

BOARD OF TRUSTEES

Minutes of the Meeting on 4 March 2014 at the Science Museum

Present:

Dr Douglas Gurr (Chairman)
Lady Chisholm
Mr Howard Covington
Professor Dame Athene Donald
Lord Faulkner of Worcester
Mr Andreas Goss
Lord Grade of Yarmouth
Professor Ludmilla Jordanova
Mr Simon Linnett
Professor Averil Macdonald
Sir Howard Newby
Mr James Smith

In Attendance:

Mr Ian Blatchford
Ms Jane Ellis
Ms Jean Franczyk
Dr Roger Highfield
Mr Paul Kirkman
Ms Heather Mayfield
Mr Jonathan Newby
Ms Jo Quinton-Tulloch

Ms E Helen Jones
Mr Hadrian Ellory-van Dekker

Director, Science Museum Group (SMG)
Finance Director, SMG
Director, MOSI
Director of External Affairs, SMG
Director, National Railway Museum
Deputy Director, Science Museum
Chief Operating Officer, SMG
Director, National Media Museum

Head of Strategy & Planning, SMG (Minutes)
Head of Collections, SM (Item 9)

Apologies: Mrs Susan Fisher, Dr Gill Samuels, Mr Chris Swinson

Declaration of Interests: None

ACTION

BT 14/03 1 Draft minutes of previous meetings and matters arising

- 1.1 *a) Draft minutes of Board meeting on 2 December 2013*
The minutes of the meeting were approved and signed by the Chairman. There were no matters arising that were not covered under the agenda.
- 1.2 *b) Record of decision taken by email 27 December 2013*
The record was approved and signed by the Chairman.

BT 14/03 2 Chairman's Business

- 2.1 The paper on SMG Governance and Board Effectiveness that had been circulated with the agenda was noted.
- 2.2 A few corrections and amendments were proposed. Trustees were asked to send any further feedback to HJ by the end of that week. Subject to those amendments, **the paper was approved.**
- 2.3 The Board formally accepted the resignation of Janet Street-Porter, who had proffered it to the Chairman in January 2014 citing pressures of additional work.

All

BT 14/03 3 Director's Update

- 3.1 *a) Director's Report February 2014*
The papers that had been circulated previously were noted. In addition:
- The Science Museum (SM) had had its busiest half-term ever with 147,000 visits over nine days; SM Lates in February was also the busiest ever with nearly 7,000 visitors; the final gathering of the six A4 class locomotives at Locomotion had attracted an astonishing 120,000 visits; *Going Dark*, a play to be shown in March in collaboration with the Young Vic, was almost sold out for the entire run.
 - A visit to the nuclear research facilities at Harwell was planned; date to be notified.
 - The funding situation remained critical. A response was awaited to a formal letter to Bradford City Council. There was a narrow window in which to lobby Treasury before the next Budget announcement on 19 March 2014 and a number of helpful contacts and actions were suggested.
 - Major restructuring continued across SMG. PK was congratulated on the conduct of the programme at NRM which was nearing conclusion.

**DG, IB,
JQT**

- The importance of the relationship with the Royal Society (RS) could not be exaggerated. A number of strands mentioned in the RS President's letter to IB were being pursued and IB would meet the RS President after Easter.
- Other vital relationships included those with the Royal Academy of Engineering and the Wellcome Trust; SMG's national reach was a key attraction to such partners.
- The *Cosmonauts* exhibition was going very well. It was not possible to predict any impact from political events in Ukraine, but to date there was no reason why the exhibition should not proceed. Clear communications were essential; the museum had prepared a Q & A paper with which to respond to potential enquiries. **It was agreed** that planning for the exhibition should be presented to the Board the meeting on 26 June 2014, or earlier if necessary.

RH

3.2 *b) Development Report*

The paper that had been circulated previously was noted.

3.3 *c) SMG Health and Safety Report*

The paper that had been circulated previously was noted. Health and safety was reported in detail to the Finance & Strategy Committee. Problems with incident reporting were being addressed.

3.4 *d) Management Accounts Summary*

The paper that had been circulated previously was noted.

BT 03/14 4 Update on Digital Strategy

- 4.1 The paper that had been circulated previously was noted. A presentation was given in the meeting that mentioned:
- The approach of rolling out the agreed Digital Principles department by department;
 - Revision of the Wi-Fi login page to capture information on users;
 - Proposal to capture more data on users in exchange for digital offer;
 - The importance of the MMX project as the basis for improving web infrastructure and access;
 - *Journeys of Invention* app;
 - The potential to make more of the digital rendering of the former Shipping gallery;
 - Launch of the E-Journal on 25 March
 - The new Digital Review Group, which had held its first meeting.
- 4.2 In discussion, *Journeys of Invention* was considered a success in terms of content and overall reach, but there were some lessons to be learned about marketing, **It was decided** that Digital should be a standing agenda item in future.

RH

BT 03/14 5 Strategic Financial Planning

- 5.1 The paper that had been circulated previously was noted.
- 5.2 Although detailed plans had yet to be agreed for phase 3 savings, the broad areas from which they would be achieved were known and the Executive was confident of meeting the overall target.
- 5.3 Changes to pensions arrangements could expose SMG to substantial additional costs. If this were to materialise, national museums and galleries would collectively seek additional grant to cover such costs, for which there were precedents.

