

**BOARD OF TRUSTEES
Minutes of the Meeting on 2 March 2016 at the Science Museum**

Present:

Dame Mary Archer (Chairman)
Mr Howard Covington
Mr Matthew d'Ancona
Dame Athene Donald
Lord Faulkner of Worcester (RdF)
Ms Sharon Flood (ShF)
Professor Russell Foster (RIF)
Mr Andreas Goss (by phone)
Lord Grade of Yarmouth (to item 10)
Professor Ludmilla Jordanova
Mr Simon Linnett
Professor Averil Macdonald
Professor David Phoenix
Mr Anton Valk
Dame Fiona Woolf

In Attendance:

Mr Ian Blatchford	Director, Science Museum Group
Ms Jane Ellis	Director of Corporate Services
Mrs Susan Fisher (SuF)	Director of Development
Dr Roger Highfield	Director of External Affairs, SMG
Mr Paul Kirkman	Director, NRM
Ms Lydia Lee	Director of Philanthropy
Ms Karen Livingstone	Director of Masterplan and Estate
Ms Sally MacDonald	Director, MSI
Mr Jonathan Newby	Deputy Director & Chief Operating Officer, SMG
Ms Jo Quinton-Tulloch	Director, NMeM
Ms Helen Jones	Head of Strategy & Planning (Secretary)
Mr Tom O'Leary	Director of Learning (item 9)
Ms Mary Cavanagh	Content Developer (items 9 and 10)

BT 16/03 1 Apologies for absence: received from Lord Willetts of Havant

ACTION

BT 16/03 2 Declarations of interests

2.1 RdF declared that he had been appointed Trade Envoy for Taiwan. ShF declared that she was a Director of Network Rail.

BT 16/03 3 Draft minutes of previous meetings and matters arising

- 3.1 The minutes of the meetings on 2 December 2015 were approved.
- 3.2 Matters arising: Item 5.1 – RdF had spoken to Mary Creagh MP, whose constituency included the National Coal Mining Museum for England (NCMME). An Interim Director was in place at NCMME and a governance review was due to report in June 2016.
- 3.3 Other actions had been completed, were on the present agenda, or were due to be addressed at a future Board meeting.

BT 16/03 4 Chairman's business

- 4.1 The paper that had been circulated previously was noted. In addition:
 - AD was congratulated on receiving a Global Achievement Award from the University of Bradford;
 - The Trustee recruitment process continued and interviews were to be held in April. An induction programme would be arranged, which also provided an opportunity to refresh guidance to all Trustees.
 - In accordance with DCMS guidelines, it was proposed that the SMG Board nominate a Lead Non-Executive Director. **The Board approved** the appointment of RdF to this role, alongside his position as Deputy Chairman.
 - **It was agreed** that the Board Strategy Day in 2017 and beyond would be moved to the second week of October to accommodate Trustees' other commitments.

HJ

BT 16/3 5 Director's update

5.1 *a) Director's Report*

- The paper that had been circulated previously was noted. In addition:
- Changes in the senior team would be formally announced later that week;
 - Governance arrangements for Locomotion (a partnership between SMG and Durham

County Council) needed to be clarified in some areas and would be brought before the SMG Board in future. Health and safety issues had brought this into focus, though the Board was assured that current arrangements and accountability were satisfactory;

- All concerned with the successful inaugural run of the *Flying Scotsman* were congratulated. The associated exhibition was commended;
- MSI also had a good small exhibition, *The Innovation Race*. The main issues at MSI concerned development and delivery of its own masterplan whilst taking into account other developments and potential developments on adjacent sites and with multiple stakeholders. There was a strong relationship with the City leadership. There was no definite news about the future of STEMNET;
- With regard to the business case for housing the collections at Wroughton, there was discussion about the degree and type of public access that would be appropriate;
- It was suggested that the Group Bookings Policy be taken into account in reviewing the SMG Ethics Policy and that some case studies be provided when this item came to the Board for approval;
- It was recognised that the Estates department was severely stretched, resulting in some under-performance. Remedial measures were being taken and progress would be reported via the Audit & Risk Committee. The Board was assured that maintaining life systems (e.g. fire alarms) was a top priority for the SMG Executive.

