

**CONFIRMED MINUTES
MEETING OF BOARD OF TRUSTEES**

Friday 27 September 2019
The Drawing Room, Cultra Manor, Ulster Folk & Transport Museum

Trustees Present:

Mr Miceal McCoy – Chairman
Professor Garth Earls – Vice Chairman
Professor Karen Fleming
Mrs Hazel Francey
Mrs Daphne Harshaw
Dr Rosemary Kelly
Mr Alan McFarland
Dr George McIlroy
Mrs Catherine Molloy

NMNI:

Kathryn Thomson, Chief Executive (CEO)
William Blair, Director of Collections (DC)
Colin Catney, Chief Operating Officer (COO)
Michelle Ashmore, Secretariat
Pamela Baird, Audience Insights and Planning Manager (AIPM)

1. Welcome & Apologies

The Chairman formally welcomed everyone to the meeting.

Apologies were received from:

- Dr Litvack

2. Conflicts of Interest

The Chairman ascertained that there were no conflicts of interest in relation to the business as set out on the agenda.

3. Approval of Minutes

3.1 Minutes of Meeting held on 21 June 2019

Trustees approved the Minutes of the Board Meeting held on 21 June 2019.

Proposed by: Mrs Francey

Seconded by: Mrs Molloy

3.2 Minutes of Special Meeting held on 14 August 2019

Trustees approved the Minutes of the Board Meeting held on 14 August 2019.

Proposed by: Professor Fleming

Seconded by: Professor Earls

4. Matters Arising

4.1 Update on Actions from previous meeting

The CEO advised that the actions from the meetings of 21 June 2019 and 14 August 2019 had all been completed.

5. Business of Chairman

5.1 Trustees' Attendance Record

The Board noted the Attendance Record.

One amendment was noted for the June record.

5.2 Board Business Planning Diary

The Board agreed the schedule of Board and Committee meetings and agreed that any Special Meetings would be scheduled as required.

5.3 Board Self-Assessment Action Plan

The Chairman reminded the Board that a number of actions had been discussed at the August meeting and they were presented for approval.

The Board approved the action plan.

5.4 Advocacy Engagements

The Chairman reminded Members that it had been agreed in August that advocacy would be a standing agenda item to allow Trustees to update on any recent advocacy engagements.

The Board discussed advocacy more broadly agreed that the Chairman and CEO would meet to review the reporting of advocacy engagements by the Board.

5.5 Bi-Annual Assurance Statement

The Board noted that National Museums NI was required to provide an Assurance Statement to the Department bi-annually. The BiASS had been reviewed by ARAC and was recommended to the Board for approval.

The Board discussed PPE's, Internal Audit Assurances, Business Plan Reporting, and scrutiny and assurances provided through ARAC. The CEO drew members' attention to the section on Business Planning and the Board welcomed the setting of challenging targets.

Proposed by: Mr McFarland

Seconded by: Dr Kelly

6. Loans & Disposals

6.1 Loans for Approval by the Board of Trustees

The CEO advised there was two loans for approval. Julian Friers Ireland's Lost Monsters and University of Ulster Art Unwrapped.

Professor Fleming declared an interest as an employee of Ulster University. Dr Kelly declared an interest as a member of the Board of the RUA.

Trustees approved the loans as presented and the Chairman signed the schedule on behalf of the Board.

Proposed by: Dr Kelly

Seconded by: Mrs Molloy

6.2 Loans approved by GP&F

Trustees noted the loans approved by the GP&F Committee on behalf of the Board at its meeting on 30 August 2019.

6.3 Disposal for Approval by the Board of Trustees

The DC outlined the proposed disposal which had been identified through the implementation of the Collections Development Policy. The ship signalling flags for disposal were in a state which was irreparable and there were other similar items in the collection which protected the historical record.

The Board discussed the movement of the Transport collection and improved conditions moving forward as well as the application of the disposal process. The Board commended the staff for work in this area.

The Board approved the disposal and the Chairman signed on behalf of the Board.

Proposed by: Professor Earls

Seconded by: Dr Kelly

7. Business of Chief Executive

7.1 Chief Executive's Report

The Chief Executive reviewed the above report in discussion with Trustees, making specific reference to the following:

- Audience Development activity during the quarter which had included the production of the 'What's On' guide; and the trial and evaluation of a range of new experiences.
- Organisational delivery – for which there had been considerable recruitment in roles across the organisation and an updated structure which had been provided.
- Budget – the revenue and capital budget position.

- Strategic engagements – which had included the opening of the Game of Thrones tapestry in Bayeux.
- Acquisitions – which had included an Elisabeth Frink gift and a further bequest for which further information would follow.
- The Executive Team learning journey findings which had been shared.

The Board discussed legacy initiatives; the progress with recruitment and the leadership training which had been delivered.

