

BOARD OF TRUSTEES

Meeting on Wednesday 5 October 2016, 13.30-16.00, Hackworth Meeting Room, Shildon

Present:

Dame Mary Archer (Chairman)
Professor Brian Cantor
Professor Dame Athene Donald
Dr Sarah Dry
Lord Faulkner of Worcester
Ms Sharon Flood
Mr Andreas Goss
Lord Grade of Yarmouth
Professor Ludmilla Jordanova
Mr Simon Linnett
Ms Lopa Patel
Professor David Phoenix
Mr Anton Valk
Lord Willetts of Havant
Dame Fiona Woolf

In Attendance:

Mr Ian Blatchford	Director, SMG
Mr Jonathan Newby	Deputy Director and COO
Ms Jane Ellis	Director of Corporate Services
Dr Roger Highfield	Director of External Affairs
Mr Paul Kirkman	Director, NRM
Ms Lydia Lee	Director of Development
Ms Karen Livingstone	Director of Masterplan and Estate
Ms Sally MacDonald	Director, MSI
Mr Tom O'Leary	Director of Learning
Mr Jo Quinton-Tulloch	Director, NMeM
Mr John Stack	Digital Director
Ms Helen Jones	Head of Strategy & International
Ms Sian Thompson	Secretary to the Board

ACTION

BT 10/16 1 Apologies for Absence

1.1 Received from Professor Russell Foster, Mr Matthew D'Ancona and Ms Judith McNicol.

BT 10/16 2 Draft Minutes of the Meeting on 6 July 2016 and matters arising

2.1 The Minutes would be amended under 5.1 (Director's Report) to reflect that the Art Fund had contributed funding to the purchase of the Cumming Barograph Clock. **ST**

2.2 The Minutes were approved with the above amendment and would be signed by the Chairman. **MA**

2.3 All actions had been completed or were on the present agenda, or were due to be addressed at the upcoming Board Strategy Day or at a future business meeting.

BT 10/16 3 Declaration of Interests

3.1 RF had recently resigned as Trustee of the National Football Museum.

BT 10/16 4 Chairman's Business

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

- Dame Athene Donald was resigning from the SMG Board; the Chairman expressed thanks for her contribution over two terms. AD would remain a member of the Science Museum Advisory Board;
- Board Secretariat duties had transferred between members of the SMG Directorate office and Helen Jones was thanked for her time as Secretary;
- In line with best practice, a whole Board review would be carried out by SMG's internal auditors, PwC; the scope and timing of which would be finalised shortly;
- Trustees were asked to note the revised policy for rail travel and claiming expenses.

BT 10/16 5 Director's Report

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

- IB was due to meet with representatives from DCMS to discuss the Museums Review in the coming weeks;
- Both international connections and UK local community connections were more important than ever to SMG; a recent and notable initiative (building on a long-term relationship with a national partner) included a curatorship post funded by a

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grant from the Royal Society of Chemistry. The role of Trustees in introducing new partnerships and nurturing existing relationships was encouraged;

- IB and HJ had recently returned from a successful trip to Rio, culminating in the signing of a partnership agreement with the Museum of Tomorrow (*Museo do Amanha*). Other areas of current focus for SMG's international activity included India, China and Russia;
- A new Chairman had been appointed to the SM Foundation;
- The impact of the Brexit referendum and the uncertainty that this might cause for SMG's activities would be registered as a risk by the Audit and Risk Committee;
- There had been some recent movement on both the York Central project (part of the NRM Masterplan) and plans for Locomotion; briefing papers on each would be presented at the next Board meeting in December.

PK / JN

BT 10/16 6 End of Year Progress against 2015-16 SMG Plan

- 6.1 The paper that had previously been circulated was noted. Next year's plan would come to the Board in March 2017 and would flow out of the implementation of the new group-wide strategy, especially in respect of target-setting. There would also be a better degree of prioritisation of targets as well as improved reporting, including performance indicators and monitoring.

