

Science Museum Group Board of Trustees Meeting

Dalton and Joule Suite, Science and Industry Museum, Manchester

Tuesday, 9 Oct 2018, 2:30 PM —4:30 PM

Present:	SMG Trustees	SMG Executive
	Dame Mary Archer, Chairman Lord Faulkner of Worcester Steven Underwood Anton Valk Dame Fiona Woolf David Phoenix Simon Linnett Iain McIntosh Lord Willetts of Havant Sarah Staniforth Professor Russell Foster Dr Sarah Dry Professor Brian Cantor Sharon Flood Lopa Patel Professor Ludmilla Jordanova	Ian Blatchford, Director Jonathan Newby, Deputy Director & Chief Operating Officer Roger Highfield, Director of External Affairs Jane Ellis, Director of Corporate Services Lydia Lee, Director of Development Karen Livingstone, Director of Masterplan & Estate Sally Macdonald, Director, Science and Industry Museum (SIM) Jo Quinton-Tulloch, Director, National Science & Media Museum (NSMM) Judith McNicol, Director, National Railway Museum (NRM) Sian Thompson (Board Secretary)
In attendance:	Professor Ajit Lalvani (Observer)	Michelle Lockhart, Commercial Director Helen Jones, Director of Strategy and International Sarita Godber, Director of People and Culture Susan Raikes, Director of Learning Linda Kilroy, Estates Director John Stack, Digital Director

- 1 **Apologies for absence**
Apologies had been received from Andreas Goss, Lord Grade of Yarmouth and Matthew d'Ancona.
 - 2 **Declarations of interest**
Lord Faulkner had recently become President of the Scottish Railway Preservation Society.
- CORPORATE BUSINESS**
- 3 **Minutes of meeting on 27 June 2018 and matters arising**
The minutes of the meeting were approved and signed by the Chairman.
 - 4 **Chairman's Report**
The paper that had been circulated previously was noted. In addition:
 - 4.1 The Prime Minister had appointed 8 new trustees to the SMG Board from a strong field that had been both diverse and high in calibre. Steven Underwood, Sarah Staniforth, Iain McIntosh and Ajit Lalvani were welcomed as new trustees present at the meeting;
 - 4.2 David Phoenix would assume the role of Deputy Chairman when Lord Faulkner reached the end of his second term on the Board in January 2019.

5 Director's Report

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

- 5.1 NSMM had recently acquired a mixing desk previously used by The Prodigy and other world-renowned bands. This was a significant object and an ideal fit for NSMM in terms of its collections;
- 5.2 Government had recently announced plans for a National Festival of Culture and Business, which included £120m funding for activities across the UK. SMG would be involved, and the SMG Director was also supporting the initiative as Chairman of the National Museum Directors Council (NMDC);
- 5.3 SMG was on the cusp of announcing a radio partnership with the BBC (working title: *Zeitgeist*). This was a fantastic PR opportunity for SMG and especially its collections and curators;
- 5.4 The York Central project continued to require senior intervention from SMG. The SMG Chairman had been invited to sit on the York Central Partnership Board;
- 5.5 Work continued on plans for a *Wonderlab* gallery at SIM. The project would take the best from SMG's other *Wonderlab* sites as well as introducing some bespoke items.

6 SMG Audience Profiles and Segmentation: Annual Report

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

- 6.1 The Science Museum received 3.2 million visits overall in 2017-18; which was 1% down on 2016-17. Many other national museums in London were also experiencing a general downward trend in visit numbers;
- 6.2 Other SMG sites had performed well and had witnessed an increase in visit numbers compared to 2016-17. NSMM had seen the most dramatic increase, with visit numbers up by 25%;
- 6.3 SMG was now using the same segmentation model across all its museums (with data for NRM, NSMM and SIM becoming available in 2018-19). This model was based on work by Morris Hargreaves McIntyre (a sector-leader in audience segmentation) and was also adopted by many other national museums, who in turn chose to share their own visitor insight data in the spirit of working collaboratively;
- 6.4 A discussion was had regarding MHM's model in relation to the Science Museum's audience profile. This had not changed significantly since 2016-17, with the biggest audience groups remaining as 'Engaged Community Drivers', 'Trend Awarers' and 'Avid Cultural Consumers';
- 6.5 The new CRM system (Tessitura) was also a powerful tool which was helping SMG become more sophisticated in its understanding of audience profiling, including customer loyalty;
- 6.6 The full SMG annual profile reports would be uploaded to Convene, as well as the audience segmentation guide. **ST**

COMMITTEE BUSINESS

7 Masterplan and Estate Committee

7.1 Masterplan and Estate Committee Recommendations

The paper that had been circulated previously was noted. It was noted that the NRM Masterplan would be discussed in further detail under item 7.2.

