

BOARD OF TRUSTEES

Minutes of the Meeting on 21 October 2013 at the Science Museum

Present:

Dr Douglas Gurr (Chairman)
Lady Chisholm
Lord Faulkner of Worcester
Mr Peter Fell (Special Adviser)
Mr Andreas Goss
Professor Ludmilla Jordanova
Mr Simon Linnett
Professor Averil Macdonald
Sir Howard Newby
Mr James Smith
Ms Janet Street-Porter

In Attendance:

Mr Ian Blatchford	Director, Science Museum Group (SMG)
Ms Jane Ellis	Director of Finance, SMG
Mrs Susan Fisher	Director of Development, SMG
Ms Jean Franczyk	Director, MOSI
Dr Roger Highfield	Director of External Affairs, SMG
Mr Paul Kirkman	Director, National Railway Museum
Ms Heather Mayfield	Deputy Director, Science Museum
Mr Jonathan Newby	Chief Operating Officer, SMG
Ms Jo Quinton-Tulloch	Director, National Media Museum
Ms E Helen Jones	Head of Strategy & Planning, SMG (Minutes)
Mr David Rooney	Curator of Time, Navigation & Transport (Item 5)
Mr Hadrian Ellory-van Dekker	Head of Collections, Science Museum (Item 8)

Apologies: Mr Howard Covington, Professor Dame Athene Donald, Dr Gill Samuels, Mr Chris Swinson

Declaration of Interests: None

ACTION

BT 10/13 1 Draft minutes of the meetings on 27 June and 5 September 2013 and matters arising

- 1.1 The minutes of the meetings on 27 June and 5 September 2013 were approved and signed by the Chairman.
- 1.2 Minutes of 27/6/13 item 3.1a – a potential speaker for the 2015 annual Science Museum dinner had been identified.
- 1.3 Other matters arising were covered under the agenda.

BT 10/13 2 Chairman's Business

- 2.1 There had been a perceptible increase in the pace and quality of the Group's activity which merited congratulations. The challenge now was to sustain these levels.
- 2.2 The digital agenda should be discussed at a future Board meeting.

RH

BT 10/13 3a Director's Update

3.1 *a) Director's Report Oct 2013*

The paper that had been circulated previously was noted. IB listed highlights including:

- The prestigious speakers and for the launch events of the *Collider* exhibition in November 2013;
- His recent trip to Russia re the *Cosmonauts* exhibition and other links with Russia;
- Feedback from talks with the Departments for Culture, Media & Sport, Business Innovation & Skills, and Education, and also from a meeting with the Permanent Secretary for the Department for Transport;
- The 'Bradford summit' meeting, which had been very productive, and the successful opening of Media Space;
- The *Codebreaker* exhibition was to close that day;
- Performances of *X & Y* would be succeeded by *Going Dark* with the Young Vic;
- The reception at MOSI for delegates to the International Congress of the History of Science, Technology & Medicine, which had been a big success;
- A focus on building a useful relationship with the BBC.