LL

5.2 b) National Media Museum Photography Collections

The paper that had been circulated previously was noted. The decision taken at the Board meeting on 2 December 2015 to transfer designated parts of the photography collections, including the Royal Photographic Society (RPS) Collection, to the V&A was being re-visited in light of concerns raised by local and national stakeholders. Several issues had been conflated and the aim was to provide a single set of responses and recommendations. Above all, it was source of frustration that SMG's commitment to the future of NMeM in Bradford was being questioned by external parties and so needed to be re-affirmed.

5.3 Since the paper had been written:

- Two petitions against the collection transfer had been received, collectively representing over 27,000 people;
- SMG had received a large number of emails protesting about the transfer;
- SMG had been asked to consider an alternative plan under which the parts of the collection in question would be digitised for wider access, but physically remain in (or be returned to) Bradford.

In discussion, the last was not considered viable, though increasing access through digitisation was certainly a goal. The Board was invited to consider again, in light of the concerns expressed, whether or not to effect the transfer of the designated parts of the collection to the V&A.

5.4 In discussion, the following points were made or emphasised:

- JQT was unequivocally committed to consultation in determining the future for NMeM;
- The NMeM Advisory Board had been kept up to date;
- A misconception persisted externally that the entire photography collection was to be given away, despite the fact that over three million items of national significance would remain with NMeM;
- The question of national responsibility for photography collections had been raised. The NMeM laid claim to a particular role in majority photography;
- NMeM and the V&A could and would continue to work together;
- Sufficient time would be allowed for a thorough review of the collections to determine what would be transferred and what would be retained (other than the RPS Collection which must remain intact). It was noted that even when ownership was transferred, material could remain available to the NMeM through lending;
- Items of national – and international – significance in the SMG collection would be moved to the NMeM to support its STEM-focused vision;
- NMeM's vision of focusing on the science and technology of image and sound, and the consequent transfer of a part of the collection, did not represent a diminution of the cultural offer in Bradford. Science and technology were part of culture and the new investment in NMeM was intended to improve the offer and raise the profile of both Museum and City.

5.5 The recommendations in the paper were **approved by the Board**, including re-affirmation of the previous decision to transfer the RPS Collection and other designated parts of the photography collection to the V&A. A press statement to this effect would be released the following day.

[RH and JQT left the meeting]

5.6 c) HLF application schedule

This item was postponed to a future meeting

ACTION

LL

5.7 d) NRM Masterplan and York Central

[S Flood not present for this item; F Woolf left part-way through discussion]

The paper that had been circulated previously was noted. A presentation was given, copies of which were tabled for reference.

5.8 There were three main workstreams:

- i) Public planning consultation by City of York Council;
- ii) NRM's preparation of a business case for government support of the NRM Masterplan within the bigger York Central scheme, to be submitted in April 2016;
- iii) The emerging commercial partnership that included NRM, City of York Council and Network Rail. Joint advisers were to be appointed.

5.9 NRM held a significant, albeit minority, proportion of the land included in the York Central project. A detailed review had identified those parts which were required for NRM operations and which might be potentially available for release in order to realise the York Central scheme and associated benefits to NRM. Approval was being sought from the Board, not for immediate release of specified land, but for the NRM's objectives for the project as set out in the paper.

5.10 **It was agreed** that NRM would, as soon as possible, seek specialist professional and commercial advice that took into account not only the market value of the land, but its heritage value and intrinsic value to York Central. The development vehicle also needed to be clarified. The project would be brought before the Board again once these matters had been actioned.

PK

5.11 **It was further agreed** that the NRM York Central objectives be revised along the following lines:

- Strengthen the essential requirement to have Leeman Road closed;
- Review and retain other options for arrangements re Museum Square.

