

**BRITISH MUSEUM  
BOARD OF TRUSTEES  
26 NOVEMBER 2004**

**AT  
3.00 PM**

**PRESENT**

Sir John Boyd (Chairman)  
Mr Hasan Askari  
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  
Lord Powell of Bayswater  
Mr Vikram Seth  
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.

Peter Clennel and Virginia Hewitt attended for item 1.1; Chris Rofo attended for item 5.1; Tony Doubleday attended for item 5.2; Sukie Hemming and John Piva (fundraising consultant) attended for item 5.4; Ian Ritchie, John Fairclough, Simon Neale, and Sat Jandu attended for item 5.5.

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

**ANNUAL DISCUSSION WITH TRADE UNION REPRESENTATIVES**

1.1 Mr Clennel and Ms Hewitt reported on the increasingly positive nature of relations between the Museum and the Trade Unions over the previous twelve months. Mr Clennel emphasised that the industrial action on 5 November had not resulted from a dispute between the PCS and the Museum itself but from a nationwide dispute with Government which local PCS officials and members had been obliged to support. The Chairman expressed the hope that the Museum would not have to experience further events of this kind. The Board noted that there was a renewed willingness to work towards shared objectives and in particular to ensure the relevance and effectiveness of the Pay and Grading exercise.

**CHAIRMAN'S REPORT**

2.1 The Trustees received an oral report from the Chairman on his activities on behalf of the Museum since their last meeting.

2.2 Professor Cunliffe reported that there now appeared scope for significant progress to be made in aligning more effectively the structure and objectives of the

Friends with the future ambitions of the Museum.

2.3 The Chairman reported on progress in relation to outstanding appointments to the Museum's Board and on the nature of upcoming vacancies. It was noted that the role specifications for the next four appointments were closely aligned with the needs of the Museum going forward and specifically aimed at ensuring high level support for the *Museum in the World* initiative.

2.3.1 The Board noted and agreed the recommendation of the Nominations and Governance Committee that future trustee terms of re-appointment be subject to review to ensure that role and person specifications continued effectively to support the Museum's ambitions and planned activities. Where this was not the case a second term would not necessarily be recommended.

2.3.2 After considering the skills already represented on the Board currently and the programme of work over the next four years, the Board approved the recommendations of the Nominations and Governance Committee in respect of Mr Philips and Mr Allen-Jones. The Royal Academy and the DCMS would be advised accordingly.

#### **MINUTES OF PREVIOUS MEETINGS AND MATTERS ARISING**

3.1 The Trustees agreed that the minutes of the Board meeting of 1 October 2004 be signed by the Chairman as a correct record of their proceedings.

3.2 Trustees were reminded of the need to ensure that their entries in the Register of Trustees Interests were up to date and to advise Mr Corri where this was not the case.

#### **MATTERS ARISING FROM THE COMMITTEES FOR DECISION BY THE BOARD**

4.1 The Board approved the recommendations of the 2 October and 18 November meetings of the Nominations and Governance Committee at items 5.1 and 5.2 respectively.

#### **MANAGEMENT REPORTS**

5.1 SECURITY.- The Trustees noted the paper at item 6.1 and received an oral report on Security from Mr Rofe.

5.2 INTERNATIONAL RELATIONS.- The Trustees noted the paper at item 6.2 and received a oral report from Mr MacGregor and Mr Doubleday on recent developments in Australia. A visit from the Te Papa Museum (New Zealand) was reported.

5.3 MUSEUM IN THE WORLD – AGENDA FOR WORKSHOP.- further work would be undertaken to set up a workshop during the first quarter of 2005 for trustees to consider further the resource implications of the *Museum in the World* initiative.

5.4 FUNDRAISING.- The Trustees received a tabled paper and an oral report from Mrs Hemming and Mr Piva on the development of a sustainable model for fundraising to underpin effectively the Museum's objectives over the next 5 – 7 years and beyond. In particular it was noted that the proposal would require the full and active support of the Board and the engagement of a team of high level supporters.

Following extensive discussion, the Board endorsed the broad thrust of Mr Piva's proposal and would consider detailed options at their next Board meeting in March 2005. They also underlined the need for robust in-house machinery to support the proposals.

5.5 SPACE PLANNING.- The Trustees received a presentation on Space Planning from Ms Austwick, Mr Ritchie, Mr Fairclough, Mr Neale, and Mr Jandu. A detailed audit of the Museum estate had been undertaken to identify the overall strategic potential of the site, its fitness for purpose, and to chart the movement of visitors around the Museum and the impact this had on the quality of the visitor experience. The data from this audit was being used to construct a computer generated model of the entire BM site. It was thought that this was the first time such an exercise had been undertaken on this scale by any cultural organisation. The model would subsequently be used to test out design options. The outputs from this work would now inform choices around the further development of the Museum's estate. Options for further development would be considered at the Standing Committee on 16 December.

#### **MINUTES OF COMMITTEES**

6.1 The minutes of the meetings of the 19 October Audit Committee, 4 November Standing Committee and 18 November Nominations and Governance Committee were noted.

#### **SCHEDULE OF TRUSTEES' BUSINESS 2005**

7.1 The Trustees noted the schedule of Trustees' Business for 2005.

#### **SCHEDULE OF FORTHCOMING EVENTS TO JUNE 2005**

7.2 The Trustees noted the schedule of forthcoming events to be hosted by the Museum from December 2004 – June 2005

#### **PRIVATE SESSION**

8.1 The Trustees met in private session to consider the Nominations and Governance Committee's annual performance appraisal of the Director.