

## BOARD OF TRUSTEES

### Minutes of the Meeting on 1 July 2015 at the Science Museum

#### *Present:*

Dame Mary Archer (Chairman)  
Mr Howard Covington  
Mr Matthew d'Ancona  
Lord Faulkner of Worcester  
Ms Sharon Flood  
Professor Russell Foster  
Mr Andreas Goss  
Lord Grade of Yarmouth  
Professor Ludmilla Jordanova  
Mr Simon Linnett  
Professor David Phoenix  
Dr Gill Samuels  
Mr David Willetts  
Dame Fiona Woolf

#### *In Attendance:*

Mr Ian Blatchford  
Ms Jane Ellis  
Mrs Susan Fisher  
Ms Jean Franczyk  
Dr Roger Highfield  
Ms Sally MacDonald  
Mr Jonathan Newby  
Ms Jo Quinton-Tulloch  
Ms E Helen Jones

Director, Science Museum Group (SMG)  
Finance Director, SMG  
Director of Development  
Deputy Director, Science Museum  
Director of External Affairs, SMG  
Director, MOSI  
Chief Operating Officer, SMG  
Director of NMeM  
Head of Strategy & Planning (Secretary)

#### BT 15/07 1 **Apologies for absence**

**ACTION**

- 1.1 Dame Athene Donald, Mr Paul Kirkman, Professor Averil Macdonald, Mr Anton Valk

#### BT 15/07 2 **Declarations of interests**

- 2.1 DW declared that it would soon be announced that he was to be Chairman of the British Science Association. At item 6d HC noted that he was a Trustee of the Science Museum Foundation.

#### BT 15/07 3 **Draft minutes of previous meetings and matters arising**

- 3.1 The minutes of the meetings on 4 March 2015 and 24 April 2015 were approved.  
3.2 Matters arising: All actions had been completed or were on the present agenda, except for the action at 4.1a from the meeting on 4 March: a meeting with the Director General of the BBC had not yet taken place.

#### BT 15/07 4 **Chairman's business**

- 4.1 The recommendations of the Remuneration Committee had been **approved by the Board** during the closed session that preceded the meeting.  
4.2 The routine reports on Health and Safety and on Development were now to be taken under the relevant committee items in the 'For information' section of the agenda.  
4.3 Following submission to Treasury of the three Museums' business cases for quitting Blythe House, the three Chairmen had written to the Chancellor confirming their support.  
4.4 The paper that had been circulated previously was noted. In discussion:  
  - It was confirmed that SMG, as an Independent Research Organisation, already runs an AHRC Collaborative Doctoral Programme, but further opportunities to fund research should be sought.
  - The STEMNET contract held by MSI was, in common with all such contracts, due to end in March 2016. STEMNET's future funding was not currently known.

**BT 15/07 5 Director's update**

**5.1 a) Director's Report**

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

- Management changes at Network Rail were noted;
- Further funding for the Interactive Gallery looked likely;
- Initial thinking was underway for new display/s about flight;
- All stakeholders were being kept informed about the progress of *Cosmonauts*; Trustees' help was sought in promoting the exhibition, and information could be supplied;
- Research Councils could be involved with more projects at an earlier stage.

**Board /  
RH**

**5.2 b) Fossil Fuel Divestment Debate**

The paper that had been circulated previously was noted, and **the Board re-affirmed** its support for SMG's stated position.

**5.3 c) Flying Scotsman**

The paper that had been circulated previously was noted. The potential difficulty of simultaneously communicating good news and the impact of funding cuts was noted.

**5.4 d) National Coal Mining Museum for England (NCMME)**

The paper that had been circulated previously was noted. This was to clarify to the Board the relationship between SMG and NCMME, particularly in light of the forthcoming Comprehensive Spending Review.

**BT 15/07 6 Financial business**

**6.1 a) SMG Management Accounts**

The paper that had been circulated previously was noted.

**6.2 b) Audit & Risk Committee**

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

- The audit rating related to collections management issues, which were being addressed.
- The SMG Risk Register would focus more on strategic issues, and the risk management framework was to be circulated to the Board.
- Benchmarking data for health and safety performance in comparable organisations had been requested.

**JE**

**6.3 c) Finance Committee**

The paper that had been circulated previously was noted and the recommended financial limits in the SMG Financial Protocols were **agreed**.