- ACTION**
- 3.2 In discussion, the following points were made:
- There were currently no plans to show *Codebreaker* at other venues. However, there were several external initiatives around Alan Turing coming up and SMG should be prepared to exploit these opportunities, especially at SM and MOSI;
 - The Local Authority's funding of The Hepworth in Wakefield offered a good analogy for NMeM. Were SMG to secure such funding for NMeM, it would be an exemplar for other regional organisations. The considerable goodwill and support evinced at the 'Bradford summit' must be followed up actively and promptly by SMG;
 - It was noted that SMG collections contained lots of under-used 'jewels' that could be given more prominence in a range of ways, e.g. the Barbara Hepworth surgical drawing notebooks and the Daily Herald Archive.
- HM/RH/
JF**
- 3.3 *b) Development Report*
The paper that had been circulated previously was noted. In addition:
- The capital fundraising targets had been revised downwards because some funding applications had been delayed;
 - The unrestricted income target would be met or exceeded;
 - NMeM fundraising was based on the overall vision, not project by project
 - Visitor Giving was going very well, especially at NRM due to the A4 Great Gathering. Increased income was forecast. Other organisations were interested in learning from the SMG approach and the first paid-for training had been delivered.
- 3.4 In discussion, the following points were made:
- There was discussion of the factors that influenced visitors' decision to donate. SMG would look at the potential to solicit donations on entry to Science Museum Lates, and whether something tangible could be offered in return for a donation.
 - At the entrance to Media Space, ticketed entry needed to be applied more rigorously and NMeM would be more prominently promoted;
 - Small organisations with limited resources could access some Visitor Giving advice.
- SF/JN**
- 3.5 *c) Management Accounts*
The paper that had been circulated previously was noted.
- 3.6 *d) Science Museum Library & Archive update*
The paper that had been circulated previously was noted.
- 3.7 It was hoped that negotiations with Imperial College (IC) would be concluded by the end of the year. The period between quitting IC and launching the new facility in the Museum would be kept to a minimum.
- 3.8 **It was agreed** that Trustees would have input to the selection of material to be retained in London, probably via the Collections & Research Committee.
- HM**
- 3.9 **It was agreed** that an update with a plan would be presented to the next Board meeting, with individual Trustees being consulted as necessary.
- HM/KL**
- 3.10 It was announced that Heather Mayfield, Deputy Director of the Science Museum would retire in April 2014 after 34 years' service.

BT 10/13 4 Spending and priorities

- 4.1 *a) Longer-term priorities*
IB gave a presentation on what SMG wanted to achieve and how it would be funded. The challenge lay in being both prudent and ambitious.
- Science Museum Strategic Ambitions 2012-2022 to be updated and extended to include each Museum;
 - More shared programming was crucial. Exhibitions need not open first in London;
 - Masterplanning should deliver a big project annually;
 - The Launchpad space could be expanded and include commercial opportunities;
 - A good new temporary exhibition space at MOSI was a priority;
 - More would be made of NMeM in and around Media Space;
 - One of several property issues was to maintain momentum on Blythe House;
 - Spending on the STEM learning agenda would follow a more strategic approach;
 - Research funding had improved a lot, and collections records now lagged.

ACTION

- 4.2 In discussion:
- The Board endorsed the need to press on re Blythe House and other property matters, and to confirm assurances that all receipts would be allocated to/retained by the Museum;
 - It was agreed that there be a Board Strategy Day to prepare for the 2015 Comprehensive Spending Review;
 - It was recommended that SMG seek to gain the Athena Swan award to recognise efforts to encourage women in STEM;
 - Collections should be considered as a Group issue.
- 4.3 *b) Financial planning 2015-16*
The paper that had been circulated previously was noted.
- 4.4 In discussion:
- The Executive was congratulated on progress and the general approach was endorsed;
 - Property and commercial projects provided opportunities to generate income, with more of the latter in the pipeline for when the organisation was in a position to invest.
 - The strategy should seek to improve institutional decision-making, e.g. by learning from unsuccessful projects and by making full use of the Finance & Strategy Committee (F&SC), but without stifling creativity;
 - A one-off bid for effecting change should be considered, as had been made in other DCMS arm's-length bodies;
 - In the areas where it is pre-eminent, SMG should make the case strongly for consolidation of funding streams, and link closely to the right political agendas. It was important to deal early on with several relevant Departments.
- 4.5 **The direction of strategic financial planning was approved.** It should be on the agenda of the next Board meeting, and may be a standing item for the foreseeable future.

IB/HJ

IB/AM

IB/JN

JN (HJ)

BT 10/13 5 Maths Gallery

- 5.1 The paper that had been circulated previously was noted. A presentation was given that illustrated examples of the proposed approach to gallery content, focusing on stories of mathematicians and maths in everyday life. A feasibility study would go to the F&SC by the end of the year.
- 5.2 The Board expressed strong support for the proposals for the Maths gallery and wider Maths Project. In discussion:
- Consideration should be given to how non-western mathematics might be covered;
 - Loans may be used to extend the historical reach to earlier periods;
 - But there should also be a strong focus on sparking the interest of young people – especially girls - in maths and related skills and careers.