8. Strategic Priorities

8.1 Exploring History & Identity Through Collections

The DC gave a short presentation to the Board on the approach which had been taken to the Decade of Centenaries. He reflected on the work that had been undertaken, including 1916, Poppies and the new modern history and Troubles & Beyond galleries at the UM. The DC outlined the theory and practice which had informed the approach and the stakeholder and partner collaboration undertaken.

The DC outlined future plans which included the EU Funded 'Making the Future' programme. Mrs Francey declared an interest as she had been on the Special EU Programme Funding Committee but had withdrawn from the proceedings related to National Museums NI's application.

The Board noted the sectoral leadership that National Museums NI provided and the international recognition achieved. The Board discussed the value of partnership and collaboration; master planning; the tourism sector and wider commercialisation.

The Board confirmed that they were content with the approach to 2021.

Item 9.1 was taken at this point and Professor Earls and Mrs Molloy left the meeting at 12pm.

8.2 Troubles & Beyond Evaluation – Board Reserve Fund Bid

The CEO advised the Board that the proposal presented for Board approval was for a formal evaluation of National Museums NI's work on 'Troubles and Beyond' as presented under agenda item 8.1.

The Board approved the proposal.

Proposed by: Mrs Francey

Seconded by: Mrs Harshaw

8.3 Cultural Development Programme Annual Review

The COO took the Board through the tabled report and highlighted key activities undertaken as part of the Cultural Development Programme. He drew Members attention to the following:

- Leadership Development – in particular the Foundation in Leadership and Management Training which had been rolled out for 48 managers and which would be repeated for 18 new managers.
- Performance Management – in particular the new Performance Excellence Framework which had launched and been completed for 95% of staff.
- Staff Engagement and Communications – in particular team briefings, site sponsorship meetings and the communication of key messages from SMT meetings.
- Organisational Structure – the progress made with recruitment and challenges which had been overcome.
- The introduction of 'agile' as a way of working; the digital road-mapping group and Gamma agile group.

The Board discussed the quality control process by curatorial staff for front of house engagement with visitors; the quality appointments made and the level of culture change which was evident.

The Board agreed to invite the Senior Management Team to join them for lunch following the December Board meeting.

9. Board of Trustees' Committees

9.1 Audit & Risk Assurance Committee

9.1.1 Adoption of Minutes of [ARAC] Meeting held on 14 June 2019

The Chairman of ARAC presented the minutes of the June meeting. Trustees adopted the minutes of the ARAC meeting of 14 June 2019.
Proposed by: Dr McIlroy
Seconded by: Mrs Francey

9.1.2 Update of Meeting held on 16 September 2019

The Chairman of ARAC spoke to the note of the Committee meeting held on 16 September. Trustees noted the report of the meeting held on 16 September 2019.

Papers arising from ARAC meeting of 14 June 2019:

9.1.3 Corporate Risk Register

The Board approved the Corporate Risk Register.
Proposed by: Mrs Molloy
Seconded by: Professor Fleming

9.1.4 Review of Corporate Governance

The Board reviewed the responses to recommendations which had been agreed at the August meeting.

9.2 General Purposes & Finance Committee

9.2.1 Adoption of Minutes of GP&F Meeting of 24 May 2019

The Chairman of GP&F presented the minutes of the May meeting.
Trustees adopted the minutes of the GP&F meeting of 24 May 2019.

Proposed by: Dr McIlroy
Seconded by: Professor Fleming

9.2.2 Update on Meeting held on 30 August 2019

The Chairman of GP&F spoke to the note of the Committee meeting held on 30 August and highlighted the following:

- KPI's were on target
- Breakeven position was expected at year-end
- Performance Excellence Framework initiation
- Tour of stores for Board would be arranged
- Audience Development and Engagement achievements including production of What's On Guide
- GP&F Self-Assessment had been concluded

The Board noted the report of the meeting held on 30 August 2019.

Papers arising from GP&F meeting held on 30 August 2019:

9.2.3 Performance Reports:

a) Financial Performance

The Board noted the Financial Performance Report.

b) Business Performance Report

The Board noted the Business Plan Performance Report.

10. FOIs

The Board noted the FOI report.

11. Any Other Business

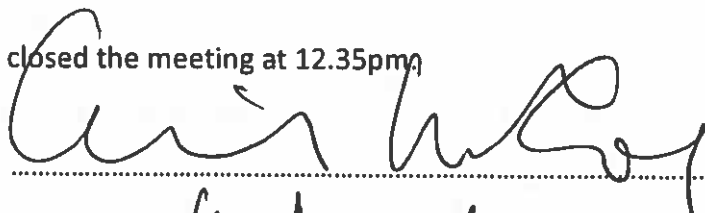
Professor Fleming noted that she was happy to see that students could now more easily access the use of free images for research publication purposes.

12. Date of Next Meeting

The Chairman advised Trustees that the next meeting of the Board would take place on Friday 13 December 2019.

The Chairman closed the meeting at 12.35pm

Signed:



Date:

13th December 2019