PK

BT 16/03 6 Financial Business [S Flood not present for this item]

6.1 a) SMG Management Accounts

The papers that had been circulated previously were noted. The Management Accounts were presented in a new format and Trustees were asked for feedback so that a format could be settled for the new financial year. Fundraising income needed to be more clearly delineated.

6.2 There was discussion of the size and use of Reserves. **It was agreed** that a paper on anticipated drawdown of Reserves would be provided for the October 2016 Board meeting/Strategy Day. **It was also agreed** that a benchmarking exercise to compare SMG spend on various specific areas of activity and amount of Reserves held with that of peer organisations. This would report via the Finance Committee.

JE

JE

6.3 b) Audit & Risk Committee

The draft minutes of the meeting on 8 February were provided at item 15a. There was nothing further to report.

6.4 c) Finance Committee

- i) *Financial protocols update*: The paper that had been circulated previously was noted. The recommended process was **approved**.
- ii) *Reserves policy and grant to Foundation*: The paper that had been circulated previously was noted. The recommendations were **approved**.
- iii) *Levels 4 & 5*: The paper that had been circulated previously was noted. The investment as described was **approved**.

[RH and JQT rejoined the meeting (except for item 8)]

BT 16/03 7 Masterplan and Estate Committee [S Flood not present for this item]

- 7.1
- The contracts for the Maths and Interactive Galleries were about to be signed and architect interviews had been held for the Entrances and Patrons' Centre project.
 - The Committee's role was chiefly in governance and it was felt that additional technical expertise would be helpful.
 - Strategic opportunities in the Estate would be discussed at the next meeting.

BT 16/03 8 SMG Budget and Plan 2016/17

ACTION

8.1 *a) SMG Budget 2016/17*

The paper that had been circulated previously was noted. ShF declared that the Finance Committee supported the proposed budget.

8.2 In discussion, the fact that life systems were a non-discretionary priority, to be funded to the level required, was reiterated.

8.3 **The Board approved** the SMG Budget 2016/17

8.4 *b) SMG Plan 2016/17*

The paper that had been circulated previously was noted, and the SMG Plan 2016/17 was **approved**.

[S Flood left the meeting; T O'Leary and M Cavanagh joined the meeting]

BT 16/03 9 SMG Learning Strategy

9.1 The paper that had been circulated previously was noted and a presentation was given. The SMG Learning Strategy was **approved**. Any further points may be raised with TOL.

[T O'Leary left the meeting]

BT 16/03 10 Agriculture Gallery

10.1 The paper that had been circulated previously was noted and a presentation was given.

10.2 In discussion, it was emphasised that the sections in the paper and presentations were not a gallery layout. The project would go through the formal approvals process when the funding position required it and fundraising was underway. It was noted that the themes encompassed some potentially contentious issues and consideration should be given to wide consultation, including with Board members.

[M Cavanagh left the meeting]

BT 16/03 11 SMG Ethics Policy Review

11.1 This item was postponed to a future meeting

LL

BT 16/03 12 Disposal of collections (Board of Survey Recommendations)

12.1 The paper that had been circulated previously was noted and the recommendations were **approved**.

BT 16/03 13 Railway Heritage Designation Advisory Board Recommendations

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

BT 16/03 14 SMG Health and Safety Report

14.1 The paper that had been circulated previously was noted.

BT 16/03 15 Minutes of sub-committee meetings

5.1 The papers that had been circulated previously were noted.

BT 16/03 16 Any other business

16.1 Pricing for the new interactive gallery needed to be agreed at the Board meeting on 2 July at the latest. JN would consult Trustees individually and, if possible, agreement by email in advance of the July Board meeting would be secured.

JN

16.2 The Board's attention was drawn to the BBC's Age of Wonder platform; SMG was involved in this and it would be covered in the Director's Report to the next meeting.

IB

Date of Next Meeting: Wednesday 6 July 2016, Science Museum

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