

**Science Museum Group  
Board of Trustees meeting**

Dana Studio, Level 1, Wellcome Wolfson Building, Science Museum

Wednesday, 7 Mar 2018, 4:00 PM —7:00 PM

---

**Present:** Dame Mary Archer (Chairman)    Ian Blatchford, Director, SMG  
Matthew d'Ancona                            Jonathan Newby, Deputy Director and COO, SMG  
Lopa Patel                                      Karen Livingstone, Director of Masterplan and Estate, SMG  
Professor Brian Cantor                      Jane Ellis, Director of Corporate Services, SMG  
Lord Faulkner of Worcester                Roger Highfield, Director of External Affairs, SMG  
Sharon Flood                                  Penny Canepa-Anson, Director of Development, SMG  
Lord Willetts of Havant                      Judith McNicol, Director, National Railway Museum (NRM)  
Professor Russell Foster                      Jo Quinton-Tulloch, Director, National Science & Media Museum (NSMM)  
Andreas Goss                                  Sally MacDonald, Director, Museum of Science and Industry (MSI)  
Dr Sarah Dry                                    Sian Thompson, Board Secretary  
Professor Ludmilla Jordanova  
Simon Linnett                                  Item 9: Helen Jones, Director of Strategy and International, SMG  
Professor David Phoenix  
Anton Valk  
Dame Fiona Woolf

**Apologies:** Lord Grade of Yarmouth

**INTRODUCTION**

**ACTION**

- 1 **Apologies for absence**  
Apologies had been received from Lord Grade of Yarmouth.
- 2 **Declarations of interest**  
No declarations were made in any items on the agenda.

**CORPORATE BUSINESS**

- 3 **Minutes of meeting on 6 December 2017 and matters arising**  
The minutes were approved as an accurate record of the meeting and signed by the Chairman.
- 4 **Chairman's Business**
- 4.1 **Chairman's Report**  
The paper that had been circulated previously was noted. In addition:
  - Professor Ludmilla Jordanova was congratulated on the publication of her book, *Physicians and their Images*;
  - Matthew d'Ancona was congratulated on his appointment as Editor-in-Chief for Finch Publishing;
  - An update was given on the Public Appointments process for new trustees. It was also confirmed that the Chairman had been reappointed for a second four-year term from January 2019; however, this was confidential until formally announced by the Prime Minister's Office and DCMS;
  - Following a positive meeting with Bradford Metropolitan District Council, SMG had received a letter from the Council Leader that indicated the possibility of capital support for NSMM;

- 
- DCMS had launched the 'Culture is Digital' report on 7 March and SMG's virtual reality experience, *Space Descent with Tim Peake*, had been featured. The report would be made available to trustees using *Convene*;
  - It was noted that the Income Advisory Board was chaired by Lord Grade; this would be amended on the structure chart for Board subcommittees.

ST

ST

#### 4.2 Science Museum Fellows: 2018 Nominations & Revised Terms of Reference

The papers that had been circulated previously were noted.

**The Board approved** both the recommendations for 2018 Fellowships and the terms of reference for the nominations committee.

*Andreas Goss and Lord Willetts joined the meeting*

### 5 Director's Report

The paper that had been circulated previously was noted. In addition:

- Peterborough Cathedral had been chosen as the final host venue for the Soyuz tour. This would be publicly announced on 9 March;
- The Science Museum was to receive an important Saudi delegation on 9 March. It was noted generally that requests (usually via Government) for VVIP visits were becoming increasingly frequent;
- SMG would be represented at a global summit event in April hosted by Malaria No More;
- Security on Exhibition Road remained a big concern for the Science Museum. DCMS was convening a meeting with SMG, V&A and NHM in March and the three museums continued to apply pressure on the Royal Borough to take action;
- The National Coal Mining Museum (NCMME) had been successful in securing a grant from the Heritage Lottery Fund;
- MSI had recently received a £50k donation towards the Textiles Gallery;
- Negotiations between SMG and the V&A regarding the National Collections Centre continued. The business case for extending Building One would be discussed at subcommittee level (Finance and Masterplan and Estates) and brought to the Board for approval in due course;
- Lydia Lee would return from maternity leave to her post as Director of Development in March. Penny Canepa-Anson was commended on her success as Acting Director during the interim period.

#### 5.1 Recent Acquisitions

The paper that had been circulated previously was noted.

#### 5.2 Events Calendar

The paper that had been circulated previously was noted.

### 6 Masterplan and Estate Committee

#### 6.1 Masterplan and Estate Committee Recommendations

The paper that had been circulated previously was noted. In addition:

- The revised budget for the NRM Masterplan was noted as £23.6m; this represented a slight uplift to the original budget and included work at *Locomotion*;
- The award of the Smith Centre contract **was approved subject to** the MEC reviewing the final tender report.

**The Board approved** the recommendations as outlined in the paper.

## 6.2 MSI Lease Arrangements

The paper that had been circulated previously was noted. In addition:

- It was acknowledged that the transaction involved a complex set of agreements but was necessary in order for the Factory development to proceed. SMG was supportive of this development and had worked closely on negotiations with other parties, bearing in mind that the project was mutually beneficial and would transform the potential of the MSI site;
- The lease would require DCMS approval and arrangements to secure this were underway.

**The Board approved the recommendation subject to** further negotiation around future support for site development, in order to best protect SMG's commercial and Masterplan interests. An update on negotiations around this point would be circulated to the Board in due course.

