

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY 07 JUNE 2023 AT THE
NATIONAL MUSEUM OF RURAL LIFE, EAST KILBRIDE**

Present:

Mr Ian Russell	Chairman
Ms Ann Allen	Trustee (for items 1-12.6)
Prof Mary Bownes	Trustee
Ms Mimi Brophy	Trustee
Prof Monojit Chatterji	Trustee (for items 1-12.6)
Mr Stephen Dando	Trustee
Mr Graeme Gibson	Trustee
Dr Bridget McConnell	Trustee
Ms Beth McKillop	Trustee (for items 1-12.6)
Ms Jandy Stevenson	Trustee
Prof Ian Wall	Trustee
Dr Laura Young	Trustee

In Attendance:

Dr Chris Breward (CB)	NMS Director
Dr Sam Alberti (SA)	Director of Collections
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Ms Patsy Convery (PC)	Head of Marketing & Communications
Ms Ruth Gill (RG)	Director of Public Programmes
Mr Keith Pentland (KP)	Director of Finance & Resources
Mr Peter Williamson (PW)	Managing Director of NMSE Ltd
Ms Jilly Burns (JBU)	Head of National & International Partnerships (for item 9)
Ms Lorraine Russell (LR)	Health & Safety Manager (for item 11)

Apologies:

Mr Adam Bruce	Trustee
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PRELIMINARIES

The Chairman welcomed new Trustees Bridget McConnell and Monojit Chatterji to their first Board meeting.

SITE OVERVIEW AND TOURS

Vicky McLean (General Manager, NMoRL), Oliver Taylor (Assistant Curator, Scottish History & Archaeology) and Claire Allan (Engagement Manager, Sites & Events) gave an overview of the National Museum of Rural Life, followed by tours of the site. Trustees extended their thanks and appreciation to all the NMoRL team for their warm welcome and hospitality.

ITEM 1 – APOLOGIES

1.1 Apologies were received from Adam Bruce.

ITEM 2 – MINUTES OF THE MEETING HELD ON 22 MARCH 2023

2.1 The minutes of the meeting held on 22 March 2023 were approved.

ITEM 3 – MATTERS ARISING

3.1 With regard to minute item 9, the Director reported that NMS' Executive had not received a reply to date from the third party.

ITEM 4 – DECLARATION OF INTERESTS

4.1 Laura Young declared an interest in a potential acquisition [ref. Paper NMS (2023) 14].

4.2 Ian Wall declared an interest in the Edinburgh International Science Festival in his role as a Board Director [ref. Paper NMS (2023) 14].

ITEM 5 – DIRECTOR'S REPORT TO THE TRUSTEES **NMS (2023) 14**

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

- The success of the *Doctor Who: Worlds of Wonder* and *Bernat Klein: Design in Colour* exhibitions.
- The preparations for the opening of *Beyond the Little Black Dress* exhibition on 30 June.
- The Summer term Schools programme had sold out.
- A new Public Spaces programme focussing on backlog display issues.

5.2 The Director gave a verbal update on:

- The opening of the *Declaration of Arbroath* display in the last few days and also our *Monkeys: a Primate Story* exhibition at the Natural History Museum of Denmark.
- The progress of the return of the House of Ni'isjoohl Memorial Pole to the Nisga'a Museum.
- The recent development visit to New York to connect with the American Foundation for National Museums Scotland (AFNMS) and key patrons, and on the planned next steps.

5.3 The Board noted the appointment of Christina McKelvie as the new Minister for Culture, Europe & International Development and that the Chairman and Director were scheduled to meet with her at the end of the month.

ITEM 6 – FINANCIAL REPORT

NMS (2023) 15

6.1 Keith Pentland presented the report which had been circulated.

6.2 The Board noted:

- Current information suggested a surplus for 2022/23.
- The forecast for 2023/24 reflected the increase in the pay awards and increased profit from NMS Enterprises Ltd.

ITEM 7 – BUDGET 2023/24

NMS (2023) 16

7.1 Keith Pentland presented the paper which had been circulated and explained that the 2023/24 budget remained in deficit as no progress has been made in relation to pay inflation.

7.2 The Board of Trustees:

- Reapproved the 2023/24 budget in principle, subject to Pay Policy and appropriate funding from the Scottish Government.
- Noted that the budget would need to come again to the next Board meeting for final approval.