7.2 National Railway Museum Masterplan

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

- 7.2.1 The NRM Masterplan had been re-sequenced in response to the unsuccessful outcome of the recent HLF application. While the strategic vision to transform NRM remained the same, it was now made up of nine realigned projects which could be delivered independently whilst still being part of the overall major transformation project (budgeted at c.£50m in total);
- 7.2.2 The Finance Committee and Masterplan and Estates Committee had worked closely together to oversee their respective aspects of project governance;
- 7.2.3 **The Board approved** the request for seed funding (c.£1.2m) to enable the Masterplan programme to reach RIBA Stage 2;
- 7.2.4 It was noted that a further update on the NRM Masterplan (vision, method and fundraising strategy) would be presented at the December Board meeting. **JMcN/LL**

8 Finance Committee

8.1 SMG Management Accounts

The paper that had been circulated previously was noted. The accounts reflected the actual spend to end of August 2018 compared to forecast.

- 8.2 A discussion was had regarding the forecasting process for the remainder of the FY. It was noted that there would be no mid-year forecast in 2018-19.

- 8.3 New trustees were invited to contact the Director of Corporate Services if they wished to receive further detail on SMG's finances.

9 Audit and Risk Committee

9.1 Strategic Risk Register

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

- 9.1.1 The Strategic Risk Register remained the responsibility of the SMG Board, but monitoring was delegated to Audit and Risk Committee. The accompanying high-level SWOT analysis therefore captured the various threats and opportunities to SMG as based on discussions at ARC, rather than a prioritised list;
- 9.1.2 A discussion was had regarding the risk profile of collections care and management. It was noted that the Collections and Research Committee remained the appropriate forum in which any specific collections issues could be addressed;
- 9.1.3 **It was agreed** that business continuity (and general security) should be treated as a greater threat to SMG operations. The ARC would review this accordingly; **JE / DP**
- 9.1.4 New trustees were invited to contact the Director of Corporate Services if they wished to receive further detail on the SMG internal audit programme.

9.2 SMG Health and Safety Report

- 9.2.1 The paper that had been circulated previously was noted. SMG continued to focus on making improvements and managing risk, and this was reflected in good completion rates for mandatory staff training.

- 9.2.2 A discussion was had regarding allergens and visitor safety. It was noted that the SMG commercial team had been very proactive in this area, and that many catering contractors were independently reviewing their procedures (particularly around labelling).

10 Collections and Research Committee

10.1 Board of Survey Recommendations

The paper that had been circulated previously was noted. It was noted that the paper exclusively concerned material from the Concrete Works store at NRM. **The Board approved** the recommendations.

10.2 Human Remains Policy

The paper that had been circulated previously was noted. It was noted that the policy was subject to periodic review to ensure it was in line with sector guidance. The updated sections on this occasion concerned packing, transport and photography. **The Board approved** the revised policy.

10.3 Collections Information and Access Policy

The paper that had been circulated previously was noted. It was noted that this was a requirement for SMG to achieve formal Archive Service Accreditation. **The Board approved** the policy.

10.4 SMG Research Strategy

- 10.4.1 The paper that had been circulated previously was noted. It was noted that SMG had made significant progress in recent years to develop a coherent Group-wide strategy and foster a thriving research culture.

- 10.4.2 **The Board approved the strategy**, subject to small amendment (strategy to be reviewed every two years, rather than biannually).

FOR INFORMATION

11 Minutes and reports from SMG Board sub-committees and working groups

The paper that had been circulated previously was noted.

12 Any other business

- 12.1 The Board thanked Professor Ludmilla Jordanova for her previous leadership of, and outstanding contribution to, the Collection and Research Committee during her time as an SMG trustee.