

**BRITISH MUSEUM
BOARD OF TRUSTEES
28 NOVEMBER 2003**

AT
3.00 PM

PRESENT

SIR JOHN BOYD (CHAIRMAN)
MR CHARLES ALLEN-JONES
MR HASAN ASKARI
LORD BROWNE
PROFESSOR BARRY CUNLIFFE
MS VAL GOODING
SIR MICHAEL HOPKINS
PROFESSOR MARTIN KEMP
SIR JOSEPH HOTUNG
MR RICHARD LAMBERT
MRS EDMÉE LEVENTIS
MR DAVID LINDSELL
MR TOM PHILLIPS RA
LORD POWELL OF BAYSWATER
DR ANNA RITCHIE
MR ERIC SALAMA
SIR KEITH THOMAS
PROFESSOR JEAN THOMAS
SIR JOHN TUSA

The Director (Mr N MacGregor), the Deputy Directors (Ms D Austwick and Dr A Burnett), the Director of Finance (Dr Herring), the Secretary (Mr T Doubleday) and the Deputy Secretary (Mr Corri) were also present. Mr G Parston was present for items 1.7 and 4. Mr G Williams and Mr P Clennel were present for item 3. Ms Hancock, Mr Meadows and Mr J Williams were present for item 4.

The minutes referred to in paragraphs 8.1, 8.2 and 8.3 and the reports referred to in paragraphs 1.6, 4.1 and 7.1 contain exempt information within the meaning of paragraph 7 Code of Practice on Access to Government Information 1997.

PRELIMINARY

1.1 The Trustees agreed the proposal of the Nomination and Governance Committee at item 1.2, that Mrs Edmée Leventis be appointed to the Board for a period of four years in succession to Dr Jennifer Montagu.

1.2 The Chairman welcomed Mrs Leventis and Ms Gooding to their first meeting of the Board.

1.3 Potential nominees for future appointment to the Board were considered. The Trustees agreed that the Chairman should pursue the appointment of the nominees discussed.

1.4 The Chairman reported that HRH The Duke of Gloucester's term as a trustee had expired on 30 September. The Trustees warmly endorsed the proposal that HRH be invited to become the Museum's Royal Patron. Discussion with the Royal household was ongoing as to the nature of a future Royal appointment to the Board.

1.5 The Trustees noted that Lord Moser would stand down from his role as Chairman Emeritus of the British Museum Development Trust in February 2004 and that there would be an opportunity to consider the future role of the American Friends of the Museum at a joint meeting on 11 December. The future role of the Development Trust would be discussed with Lady Dalkeith and a small group comprising trustees and management would develop policy for the management of the Board's future relations with the American Friends.

1.6 The Chairman invited the Board to consider the paper on procedures for trustee appointments and succession planning at item 1.4.

1.7 Mr Parston stated his view that the Museum had in place an effective framework for Governance, though the process for trustee appointments might be more transparent and more fully articulated in order to satisfy the most rigorous public scrutiny. In addition, the personal specifications for future trustee recruitment and the mechanism for gauging the Board's performance, could usefully be refined to ensure that they were aligned with the Trustees' ambitions and the Museum's future tasks.

1.8 It was agreed that Mr Parston be invited to produce a further paper for consideration by the Nomination Committee on 15 January 2004 and to make proposals about how trustees might best move forward in this area.

MINUTES OF PREVIOUS MEETINGS AND MATTERS ARISING

2.1 MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES: The Trustees agreed that the minutes of their meeting held on 27 September 2003 be signed by the Chairman as a correct record of the proceedings. Professor Kemp asked that the minute be amended to show his attendance.

ANNUAL DISCUSSION WITH TRADES UNION REPRESENTATIVES

3.1 Mr Williams presented a review of industrial relations over the previous year from the Trades Unions' perspective. There had been an overall improvement in the relations between the Trade Unions and the Museum's Management team due in part to the opportunity for increased engagement on a number of levels. However, there still remained scope for improving communication between the Board, the Management team and Museum staff.

The deficit reduction process had been handled with fairness and integrity and it was suggested that the principles established during the process might form a framework for future restructuring exercises. The impact on overall capacity resulting from the reduction in staff numbers achieved through the deficit reduction process, and the consequent implications for building capacity and future programmes of work, were noted. The fresh approach to the Pay and Grading Review was an encouraging sign that the Museum's management team were now engaging in the process in a positive way. The use of consultants in the process had added significantly to the validity of the findings and their involvement had been welcomed. The Chairman thanked Mr Williams for his remarks.

FORWARD PLANNING

4.1 The Board received the Briefing for the Plan and outlines for the Business, Research and International strategies. The Board considered the relationships and

conflicts between the strategies. A further session on the development of the Plan would be scheduled for February 2004.

GOVERNANCE

5.1 The Board received the revised Governance Guide and endorsed the changes recommended by the Nomination and Governance Committee.

THE CHAIRMAN'S REPORT

6.1 THE DEATH OF PROFESSOR T E ALLIBONE.- The Trustees noted with regret the death of Professor T E Allibone.

6.2 DAVID LINDSELL TO ASSIST IN SUPPORT AT BMF MEETINGS.- The Trustees noted that Mr Lindsell had kindly agreed to join Lady Dalkeith in representing the Board at meetings of the British Museum Friends' Council.

THE DIRECTOR'S REPORT

7.1 The Board noted the Director's report.

MINUTES OF THE COMMITTEES AND MATTERS ARISING

8.1 MINUTES OF THE STANDING COMMITTEE AND INVESTMENT SUB-COMMITTEE: The minutes of the meeting of the Standing Committee and Investment Sub-Committee on 20 November were noted and the recommendations therein were approved.

8.2 MINUTES OF THE AUDIT COMMITTEE: The minutes of the meetings of the Audit Committee on 14 October were noted and the recommendations therein were approved.

8.3 MINUTES OF THE MEETINGS OF THE NOMINATION AND GOVERNANCE COMMITTEE: The minutes of the meetings of the Nomination and Governance Committee on 8 October and 18 November were noted and the recommendations therein were approved. Further consideration would be given to developing a mechanism to support a programme of advocacy as described by Mr Lader.

SCHEDULE OF TRUSTEES' BUSINESS 2004

9.1 The Board noted the revised schedule of Trustee Business for 2004.

LIST OF FORTHCOMING EVENTS

10.1 The Board noted the revised schedule of forthcoming events.