

SCIENCE MUSEUM GROUP

BOARD OF TRUSTEES

Meeting on Wednesday 6 December 2017, 16:00-19:00, Dana Studio, Science Museum

Present:

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

In Attendance:

Mr Ian Blatchford	Director, SMG
Mr Jonathan Newby	Deputy Director and COO, SMG
Ms Jane Ellis	Director of Corporate Services, SMG
Dr Roger Highfield	Director of External Affairs, SMG
Ms Penny Canepa-Anson	Acting Director of Development, SMG
Ms Karen Livingstone	Director of Masterplan and Estate, SMG
Ms Sally MacDonald	Director, MSI
Ms Jo Quinton-Tulloch	Director, NSMM
Ms Judith McNicol	Acting Director, NRM and Director of People and Culture, SMG
Ms Sian Thompson	Board Secretary
Ms Sian Williams	Project Director, One Collection (item 12)

ACTION

BT 12/17 1. **Introduction and Apologies for Absence**

- 1.1 Apologies were received from Mr Matt D'Ancona.
- 1.2 It was noted that items 9 and 15 on the current agenda would be discussed in place of each other, so that Lord Faulkner could be present to speak to the paper for item 15.
- 1.3 Copies of 'Inspiring Futures' were tabled along with a briefing note, and trustees were encouraged to use these documents in their role as SMG ambassadors, particularly in terms of extending the Group's international reach via 'soft power.'

All

BT 12/17 2. **Declarations of interest**

- 2.1 Ms Sharon Flood declared an interest in item 9 (Masterplan and Estate Committee Recommendations) on the agenda, as a Non-Executive Director of Network Rail.

BT 12/17 3. **Curator's talk: 'Painting Power: The Art of Terence Cuneo'**

A presentation was received, and the following points were noted:

- The exhibition had been co-curated by the SMG Director and Andrew McLean, Head Curator at the National Railway Museum, as SMG's contribution to the Hull UK City of Culture 2017 celebrations and would go on display at the University of Hull in December 2017;
- The exhibition would consist of several key themes: war, power, industry and railways, and objects had been borrowed from a wide-range of lenders, including Cuneo's family.

BT 12/17 4. **Draft Minutes**

4a Draft Minutes of Board Meeting on 10 October 2017 and matters arising

The minutes were approved as an accurate record of the previous meeting and signed by the Chairman. The following points were noted:

- **Item 12.4 Sustainability & MEC:** This issue would be addressed by the Masterplan and Estate Committee in the early part of next year.

4b Draft Minutes of Strategy Day on 11 October 2017 and matters arising:

The minutes were approved as an accurate record of the previous meeting and signed by the Chairman. The following points were noted:

- **Item 9.4 Workforce KPIs:** A report detailing key metrics and KPIs would be presented to the Group Executive for review and a discussion of appropriate management action, and this in turn would be reported to the Board twice a year via the Audit and Risk Committee. The new reporting regime began in November.

BT 12/17 5. **Chairman's Report**

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

- The recommendations of the Remuneration Committee had been **approved** at the closed session of the Board meeting;
- An update was provided on SMG's upcoming trustee recruitment campaign. Trustees were encouraged to contact the Chairman and Board Secretary with suggested names for potential candidates, and the draft role specification would be circulated to the Board for information.

All
ST

BT 12/17 6. **Director's Report**

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

- *London: Science City* had recently been successful in securing a major funding commitment. This had dramatically decreased the shortfall in project funding;
- Safety and security measures on Exhibition Road continued to be of paramount concern for the Science Museum as well as its neighbours. The three South Kensington museums continued to lobby the Borough Council via the Exhibition Road Cultural Group (ERCG), and had also written to the Secretary of State to escalate the issue;
- Real progress was being made at the National Railway Museum (NRM) regarding the York Central Development (YCD) project, with the partners coming to agreement on the access road, thereby enabling NRM to develop its Masterplan for the site;
- The partnership between SMG and Durham County Council (DCC) regarding Locomotion continued to go from strength to strength;
- The Government's Industrial Strategy, which set out a plan to create an economy that would boost productivity and earning power throughout the UK, would be of great significance to SMG. A discussion would be had on the Industrial Strategy at the next SMG Board meeting.

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BT 12/17 7. **Finance Committee**

7a The Sun

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

- *The Sun* exhibition would be the latest in the series of major temporary ticketed exhibitions and would be curated for two SMG venues before embarking on an international tour;
- The paper requested approval for the full SMG budget (£3.3m) which included the above elements;
- It was noted that public programming was the nature of SMG's business and there were other, non-financial benefits to developing, maintaining and subsidising the cultural programme;
- The budget was recommended to the Board following rigorous challenge and scrutiny from the Finance Committee. **It was agreed** that a strategic discussion on exhibition planning, including funding and cost benefit analysis, would take place at a future Finance Committee meeting.
- The Board **approved** the project budget at £3.3m and the recommendations outlined in the paper.
- It was noted that one SMG trustee, Lopa Patel, did not support the proposal and had expressly requested that this was reflected in the written record of the meeting.

