

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

MINUTES OF THE MEETING HELD ON WEDNESDAY 03 FEBRUARY 2021 (VIRTUAL)

Present:

Mr Ian Russell	Chairman
Ms Ann Allen	Trustee (from item 5 onwards)
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
Ms Jandy Stevenson	Trustee
Ms Eilidh Wiseman	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
Ms Helen Ireland (HI)	Director of External Relations (for items 1-10)
Mr Xerxes Mazda (XM)	Director of Collections (for items 8 & 9)
Mr Stuart Allan (SA)	Keeper of Scottish History & Archaeology (for item 9)
Ms Ruth Gill (RG)	Director of Public Programmes (for item 10)
Ms Alison Cromarty (AC)	Head of Exhibitions & Design (for item 10)

Apologies:

None

PRESENTATION

Sam Alberti (Keeper of Science & Technology) and Sarah Laurenson (Senior Curator, Modern & Contemporary History, Scottish History & Archaeology) gave a presentation entitled *Collecting the Present* and invited questions from the Board. Trustees extended their thanks and appreciation for the presentation.

ITEM 1 – APOLOGIES

1.1 There were no apologies.

ITEM 2 – MINUTES OF THE MEETING HELD ON 11 NOVEMBER 2020

2.1 The minutes of the meeting held on 11 November 2020 were approved.

ACTION

ITEM 3 – MATTERS ARISING

3.1 Matters arising from the last meeting were as follows:

(i) Minute item 8.2A: The Director reported that, given the very recent Scottish Government Budget announcement, continuing Covid and capital funding-related uncertainties, and the forthcoming planning for the new organisational Strategy for 2022 onwards, it had been concluded that an update on the current Development Strategy would no longer be useful.

(ii) Minute item 12.2: Brian Laing confirmed that this matter was no longer imminent, but that Trustees would be kept informed as and when further progress was made.

ITEM 4 – DECLARATION OF INTERESTS

4.1 As Fellows of the Society of Antiquaries of Scotland, Jandy Stevenson, Chris Fletcher, Catriona Macdonald and Adam Bruce declared an interest relating to a property matter discussed at the last meeting of the Board's Estates Committee on 09 December and noted in the Director's Report to Trustees for this meeting.

ITEM 5 – DIRECTOR'S REPORT TO THE TRUSTEES**NMS (2021) 01**

5.1 The Director presented his report which had been circulated.

5.2 The Board noted the update on the National Museum of Flight Phase 3: *Ready for Take-off* Project. At the June Board meeting, Trustees had ratified their approval to progress an appeal to the Scottish Government Reporter Unit regarding the planning decision taken by East Lothian Council on 04 February. Since the last Board meeting on 11 November, NMS had received the response that the Reporter had opted to refuse the appeal, which meant that the Project as currently conceived could not proceed. Trustees noted that, further to discussion and agreement at the last Estates Committee on 09 December, the project team had now commenced a period of review with the aim of proposing new recommendations for the Project's future direction.

5.3 There followed a wide-ranging discussion on Appendix 3 of the report (briefing on a potential future exhibition) and the Chairman requested an update for the next Board meeting.

CB, RG

ITEM 6 – FINANCIAL REPORT**NMS (2021) 02**

6.1 Keith Pentland presented his report which had been circulated.

6.2 The Board noted that:

- Current information suggested that a surplus would be achieved for this financial year.
- Budget holders were being monitored against the forecast endorsed at the September Board meeting.

ITEM 7 – DRAFT BUDGET 2021/22

NMS (2021) 03

7.1 Keith Pentland presented the paper which had been circulated and gave a verbal update on the Scottish Government budget announcement made on 28 January.