BT 03/14 6 DCMS Loan Applications

6.1-6.4 *This item is recorded in a confidential annex*

6.5 *b) 2014/15 application*

The paper that had been circulated previously was noted. A loan application to enable a set of commercial developments at the NRM had been submitted to DCMS and approved, subject to retrospective approval by the SMG Board.

6.6 **The Board approved** the loan application and implementation of the projects.

BT 03/14 7 SMG Budget & Plan 2014/157.1 *a) SMG Budget 2014/15*

The paper that had been circulated previously was noted. The 2014/15 budget balanced the decrease in Grant in Aid (GIA) with savings and increased income. Contingency funds were to be increased in anticipation of further cuts in GIA and/or costs of savings. The deficit shown in 2015/16 represented the balance of the required savings target; only savings with definite implementation plans had been assumed.

- 7.2 In discussion, it was noted that the financial climate remained hugely challenging and it was imperative that non-GIA funding be increased. The potential for significant income from different use of parts of the estate was noted. Property issues would be reviewed at the next Board meeting
- 7.3 The SMG budget 2014/15 was **approved**.
- 7.4 *b) Reserves policy and grant to Science Museum Foundation*
The paper that had been circulated previously was noted.
HC declared an interest as a Trustee of the Science Museum Foundation
- 7.5 **The Board approved** the reserves policy as stated in the paper
- 7.6 **The Board approved** the payment of a grant to the Science Museum Foundation, the amount subject to the 2013/14 outturn, and authority to sign the grant agreement was delegated to the Director, SMG.
- 7.7 *c) Science Museum Group Priorities 2014/15*
The paper that had been circulated previously was noted. This was a near-final draft and comments were invited, to be received by 17/3/14. The final version would be subsequently circulated for approval by email.

JN

Board
HJ**BT 03/14 8 MOSI Masterplan**

- 8.1 *a) MOSI Masterplan Phase 1*
The paper that had been circulated previously was noted. Phase 1 focused on the 'historic campus' where the greatest impact could be achieved. The estimated total cost was £32 million, and potential funding sources were outlined.
- 8.2 **The Board approved** the approach to MOSI Masterplanning outlined in the paper. Individual projects within it would be monitored via the Finance & Strategy Committee.
- 8.3 *b) MOSI/Ordsall Chord*
The papers that had been circulated previously were noted. It was noted that if MOSI was to reach an agreement with NR on mitigation, it would have to be before the launch of the Public Enquiry on 23 April 2014. Final agreement on the Heads of Terms would need to be approved before the scheduled Board meeting on 26 June, probably by email. The approach described had the full support of the MOSI Advisory Board and was thought to offer the best protection of MOSI's interests on behalf of the public in difficult circumstances.
[IB and RH left the meeting during this item]
- 8.4 There was discussion of the approach taken by MOSI and the various interdependent factors that were in play before and during the Public Enquiry. Public perception was one of these and MOSI needed to be clear in its messages. **It was agreed** that the Chairman would seek a meeting with the Chairman of Network Rail and was authorised to agree terms of a deal without further recourse to the Board.
- 8.5 MOSI's approach to the Ordsall Chord negotiations was **approved**, with final Heads of Terms to be signed off via email.

DG

BT 03/14 9 Board of Survey Recommendations

- 9.1 The papers that had been circulated previously were noted.
- 9.2 There was a query as to whether the NRM items recommended for disposal had been reviewed by the Railway Heritage Designation Advisory Board so approval by the Board of Trustees was deferred.
- 9.3 The recommendations of the Science Museum Board of Survey were **approved**.

BT 03/14 10 Railway Heritage Designation Recommendations

- 10.1 The paper that had been circulated previously was noted. The following items had been declined by the proposed receiving body and so the recommendation for disposal was temporarily withdrawn: 2014/6(000042), 2014/8(000044), 2014/9(000045) and 2014/10(000046).
- 10.2 The other recommendations for designation and disposal were **approved**.

BT 03/14 11 Reports from Advisory Boards and Committees

11.1 The papers that had been circulated previously were noted. Additional comments noted below where relevant.

11.2 *h) Collections and Research Committee (CORE)*

The new Research Centre at the Science Museum was an important issue. **It was decided** that it should be an item for the Board Strategy Day on 8 October 2014

IB/JF

BT 03/14 12 Any Other Business

12.1 Maggie Morris was thanked for her services as SMG Committees Manager

12.2 Project management capacity and capability had been an issue in the past, though it was now on a much better footing, as found by the Finance & Strategy Committee and Audit Committee. A Masterplan Advisory Board had been set up. **It was decided** that the Board of Trustees should receive a regular status report on major projects

JN

12.3 The excellent performance of both *Collider* and *Only in England* was noted, each exhibition having exceeded its visit targets.

BT 03/14 13 Date of next meeting: Thursday 26 March 2014, Science Museum, 13.00-16.00

---- ENDS ----