**6.4 d) Grant of PO proceeds to the SM Foundation**

HC, as a Trustee of the Science Museum Foundation, did not participate in this item.

**6.5** The paper that had been circulated previously was noted. There were a number of technical legal and financial issues to be taken into consideration. **The Board agreed** that option 2 was preferred; all the proceeds to be retained within SMG, and additional investment advice to be obtained.

**JE/SF**

**BT 15/07 7 Masterplan and Estate**

**7.1** The paper that had been circulated previously was noted and the recommended delegation of authority was **approved**.

**7.2** An optional briefing session on the Science Museum Masterplan was to be organised for September 2015.

**KL**

**BT 15/07 8 Proposed investment of PO Building sale proceeds**

**8.1** The paper that had been circulated previously was noted and the recommendation to approve in principle the proposed use of these funds was **approved**.

**BT 15/07 9 Planning for the Comprehensive Spending Review**

**9.1** The paper that had been circulated previously was noted. This outlined initial thinking about savings and income-generation and was not yet a confirmed plan. **It was agreed** that a firm proposal would be discussed at the December 2015 Board meeting.

**JE/JN**

- 9.2 In discussion:
- Further cuts in Grant in Aid (GIA) could be assumed in the period 2016-2020; the outlook was so pessimistic that cuts of 2-3% would be considered good.
  - A 'salami-slicing' approach was not tenable beyond a certain level of funding cuts; significant measures would have to be discussed by the Board in future, informed by thorough options appraisals.
  - The present focus was on operational savings and additional sources of recurring revenue at all sites. The latter required longer lead-in times, but invest-to-save initiatives might be attractive to funders.
  - It was re-iterated that current funding agreements with DCMS preclude the introduction of general entry charges.

**BT 15/07 10 NMeM Collections - Photography**

- 10.1 The paper that had been circulated previously was noted.
- 10.2 The approach and next steps outlined in the paper were **approved by the Board**. Discussions with stakeholders would continue, led by a small internal working group, and a proposal would be presented firstly to the Collections & Research Committee, then to the Board at its meeting in December 2015.

**LJ/MG/  
JQT/IB**

**BT 15/07 11 Museum of Science & Industry (MSI) Masterplan**

- 11.1 The paper that had been circulated previously was noted.
- 11.2 In discussion:
- An enquiry from a local developer demonstrated the potential for new uses of the Market Hall, ideally to combine appropriate and sustainable use with new income streams.
  - The opportunities arising from neighbouring development schemes needed to be understood, especially the optimum degree of 'porosity'.
  - There might be potential for a small number of spaces for artisan workshops as residencies or start-up lettings.
  - The 'City of Ideas' theme resonated well with the ethos of the city and the broader region.
  - The various narratives needed to be linked in some way.
  - Following approval of the overall, long-term masterplan, individual projects would be fleshed out and approvals sought via agreed pathways.
- 11.3 **The Board approved** both recommendations in the paper;
- The vision and overall approach of the MSI Masterplan; and
  - Commencement of work on the Special Exhibition Gallery

**BT 15/07 12 SMG Annual Report & Accounts 2014/15**

- 12.1 The paper that had been circulated previously was noted and the SMG Annual Report & Accounts 2014/15 were approved.

**BT 15/07 13 Disposal of collections (Board of Survey recommendations)**

- 13.1 The paper that had been circulated previously was noted. The recommendations of the Collections & Research Committee were **approved**.

**BT 15/07 14 Railway Heritage Designation Advisory Board Recommendations**

- 14.1 The paper that had been circulated previously was noted. The recommendations were **approved**.

**BT 15/07 15 Approval of terms of reference**

- 15.1 The paper that had been circulated previously was noted. The Terms of Reference were **approved** subject to one amendment to those of the Masterplan and Estate Committee: at 1.1ii 'ensure' to be changed to 'oversee completion'.

**KL**



BT 15/07 16 **Minutes of sub-committee meetings**

16.1 The papers that had been circulated previously were noted

BT 15/07 17 **Any other business - None**

**Next meeting: Tuesday 6 and Wednesday 7 October 2015, Board meeting and Strategy Day.  
Location confirmed as Bradford.**

---- ENDS ----

Signed .....  
Dame Mary Archer, SMG Chairman

Date ..... 6 October 2015