseman	Trustee

PRESENTATION

Martin Goldberg (Principal Curator, Medieval Archaeology & History) and Adrián Maldonado (Galloway Hoard Researcher) gave a presentation entitled *The Galloway Hoard unwrapped* and invited questions from the Board. Trustees extended their thanks and appreciation for the presentation.

ITEM 1 – APOLOGIES

1.1 Apologies were received from Eilidh Wiseman and Jandy Stevenson.

ITEM 2 – MINUTES OF THE MEETING HELD ON 02 FEBRUARY 2022

2.1 The minutes of the meeting held on 02 February 2022 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 (2022) 07

5.1 The Director presented his report which had been circulated. Highlights included:

- National Museums Scotland again being named the most popular visitor attraction outside London (ref. ALVA visitor figures 2021).
- The success and favourable media coverage of the *Audubon’s Birds of America* exhibition since its opening on 12 February.

5.2 The Director gave a verbal update on international matters, including Scottish Government communications regarding Ukraine and Russia. He also updated Trustees on his and the Chairman’s forthcoming introductory meetings with the Cabinet Secretary and our new Minister.

ITEM 6 – FINANCIAL REPORT

NMS (2022) 08

6.1 Keith Pentland presented the report which had been circulated.

6.2 Trustees noted:

- Current information suggested there would be a surplus.
- The budget assumptions regarding the forecasted use of Covid Consequential funding.

6.3 Keith Pentland gave a verbal update on committed and planned expenditure before the current year end.

ITEM 7 – BUDGET 2022/23 & FINANCIAL PLAN

NMS (2022) 09

7.1 Keith Pentland presented the paper which had been circulated and summarised the main changes to the 2022/23 Budget since the draft was considered at the last Board meeting. He also gave an overview of the issues raised at the Board’s Finance Committee meeting on 08 March and the further information and reassurances provided.

7.2 Following a short discussion, the Board of Trustees:

- Approved the 2022/23 Budget.
- Noted the Financial Plan for 2023/24 and 2024/25.
- Recorded its concern on the deficits, noting this was before the effect of rising inflation.

ITEM 8 – COLLECTIONS & RESEARCH REPORT

NMS (2022) 10

8.1 Trustees noted the Collections & Research Report.

ITEM 9 – STRATEGIC PLAN 2022-27

NMS (2022) 11

9.1 The Director and Helen Ireland presented the paper which had been circulated. Trustees considered and commented on the final draft of the Strategic Plan for 2022-27 and the Key Performance Indicators.

9.2 The Board approved the new Strategic Plan for 2022-27 and noted that:

- It would be updated to reflect the latest Board feedback.
- The Plan would then be submitted to government officials and the Minister for agreement.
- The next stage would be the production of the Plan and its communication to staff, stakeholders and the general public.
- The Key Performance Indicators and the new Operational Plan for 2022/23 would be finalised and, as usual, performance would be reported on a quarterly basis within the Director's Report to Trustees.

**CB, KP,
HI, JB**

9.3 It was agreed that the final Strategic Plan would be circulated to Trustees before it was released and posted on the website.

HI

ITEM 10 – REPORTS FROM COMMITTEES

(i) Acquisitions Committee

10.1 The Chairman noted that the draft minutes of the Acquisitions Committee meeting held on 02 March 2022 had been circulated.

10.2 The Board of Trustees approved the acquisition of the Mary Queen of Scots casket and noted that it would be announced in May.

(ii) Finance Committee

10.3 The Chairman noted that the draft minutes of the Finance Committee meeting held on 08 March 2022 had been circulated.

(iii) Audit & Risk Committee

10.4 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 10 March 2022 had been circulated.

10.5 Keith Pentland reported that, following the meeting, NMS had received notification that our new auditors from 2022/23 would be Mazars.

(iv) Estates Committee

10.6 The Chairman noted that the draft minutes of the Estates Committee held on 15 March 2022 had been circulated.

10.7 Ann Allen proposed that the Board set aside some time later in the year to consider our capital projects.

**Chair,
AA, CB,
KP**

(v) National Museums Scotland Enterprises Ltd Board

10.8 It was noted that a meeting of the NMSE Ltd Board was held on 18 March 2022. The Chairman gave a verbal report on behalf of Jandy Stevenson (Chair of the NMSE Ltd Board), including the NMSE Ltd 2022/23 budget discussions, and confirmed that it had been approved at the meeting.

10.9 The Chairman highlighted that the Director of NMSE Ltd would be attending the next Board meeting to give an update on NMS Enterprises.

(vi) Personnel & Remuneration Committee

10.10 It was noted that the next meeting of the Personnel & Remuneration Committee would be held on 13 April 2022.

10.11 Mary Bownes reported that the consultation with staff on a new Hybrid Working Policy was ongoing.

(vii) Nominations & Governance Committee

10.12 The Chairman gave a verbal update on the Trustee recruitment round.

10.13 It was noted that the next full meeting of the Nomination & Governance Committee was on 16 May 2022. The Chairman added that this would be preceded by a separate session in April to consider the key points arising from the recent Board effectiveness questionnaire and the Trustee appraisals.

ITEM 11 – FORWARD PROGRAMME OF BUSINESS

NMS (2022) 12

11.1 The Board noted the Forward Programme of Business.

ITEM 12 – ANY OTHER BUSINESS

12.1 There was nothing to report.

ITEM 13 – DATE OF NEXT MEETING

13.1 The next meeting will be held on Wednesday 08 June 2022.