**JE**

## 7 Finance Committee

### 7.1 SMG Budget 2018/19

The paper that had been circulated previously was noted. In addition:

- It had been a challenging process to reach the budget proposal, which presented a funding gap of £2.7m for 2018–19. It was proposed that this could be covered from forecast operating surplus from 2017–18 (generated by unrestricted income from two major projects) as well as remaining Grant-in-Aid (GiA) from the same FY;
- The budget presented was intended to help SMG manage its risk profile, while delivering a wide and varied programme, and supporting staff on the lowest rate of pay. There were also considerable allocations for Estates development and infrastructure projects, in order to help SMG build operational capacity and enable future growth;
- It was noted that the budget had been thoroughly scrutinized by the Finance Committee. A discussion had taken place at the FC meeting regarding how best to reach a sustainable budget position for future years and develop a mid to long-term strategy, and this was again rehearsed;
- It was noted that both FC and Income Advisory Board (IAB) were supporting the development of an income strategy for SMG, but most initiatives would take some time to reach maturity. FC would also revisit the efficiency agenda in the coming FY to help identify strategic initiatives for cost effectiveness;
- It was noted that a Comprehensive Spending Review (CSR) was likely at the end of the upcoming FY. SMG would need to factor this into budgeting for future years.
- **The Board approved** the budget for 2018-19. **It was agreed** that a sensitivity analysis exercise and 'glide path' for SMG's investments over the next 3 years would be explored at FC and brought back to the Board for discussion in due course.

**JE**

*Matthew d'Ancona left the meeting*

### 7.2 SMG Plan 2018-2022, 2018/19

The paper had been circulated previously was noted. A discussion was had regarding SMG's European partnerships and **it was agreed** that an activity overview would be included in the next Director's Report to the Board.

**IB**

**The Board approved** the plan for 2018-19.

### 7.3 SMG Investment Policy Statement

The paper that had been circulated previously was noted. A discussion was had regarding ethical investments and it was noted that SMG's ethics policy would soon be due for Board review (as part of a routine policy approvals process). It was also noted that the investment policy was reviewed annually by Finance Committee.

---

**The Board approved** the investment policy statement as outlined in the paper.

*Penny Canepa-Anson left the meeting*

#### **7.4 Levels 4 & 5 Catering Tender**

The paper that had been circulated previously was noted.

**The Board approved** the recommendation as outlined in the paper.

#### **7.5 SMG Management Accounts**

The paper that had been circulated previously was noted. The information presented included the accounts to the end of January 2018 as well as the final forecast of the year, which reflected an improved outturn position of c. £1.3m surplus.

### **8 Audit & Risk Committee**

#### **8.1 Report on high-risk areas**

The paper that had been circulated previously was noted. **It was agreed** that the Audit Committee would take a view on future reporting of high-risk areas to the Board.

#### **8.2 SMG Health & Safety Report**

The paper that had been circulated previously was noted. A discussion was had regarding the definition of 'undesirable circumstances'; it was confirmed that this was part of Health and Safety Executive (HSE) reporting language.

*Anton Valk left the meeting*

## **STRATEGIC BUSINESS**

### **9 Industrial Strategy White Paper**

The paper that had been circulated previously was noted. In addition:

- The White Paper set out the Government's long-term plan to boost productivity and earning power across the UK. SMG's existing priorities were ideally aligned with the core strands articulated in the Industrial Strategy, and this represented great opportunities for SMG in both national and regional contexts;
- The strategy was also strongly aligned with the international market, an area in which SMG was currently flourishing (soft power, strategic partnerships, touring exhibitions, etc.);
- It was suggested that SMG would do best to identify practical ways to convert the five core strands from the strategy into specific events or initiatives that would showcase its capabilities;
- A discussion was had on the subject of clean growth and how the Science Museum could best contribute to this theme within the strategy (e.g. food, energy, etc.);
- It was suggested that SMG should invite the Secretary of State for Business, Energy and Industrial Strategy (BEIS) to its sites outside London;
- Trustees were encouraged to send further comment and ideas to the Director of Strategy and International.

**IB/ HJ**

**All**

---

## ITEMS FOR APPROVAL

### 10 NRM Masterplan Phase 1 - HLF Funding

The paper that had been circulated previously was noted. In addition:

- It was noted that NRM had recently received a very positive visit from the HLF Board; however, HLF was looking to SMG to provide assurance of its commitment by underwriting a share of the project funds;
- A brief discussion was had regarding the broader economics of the NRM Masterplan project and its relationship to the York Central Project.

**The Board approved** the request to underwrite project funds as outlined in the paper.

*Fiona Woolf left the meeting*

### 11 Locomotion Advisory Board Terms of Reference

The paper that had been circulated previously was noted. Ciara Wells, Integration Lead at Locomotion, was commended for her success and hard work to date in overseeing the integration of the museum into SMG.

**The Board approved** the terms of reference as outlined in the paper.

*Professor Brian Cantor left the meeting*

### 12 Board of Survey Recommendations

The paper that had been circulated previously was noted. It was noted that there was work underway internally to change use of language relating to collections management (particularly the use of the term 'disposal').

**The Board approved** the recommendations as outlined in the paper.

### 13 Railway Heritage Advisory Board Recommendations

The paper that had been circulated previously was noted.

**The Board approved** the recommendations as outlined in the paper.

## FOR INFORMATION

### 14 Minutes and reports from SMG Board sub-committees and working groups

The paper that had been circulated previously was noted.

**Date of next meeting: Wednesday 27 June 2018, Science Museum**