

SCIENCE MUSEUM GROUP

BOARD OF TRUSTEES

Meeting on Wednesday 28 June 2017, 16:00-19:00, Dana Studio, Science Museum

Present:

Dame Mary Archer (Chairman)
Lord Faulkner of Worcester
Ms Sharon Flood
Lord Grade of Yarmouth
Lord Willetts of Havant
Professor Brian Cantor
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 Sian Thompson	Board Secretary

Item 3:

Dr Natasha McEnroe	Keeper of Medicine, Science Museum
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Item 9:

Mr Tom O'Leary	Director of Learning, SMG
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ACTION

BT 06/17 1. **Introduction and Apologies for Absence**

- 1.1 Apologies were received from Mr Andreas Goss, Mr Matt d'Ancona, Professor David Phoenix and Mr Paul Kirkman. Penny Canepa-Anson was welcomed to the meeting as (Acting) Director of Development.

BT 06/17 2. **Declarations of interest**

- 2.1 Dame Fiona Woolf declared a standing interest as a partner with the law firm CMS Cameron McKenna.
- 2.2 Ms Sharon Flood declared a standing interest as a non-executive director for Pets at Home.

BT 06/17 3. **Curator Talk: The Birth of Medical MRI**

- 3.1 A presentation was received and the following points noted:
 - Magnetic Resonance Imaging (MRI) was first developed in the 1970s and was primarily used in radiology as a medical imaging technique;
 - One of the main medical applications for MRI was neuroimaging, which had opened a fascinating element of medical research through its ability to record the living brain without damage;
 - MRI was developed by the physicist Sir Peter Mansfield, who was awarded the Nobel Prize in Physiology and Medicine in 2003, during his time at the University of Nottingham;
 - Mansfield's MRI scanning machine was an object in the Science Museum collection, and was destined for the new Medicine Galleries in the *Medicine & Bodies* gallery, in a section about *Imaging the Body*. It had previously been on display in the *Health Matters* gallery until the space was closed for the development of *Wonderlab*.

N McEnroe left the meeting

BT 06/17 4. **Minutes of meeting on 8 March 2017 and matters arising**

- 4.1 The minutes were approved as an accurate record of the previous meeting and signed by the Chairman.

BT 06/17 5. **Chairman's Business**

5.1 **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;
- The Advisory Board Chairmen had convened for their twice-yearly informal meeting on 20 June. Discussion topics had included the major projects at the National Railway Museum (Locomotion and York Central), and recent successes at the National Science and Media Museum, particularly visit numbers, which were currently 39% ahead on last year;
- SMG hoped to run a trustee recruitment campaign in 2017/2018, with some new appointments to start in 2018 and more to follow in 2019. Updated guidance on the new Public Appointments Governance Code had recently been received from DCMS and SMG would be proactive in engaging with the new process to secure the best possible outcome.

BT 06/17 6. **Director's Report**

6a The paper that had been circulated previously was noted. In addition:

- Visit numbers across all national museums in London were suffering a downward trend; this was attributed in part to recent security incidents in the city causing displacement outside of central London;
- New security measures had been installed on Exhibition Road; the Science Museum and its neighbouring institutions had been proactive in impressing the importance of visitor safety on the local council;
- The Development team had had their most successful year to date, including two major commitments from new donors towards the Medicine Galleries and *London Science City*;
- DCMS had requested a meeting to discuss SMG's relationship with the National Coal Mining Museum (NCMME).

6b. **Renaming Wroughton and Shildon**

It was noted that the Wroughton renaming issue would be discussed alongside item 7b (*One Collection: Preferred Building Option*) and the Shildon renaming issue would be discussed alongside item 13b (*Locomotion Due Diligence*).

BT 06/17 7. **7a Masterplan & Estate Committee**

7b. ***One Collection: Preferred Building Option***

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

- A paper was tabled showing the preferred location for the new building;
- A ten-year Masterplan for Wroughton was being developed in parallel with the project and the initial report would be available for the October Board meeting;
- The *One Collection* build project was also running in tandem with a curator-led review of the collection; the two projects greatly influenced each other and would each be discussed in depth by the SMG Collection and Research Committee;
- The Board supported the recommendation to rename Wroughton as the *National Collections Centre* [NCC] (as per item 6b on the agenda);
- **The Board approved** the approach to the development of the design and build specification as outlined in the paper.

7c. **Medicine Galleries Contract**

The paper that had been circulated previously was noted. **The Board approved** the procurement of the main contracts (via delegated authority to the Executive). It was suggested that the Board should receive a presentation on gallery content and narrative at a future meeting.