KP

7.3 Keith Pentland reported that working groups were currently being set up with the trade unions to identify the issues around introducing a 35-hour working week. Discussions were being held with other public sector organisations who had implemented the reduction and would also take place with the Scottish Government.

ITEM 8 – COLLECTIONS & RESEARCH REPORT

NMS (2023) 17

8.1 Trustees noted the Collections & Research Report.

ITEM 9 – NATIONAL STRATEGY

(i) National Strategy 2016-22: update

NMS (2023) 18

9.1 Jilly Burns joined the meeting and introduced the update report which had been circulated. It summarised delivery under our National Strategy 2016-2022 including: an overview of the Strategy's priorities, aims and objectives; key achievements; and main activities.

9.2 The Board of Trustees welcomed the update and noted:

- The good progress made over the reporting period.
- While NMS reached every one of the 32 local authority areas in Scotland, we remained alert to the pressures the sector faces and our own finite resources in being able to respond to them.

(ii) National Strategic Approach 2023-2027

NMS (2023) 19

9.3 Jilly Burns presented the new Strategy which has been circulated. She explained that the focus in this new reporting period would be on:

- Increasing the impact of the support NMS provides to the sector around collections knowledge and skills.
- Increasing engagement with the National Collections for the benefit of people, places and communities across Scotland through maximising our national partnership working.

9.4 There followed a wide-ranging discussion including funding for our activities, championing the purpose of museums and the wider social impact of their work, advocating to Scottish Government, and the carbon footprint of national work.

9.5 The Board of Trustees:

- Approved the National Strategic Approach 2023-2027, subject to the comments provided.
- Noted that a reduced version of this document would be produced for external publication and launch in Autumn 2023.

ITEM 10 – SUSTAINABILITY: ANNUAL REPORT

NMS (2023) 20

10.1 Ruth Gill presented the annual report on Sustainability 2022/23 which had been circulated.

10.2 The Board of Trustees noted:

- The good progress made and the actions taken over the last year to strengthen our organisational approach to sustainable development.
- An Action Plan was in place for 2023/24 to ensure we continued our pace of change and focus on Scottish Government targets.
- The organisation's new Sustainability Strategy would be coming to the next meeting for consideration.

RG

10.3 The conversation turned to the future and the new Strategy. Thoughts included:

- The environmental implications of growing activity and doing more nationally and internationally, and how to mitigate this.
- The financial investment required to become more sustainable.
- Government's role in having the overview and making the link across sectors.

ITEM 11 – HEALTH & SAFETY: ANNUAL REPORT

NMS (2023) 21

11.1 The Board noted with approval the contents of the annual report on Health & Safety 2022/23.

ITEM 12 – REPORTS FROM COMMITTEES

(i) National Museums Scotland Enterprises Ltd Board

12.1 The Chairman noted that the draft minutes of the NMS Enterprises Ltd Board meeting held on 17 March 2023 had been circulated.

12.2 It was noted that the next meeting would be taking place on 09 June.

(ii) People & Remuneration Committee

12.3 Mary Bownes (Chair of the PARC Committee) gave a verbal update on the People & Remuneration Committee meeting held on 30 May 2023, which included the new Head of People who had commenced as planned on 02 May.

(iii) Nominations & Governance Committee

12.4 The Chairman gave a verbal report on the Nominations & Governance Committee meeting held on 05 June, including a brief update on the progress of the current Board recruitment round.

(iv) Estates Committee

12.5 It was noted that the next meeting of the Estates Committee would be held on 11 July 2023.

(v) Finance Committee

12.6 It was noted that the next meeting of the Finance Committee would be held on 02 August 2023.

(vi) Audit & Risk Committee

12.7 It was noted that the next meeting of the Audit & Risk Committee would be held on 23 August 2023.

(vii) Acquisitions Committee

12.8 It was noted that the next meeting of the Acquisitions Committee would be held on 04 October 2023.

ITEM 13 – FORWARD PROGRAMME OF BUSINESS

NMS (2023) 22

13.1 The Board noted the Forward Programme of Business.

13.2 The Chairman reconfirmed the Board strategy day on 28 September, which would be preceded by the Board meeting and also a Trustees' dinner on 27 September.

Note

ITEM 14 – ANY OTHER BUSINESS

14.1 There was no other business.

ITEM 15 – DATE OF NEXT MEETING

15.1 The next meeting will be held on Wednesday 27 September 2023.