BT 10/16 7 Annual Audience Report

- 7.1 A presentation was given and the following points were noted:

- All sites had experienced an increase in visit numbers in 2015/16: Science Museum visit figures were 2% up on previous year;
- NRM had experienced the highest increase in web visit numbers over the past year (a record 2.1 million web visits); MSI had also witnessed a record number of web visits at 840,000 (attributed to launch of the new website and Manchester Science Festival traffic);
- 89% of visitors said they would "definitely" recommend a visit to NMeM, a welcome reversal of the downward trend displayed over the previous five years.

- 7.2 A discussion was had regarding the best mechanism for reporting audience profiles to the Board; it was felt it might be helpful to allocate this to a sub-committee of the Board and the new Income Advisory Board (which would report to Finance Committee) could be a potential forum for this. **It was agreed** that the format and process for reporting audience data to the Board would be reviewed.

JN / JE

BT 10/16 8 Masterplan and Estate Committee

A verbal update was given and the following points noted:

- Work was entering the final stages on two major capital projects at the Science Museum (*Wonderlab: The Statoil Gallery* and *Mathematics: The David and Claudia Harding Gallery*); both of which were soon to open to the public in October and December respectively;
- The Post Office Building at SM would be formally handed over to Imperial College London in late October;
- Investment in the core infrastructure of the Group's northern museums continued to be a priority, as well as strengthening the expertise of the senior Masterplan and Estate team.

BT 10/16 9 MSI Permeability and Public Realm

The paper that had previously been circulated was noted. It primarily concerned the permeability of, and potential additional entrances to, the MSI site as part of plans for local regeneration; as well as the Heads of Terms governing the legal issues arising from the development. The MEC was monitoring the situation closely and a full proposal would be presented to the Board for approval at the December meeting.

SM / JN

BT 10/16 10 SMG Management Accounts

The papers that had been circulated previously were noted. There was discussion regarding the forecast in relation to the original budget which reflected a higher level of spend than planned. This spend was funded by contingency and attributed to a combination of project activity (especially the phasing of capital projects) and an

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increased level of acquisition activity, as well as expenditure on infrastructure projects.

BT 10/16 11 Audit and Risk Committee

The committee had not met since the previous Board meeting.

BT 10/16 12 Finance Committee

A verbal update was given and the following points noted:

- The total cost of the restoration of the Flying Scotsman was reported as £4.5m;
- The SMG Board would need to approve a financial protocol in order to unlock Treasury funding for the Blythe House ('One Collection') project; this would likely be presented to the Board at the December meeting on recommendation of the Finance Committee.

JN / JE

BT 10/16 13 Group Ethics Policy

13.1 The paper that had previously been circulated was noted. The paper represented an update to the previous ethics policy (published in 2012) and included new sections on collections and commercial agreements. There were also updates relating to Development activity, especially regarding SMG's retaining editorial freedom in all exhibitions and programming.

13.2 The Board endorsed the direction of travel but requested an additional appendix outlining the internal escalation route for decision-making in regards to commercial events. **The policy would return to the Board for approval in December.**

JN

BT 10/16 14 Collecting Policy Statements

14.1 The paper that had previously been circulated was noted. It was noted that these were largely operational policies that had been approved by CORE and were essential to the Accreditation process.

14.2 **The Board approved** the policies and **it was agreed** that the Chairman of CORE would take each policy to the relevant Museum Advisory Boards to seek further opinion as to how the policies might evolve and be implemented in the context of SMG's 'one collection' strategy.

LJ / SM

BT 10/16 15 Board of Survey Recommendations

15.1 The paper that had previously been circulated was noted. **The Board approved the recommendations.**

BT 10/16 16 Railway Heritage Designation Advisory Board Recommendations

16.1 The paper that had been circulated previously was noted. **The Board approved the recommendations.**

BT 10/16 17 Minutes and reports of SMG Board sub-committees and working groups

17.1 The papers that had been circulated previously were noted. The Board Secretary would investigate possible systems for disseminating minutes more promptly to all Trustees.

ST

BT 10/16 18 Any Other Business

18.1 **Date of Next Meeting:** Wednesday 7 December 2016, 16:00-19:00, Science Museum