BT 10/13 6 MOSI Masterplan update

- 6.1 The paper that had been circulated previously was noted. A decision was likely to be needed regarding negotiations with Network Rail over the routing of the Ordsall Chord and issues arising before the Board had approved the MOSI Masterplan.
- 6.2 **It was agreed** that a small group of Trustees should advise SMG as the situation developed: JS, HN, AG, RF.

JF

7 Flying Scotsman

- 7.1 The paper that had been circulated previously was noted.
- 7.2 **The Board approved** proceeding with the restoration as recommended in the paper.

PK

BT 10/13 8 Board of Survey: NMeM and NRM

- 8.1 The paper that had been circulated previously was noted. The recommendations had been endorsed by the Collections & Research Committee (CORE) and the Railway Heritage Designation Advisory Board (RHADB).
- 8.1.1 **The Board approved** the recommendations of the Boards of Survey.

BT 10/13 9 Railway Heritage Designation Recommendations

- 9.1 The paper that had been circulated previously was noted.

- 9.2 **The Board approved** the recommendations of the RHDAB.
- 9.3 The item that had been previously reported as missing had been located and arrangements were in hand regarding its ownership and location. It was noted that potential impact on SMG's designation remit arising from Scottish devolution would be assessed as and when that scenario came about.

BT 10/13 10 Reports from Advisory Boards and Committees

- 10.1 *a) Audit*
The minutes of the meeting on 17 June 2013, circulated previously, were noted. The internal audit was satisfactory.
- 10.2 *b) Science Museum*
The minutes of the meeting on 9 September 2013, circulated previously, were noted. The Advisory Board had strongly endorsed the proposals for the Library and Archive.
- 10.3 *c) NRM*
The minutes of the meeting on 11 September 2013, circulated previously, were noted. A new vision and strategy was being developed and would be ready to present to the December 2013 Board meeting. **PK (HJ)**
- 10.4 *d) MOSI*
The minutes of the meeting on 12 September 2013, circulated previously, were noted. The Masterplan, especially the Ordsall Chord and MOSI Public Realm, were priorities. The programme, with Brains, the Manchester Science Festival, and Collider, was generating a real buzz in the city, with MOSI at its centre.
- 10.5 **It was agreed** that every effort should be made to show *3D Printing* at MOSI; not doing so would have to be strongly justified. National touring of exhibitions was likely to be viewed positively by funders. **HM/JF**
- 10.6 *e) RHDAB*
The minutes of the meeting on 17 September 2013, circulated previously, were noted. The launch event was to take place on 27 November 2013.
- 10.7 *f) NMeM*
The minutes of the meeting on 19 September 2013, which had been circulated previously, were noted. The 'summit' had gone very well and was the first time this group of stakeholders had met. A good deal of hard work remained, but the outlook was positive.
- 10.8 *g) Finance & Strategy*
The minutes of the meeting on 20 September 2013, which had been circulated previously, were noted. That had been the last meeting to be chaired by Howard Covington, who was thanked for his major contribution to the work of the Board and SMG. In future, more contextual information needed to be provided on major projects. **KL**
- 10.9 *h) Collections & Research*
The minutes of the meeting on 1 October 2013, circulated previously, were noted.

BT 10/13 10 SMG Conservation Policy

- 10.1 The paper that had been circulated previously was noted. It had been considered at the CORE meeting alongside the policy for operating historic objects, where there had been some queries.
- 10.2 **It was agreed** that the policy be brought to the next Board meeting, to be presented by the Head of Conservation alongside the working objects policy and in the context of collections management. Trustees may send immediate comments to LJ and HJ. **HM (HJ)
All**

BT 6/13 11 Any Other Business

- 11.1 **It was agreed** that dates for meetings in 2014 needed to be fixed as soon as possible. **HJ**

BT 6/13 12 Date of Next Meeting: Monday 2 December 2013, Science Museum, 16.00-19.00

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