7.2 The Board of Trustees noted:

- The 2021/22 budget was being developed.
- That the Finance Committee had discussed the draft budget and the Scottish Government budget announcement at its meeting the previous day.
- More information was coming from Scottish Government on capital funding which would determine our future capital programme.
- The final draft of the budget would be reviewed in detail by the Finance Committee at its meeting on 01 March, prior to coming to the Board meeting on 24 March for approval.
- When the drafting was completed, the budget plan would include indicative figures for 2022/23 and 2023/24.

KP

KP

ITEM 8 – COLLECTIONS & RESEARCH REPORT

NMS (2021) 04

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

ITEM 9 – SCOTLAND GALLERIES MASTERPLAN: UPDATE

NMS (2021) 05

9.1 Stuart Allan joined the meeting and presented the paper with Xerxes Mazda. It was highlighted that, in March 2019, Trustees had approved the overall approach to developing a Masterplan for the redevelopment of the Scotland Galleries, noting 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. In the event, senior staff changes and Covid-19 had delayed further work on the Masterplan. It was noted, however, that considerable work had continued in the meantime within the Collections Directorate with many of the Directorate's activities becoming aligned to the new Scotland Galleries.

9.2 The Board of Trustees:

- Welcomed the update and the progress to date on the content of the Scotland Galleries Masterplan.
- Recognised the vital importance of our Scotland Galleries.
- Offered advice and suggestions regarding next steps.
- Noted the intended action for 2021/22.

ITEM 10 – EXHIBITIONS REVIEW

NMS (2021) 06

10.1 Ruth Gill and Alison Cromarty joined the meeting and presented the paper which had been circulated. There followed a discussion which included topics such as: measuring success; our exhibition spaces; touring; the new ways of working already in place due to Covid-19; and staff resources.

10.2 The Board of Trustees welcomed the direction of travel and noted the review process and the actions underway towards the recommendations.

ITEM 11 – REPORTS FROM COMMITTEES

(i) Estates Committee

11.1 The Chairman noted that the draft minutes of the Estates Committee meeting held on 09 December 2020 had been circulated.

11.2 Ann Allen (Chair) stressed the importance of sustainability in our future capital plans and touring exhibitions.

(ii) Personnel & Remuneration Committee

11.3 The Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 14 January 2021 had been circulated.

11.4 Eilidh Wiseman (Chair) highlighted that the Committee's Terms of Reference had been reviewed and the key change was the update to the frequency of meetings per year, one of which would be the annual meeting with the local trade union representatives. As per the usual procedures, the revised Terms of Reference would be passed to the Nominations & Governance Committee for ratification.

JB

(iii) Finance Committee

11.5 The Chairman noted that the Committee had met the previous day.

11.6 Lynda Logan (Chair) confirmed that all the Committee's business had been covered earlier in the meeting under Agenda Item 7 (Draft Budget 2021/22).

(iv) National Museums Scotland Enterprises Ltd Board

11.7 Gordon Drummond (Chair) gave an update on the NMSE Ltd budget, staffing matters, hospitality & events, and on retail activity. The next meeting was due to be held on 06 March 2020.

(v) Audit & Risk Committee

11.8 Jandy Stevenson (Chair) confirmed there was nothing to report from the Committee since the last Board meeting.

(vi) Nominations & Governance Committee

11.9 The Board Chairman gave a verbal update on the progress of the current Trustee recruitment round and undertook to keep the Board updated. He also reported that the Nominations & Governance Committee would be discussing vacancies on a number of Board Committees arising from forthcoming retirements, and that he would then have follow-up conversations with the relevant Committee Chairs.

Chair

Chair

(vii) Acquisitions Committee

11.10 Brian Lang (Chair) confirmed the Committee had nothing to report since the last Board meeting, beyond the update given under Matters Arising.

ITEM 12 – FORWARD PROGRAMME OF BUSINESS

NMS (2021) 07

12.1 The Board noted the Forward Programme of Business.

ITEM 13 – ANY OTHER BUSINESS

13.1 There was nothing to report.

ITEM 14 – DATE OF NEXT MEETING

14.1 The next meeting will be held on Wednesday 24 March 2021.