Ian Blatchford left the meeting

7b SMG Management Accounts

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

- The Q2 forecast reflected an increase in Grant-in-Aid (GiA) which would improve the outturn for the year;
- The Q1 forecast had been prudent in its visitor number assumptions, and consequently a £300k upside was showing in the new Q2 forecast, but it was assumed that SMG would still be down on budget against visitor numbers at the end of the year.

7c SMG Plan 2017/18 Half-year Progress Report

The paper that had been circulated previously was noted. A discussion was had regarding the prioritisation of SMG targets; and it was noted that this was the first year that SMG planning had been approached using the model presented in the paper. It was hoped that both target setting and measurability would be refined over time.

BT 12/17 8.

Audit and Risk Committee

8a SMG Health and Safety Report

The paper that had been circulated previously was noted. It was noted that the Estates department had seen significant improvements over the past year, particularly in areas of compliance. It was also noted that rail operations at MSI and NRM (previously suspended) were now being recommenced.

8b Report on high-risk areas

The paper that had been circulated previously was noted. It was confirmed that the Committee was content with the rate of progress with both Estates and Collections.

BT12/17 9.

Masterplan and Estate Committee Recommendations

9.1 The paper that had been circulated previously was noted. It was noted (for the benefit of the minutes) that the Board had approved the Blythe House tenancy agreement (with DCMS) by email in November 2017.

9.2 The Board **approved** the recommendations as outlined in the paper. The Evans bequest was noted as a particularly complicated transaction and **was approved in principle**, subject to due diligence work by the SMG legal team.

BT 12/17 10.

MSI Masterplan Vision

A presentation was received, and the following points noted:

- There had been a major shift in ideas since 2015 (when the Board had previously received an update on the MSI Masterplan), most notably in SMG's understanding of the site's commerciality and opportunities to enliven its public spaces;
- MSI was now working on a 3-stage Masterplan for the period 2018–2030;
- Substantial redevelopment was taking place around the MSI site. This had considerably influenced MSI's plans, and there was a huge opportunity for SMG to maximise footfall and increased activity in and around its site;
- Negotiations were underway with a neighbouring developer regarding the borders of the MSI site and its permeability, as well as separate negotiations around the lease of the Air and Space Building;
- The MSI Director was congratulated on progress to date.

Lord Faulkner and Russell Foster left the meeting

BT 12/17 11.

Collections Review Communications Strategy

11.1 The paper that had been circulated previously was noted. There was a general need (across the museum sector) to address the language used in outward communications to engender a better public understanding of the decision-making processes involved in collections management.

11.2 SMG's approach would be to mount a proactive public campaign to accompany the Collections Review, which would launch in Spring 2018.

Lord Willetts left the meeting

BT 12/17 12. **One Collection Update**

A presentation was received, and the following points noted:

- The new building was currently at the end of concept design (RIBA Stage 2); planning permission would be formally submitted in December 2017 (and expected to be determined by May 2018), with the building phase due to begin in late 2018;
- 320,000 objects would leave Blythe House and transfer to the new building by 2023;
- The design of the new building would be sympathetic to the wider landscape (as per advice received during the pre-app stage and stakeholder engagement);
- The One Collection project was the first phase of developing the National Collections Centre, which was a significant opportunity for SMG to become sector-leaders in collections management.

Brian Cantor left the meeting

BT 12/17 13. **Science Museum Security Contract**

The paper that had been circulated previously was noted. A discussion was had regarding the pension element of the contract and it was established that this was already SMG's liability. **The Board approved** the value of the contract up to £30m.

Simon Linnett and Lopa Patel left the meeting

BT 12/17 14. **Board of Survey Recommendations**

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

BT 12/17 15. **Railway Heritage Designation Advisory Board Recommendations**

15.1 The paper that had been circulated previously was noted. A discussion was had regarding the simultaneous designation and disposal of two items and the decision-making process and rationale was briefly rehearsed. **The Board approved** the recommendations.

BT 12/17 16. **Minutes and reports of SMG Board sub-committees and working groups**

The paper that had been circulated previously was noted.

Date of next meeting: Wednesday 7 March 2018, Dana Studio, Science Museum

ST 15/12/2017

Signed:  SMG Chairman

Date: 15 March 2018