

**BRITISH MUSEUM
BOARD OF TRUSTEES
17 MARCH 2005
AT
3.00 PM**

PRESENT

Sir John Boyd (Chairman)
Mr Hasan Askari
Lord Broers
Sir Ronald Cohen
Professor Barry Cunliffe
Mrs Val Gooding
Dr Olga Kennard
Baroness Kennedy
Mr Richard Lambert
Mrs Edmée Leventis
Mr David Lindsell
Professor Martin Kemp
Mr David Norgrove
Mr Tom Phillips
Sir Keith Thomas
Sir John Tusa

The Director (Neil MacGregor), the Deputy Director Resources (Dawn Austwick), the Deputy Director Collections (Andrew Burnett), the Director of Finance (Christopher Herring) and the Governance Manager (Stephen Corri) were also present.

Simon Neale and Ian Ritchie joined the meeting for item 5.2 and Jonathan King joined for item 4.2.

Lissant Bolton, Collin McEwan, Jonathan King, Chris Spring, Richard Blurton, Tony Doubleday, Justin Morris and Fiona Grisdale attended the meeting for item 9.1.

The reports and minutes referred to below may contain exempt information within the meaning of Part II of the Freedom of Information Act 2000.

PRELIMINARY

1.1 *Apologies:* Apologies had been received from Lord Browne, Lord Powell, Mr Lader, Mr Salama and Mr Seth.

1.2 *New Trustee:* The Chairman welcomed Sir Ronald Cohen to his first meeting of the Board.

1.3 *Declaration of Interests:* The Board noted that this would be a standing item on all future meetings of the Trustees. No conflicts of interest were declared on this occasion.

CHAIRMAN'S REPORT

2.1 *Chairman's Report:* The Board received an oral report from the Chairman on significant issues arising in relation to the Museum's activities since the last meeting.

2.2 *Trustee Appointments Progress:* The Board noted that significant progress

had been made to ensure the appointments process was best aligned to support the Museum's ambitions going forward.

2.2.1 *Royal Appointment:* The Board received a report on the next Royal appointment to the Board.

2.3 *Succession to the Chairman:* A working group lead by Ms Gooding, and comprising Mr Lindsell and Lord Powell would be working in close consultation with the Chairman and Director to identify candidates for succession to the Chair. The Board noted and approved the recommendation that Ms Anna Mann be engaged on a pro-bono basis to assist with the external benchmarking of potential candidates. Trustees keen to be considered were invited to advise Ms Gooding at the earliest opportunity.

2.4 *Board Performance Evaluation:* The Board approved the draft Board Performance Evaluation Process. Mr Corri would manage the process and would write to all Trustees in the first instance to confirm requirements and the timeframe for responses.

MINUTES OF PREVIOUS MEETINGS AND MATTERS ARISING

3.1 *Minutes of the previous Board meeting:* The Board agreed that the minutes of the Board meeting of 26 November 2004 be signed by the Chairman as a correct record of their proceedings.

3.2 *Matters Arising:* Ms Austwick reported that following a nationwide ballot of its members, the Public and Commercial Services Union had voted for industrial action on 23 March. Negotiations at a local level were continuing and Trustees would be advised of the outcome.

MATTERS ARISING FROM THE COMMITTEES FOR DECISION BY THE BOARD

4.1 *Matters Arising from the Committees for Decision by the Board:* The Board approved the recommendations of the 3 March meeting of the Standing Committee and the 24 February meeting of the Nominations and Governance Committee. In addition, the Board noted and approved the further recommendation at 4.2 in the minutes of the 24 February meeting of the Nominations and Governance Committee in support of a rolling vacancy on the Board.

4.2 *Loan to the U'mista Culture Society:* The Board noted the report at item 4.2 and received an oral report from Jonathan King on the proposed loan. Mindful of the issues surrounding the request, the Trustees approved the loan on a 3 year renewable basis, for no longer than 9 years in total, in support of the development of positive relations with the U'mista Culture Society in future, and providing it could be undertaken in line with the Museum's *Loans Policy*.

4.3 *Loan of the Mold Gold Cape:* The Director invited the Board to consider a request for the loan of the Mold Gold Cape. The Board approved the loan in principle subject to the conditions of the Museum's *Loans Policy* being met.

MANAGEMENT REPORTS

5.1 *Museum Plan and Budget:* Ms Austwick introduced the Museum Plan. The Trustees noted that the Museum's visitor numbers were in line with the national trend though there remained scope for further improvement. This would be addressed through aligning marketing spend with the increasing dynamism of the Museum's

public programme. The Trustees noted and endorsed the cautious financial projections for the medium term which would allow for the continuing enhancement of the Museum's infrastructure and the development of enhanced technological capacity to underpin the Museum's future ambitions.

5.1.1 The Board approved the Plan and Budget and noted that the iterative and consultative nature of its development had ensured that trustees and staff were engaged to a far greater degree than had been possible in previous years. Consideration would be given to increasing the prominence of the Museum's research programme in the Plan in future years. A presentation on visitor trends would be made to the July Board.

5.2 *Space Planning:* The Trustees received a presentation on space planning from Ms Austwick, Mr Ritchie and Mr Neale. The Board noted that the forward programme comprised medium and long term ambitions which would be further developed over the coming months before negotiations with stakeholders could begin. Work on short term gallery improvement projects was underway and would be subject to ongoing consultation with curatorial departments. Assumptions around income generation would be factored into the space planning process.

5.2.2 The Board noted that the medium and longer term elements of space planning implied a need for robust fundraising systems and a significant amount of high level of support from the Board. Mr MacGregor, Ms Austwick and Sir Ronald Cohen would meet to consider mechanisms required to support the programme going forward. A walkthrough of the Museum site would be scheduled to ensure trustees were able to see the proposals in context.

MINUTES OF COMMITTEES

6.1 *Minutes of Committees:* The minutes of the meetings of the 16 December, 20 January and 3 March Standing Committee; 24 February Nominations and Governance Committee and 25 February Audit Committee were noted.

SCHEDULE OF TRUSTEES' BUSINESS 2005

7.1 *Schedule of Business for 2005:* The Board noted the schedule of Trustees' Business for 2005. The September meeting of the Board would be held in Berlin to allow for Trustees to continue discussions around the development of the Universal nature of the Museum's collection and its role as a Museum in the World.

SCHEDULE OF FORTHCOMING EVENTS TO JUNE 2005

8.1 *Schedule of Forthcoming Events for 2005:* The Trustees noted the schedule of forthcoming events for the remainder of 2005, which they were invited to help to host.

PRESENTATION ON HUMAN REMAINS

9.1 *Human Remains Strategy:* The Trustees received a presentation from Lissant Bolton, Collin McEwan, Jonathan King, Chris Spring and Richard Blurton on the elements of the Museum's collection which might be affected by the introduction of the Human Tissue Bill later in the year. Baroness Kennedy was leading a working group tasked with the development of the Museum's Human Remains strategy in readiness for the introduction of the legislation. A workshop would be arranged during May / June for Trustees to consider the issue further before a strategy was agreed at the July Board meeting.