JN /ST

BT 06/17 8. **8a Audit & Risk Committee**

8b **Annual Report of the Audit and Risk Committee**

- i. The paper that had been circulated previously was noted. The opinion given for SMG for 2016–17 was 'major improvement required', resulting from the report on estates management.
- ii. It was noted that the principal mitigating actions taken by management were outlined in the paper for item 8d. Whilst estates management would remain a priority for SMG during the year ahead, other internal audit work had reflected strong controls in terms of governance and risk management across the Group.
- iii. A paper was tabled which outlined the high-level remediation milestones for estates management. **It was agreed** that a report showing progress against these milestones would be reviewed by ARC and appended to minutes submitted to the Board.

JE / KL

8c. **SMG Health and Safety Report**

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

- Specific mitigating measures were in place for various contractor management issues;
- SMG took an assumptive approach to asbestos management (e.g. incident at NSMM as outlined in paper);
- The high number of low-level incidents arising from the two *Wonderlab* galleries continued to be closely monitored;
- Health and Safety continued to be a high priority for the SMG senior management team.

8d. **Estates Compliance Action Plan**

This item was discussed earlier on the agenda alongside item 8b.

BT 06/17 9. **Science Capital**

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

- The difficulty of measuring increase in science capital was discussed; this would be achieved through monitoring levels of science engagement (SEM) as outlined in the paper;
- The purpose of building science capital was to increase a sense of ownership around, and interest in, science, as opposed to transmitting scientific knowledge;
- SMG had been a practice partner on the academic research project with KCL (ending in 2017) and therefore now had a real opportunity to share expertise as a sector leader in informal science learning.

9.2. Mr Tom O'Leary was thanked for his contribution to SMG during his time as Director of Learning.

T O'Leary left the meeting

BT 06/17 10. **SMG Annual Report and Accounts 2016/17**

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

- The net movement in funds for the year was an increase of c.£32m, mostly relating to the £27.6m upwards revaluation of the Group's fixed assets; and investable reserves had increased by c£4m;
- No grant would be made to the SM Foundation, which was in accordance with the expected outturn for the year.

10.2 **The Board approved** the SMG Annual Report and Accounts 2016/17.

BT 06/17 11. **SMG Plan 2016/17: End of Year Report**

The paper that had been circulated previously was noted. A discussion was had regarding a strategic approach to visit number forecasting; it was noted that each SMG site had its own tailored audience plan for each site (with the Science Museum also recently commissioning an in-depth analysis report on audience segmentation). It was also hoped that the new customer relationship management (CRM) system would yield further insights into SMG visitor behaviours.

B Cantor and D Willetts left the meeting

BT 06/17 12. **SMG Management Accounts, May 2017**

The paper that had been circulated previously was noted. It was noted that the Q1 forecast would address any profiling issues.

BT 06/17 13. **13a Finance Committee**
13b **Locomotion Due Diligence**

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

- A paper was tabled (at the request of SMG Finance Committee) which included further detail around the transfer negotiations with Durham County Council (DCC);
- Further work was needed on the final agreement, particularly around the governance framework, and a firm proposal would be brought to the next Board meeting for approval; **JN**
- SMG would undertake any urgent remedial estates actions as required during this interim period;
- Discussions regarding the renaming of the site (as per item 6b on the agenda) would continue and would involve a short consultation period. Approval for the final recommendation would be sought from the Board by email; **JN**
- It was noted that the Board would discuss the overall strategy for *Locomotion* at the October Strategy Day.

13c **Wonderlab Update**

The paper that had been circulated previously was noted. It was noted that a modest increase in ticket prices was proposed following the temporary closure of the gallery for remedial work in Sept/Oct 2017.

BT 06/17 14. **Board of Survey Recommendations**

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

BT 06/17 15. **Railway Heritage Designation Advisory Board Recommendations**

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

BT 06/17 16. **Terms of Reference for SMG Board sub-committees and working groups**

The paper that had been circulated previously was noted. **The Board approved** the terms of reference noting that a minor change in wording would be made regarding membership of the Museum Advisory Boards to maintain consistency. **DMA / ST**

BT 06/17 17. **Minutes and Reports from SMG sub-committees and working groups**

The paper that had been circulated previously was noted.

BT 06/17 18. **Any other business**

- 18.1 It was noted that SMG continued to investigate new electronic systems for Board administration. It was hoped that a system could be both procured and introduced in 2017.

Date of next meeting: Strategy Day on Tuesday 10 and Wednesday 11 October 2017, Wroughton and The King's Head Hotel, Cirencester

ST 05/07/2017