

BOARD OF TRUSTEES

Minutes of a meeting of the Board of Trustees held on Friday, 4 December 2009, at 11.30 am in the Belfast Room at the Ulster Museum.

Trustees Present:

Mr Dan Harvey (Chairman)
Mr Tom Shaw (Vice Chairman)
Ms Linda Beers
Lt Col Harvey Bicker
Mr Neil Bodger
Mr Pat Carvill
Mr Joe Kelly
Dr Richard McMinn
Mrs Wendy Osborne
Miss Anne Peoples
Dr Brian Scott
Dr Alastair Walker

In Attendance:

Mr Tim Cooke (Director & Chief Executive)
Mr Paddy Gilmore (Director of Learning & Partnership)
Mr John Gilmour (Director of Development)
Mrs Jude Helliker (Director of HR & Organisational Development)
Mr Oliver McKenna (Business Planning Manager)
Mrs Gillian McLean (Director of Marketing, Communications & Trading)
Mrs Joanne Sloan (Acting Director of Finance & Planning)
Mr Mark Wilkinson (HR Manager)
Ms Jenny Carmichael (Committee Secretary)

1. WELCOME

The Chairman welcomed Trustees to the rejuvenated Ulster Museum. He referred to the highly professional manner in which the launch had been conducted, advising Trustees that there had been over 120,000 visitors in the first six weeks. Trustees joined the Chairman in commending staff on the very successful relaunch of the Ulster Museum.

2. APOLOGIES

Apologies were received from Trustees, Dame Geraldine Keegan and Mr David Moore, from the Director of Collections & Interpretation, Dr Jim McGreevy, and from Mr Mick Cory, Director of Sport, Museums & Recreation, DCAL.

3. APPROVAL OF MINUTES OF MEETING HELD ON 11 SEPTEMBER 2009

The minutes of the meeting held on 11 September 2009 were approved, subject to the following amendments:

References throughout to 'Mrs Peoples' to be changed to 'Miss Peoples'
Page 3, Line 2: 'EQFM' to be changed to 'EFQM'.

4. MATTERS ARISING FROM MINUTES OF MEETING HELD ON 11 SEPTEMBER 2009

4.1 Item 3, Matters Arising from the Minutes of the Meeting held on 22 May 2009 - Art Gallery: the Director reported that, following discussions between representatives of the Arts Council and DCAL, including the Deputy Secretary, Edgar Jardine, it had been agreed that DCAL would lead a strategic review of the issues surrounding the various proposals for an Art Gallery. National Museums would participate in this review.

4.2 Item 5, Business of Chairman - Firearms Issue: the Director advised Trustees that this matter had been satisfactorily addressed. The new licence had been issued and the Chairman had written to the Minister confirming the position.

4.3 Item 5, Business of Chairman - Trustee Appraisals: Trustees welcomed the Director's proposal that the Director of National Museums Scotland, Dr Gordon Rintoul, be invited to lead a workshop for Board members. Dr Rintoul would be able to draw on his wealth of experience in the UK museum sector as a whole and at National Museums Scotland, where many of the situations he faced would be similar to those at National Museums Northern Ireland. As chief executive of a multi-site national museum he had experience of managing museums with diverse collections, of introducing a reform and modernisation programme and of seeing through to successful completion a number of major capital projects. Dr Rintoul also had extensive experience of working alongside new political institutions.

5. BUSINESS OF EXECUTIVE

5.1 2009/10 Business Plan Quarterly Update – Period 2

KPIs

The Director drew Trustees' attention to the visitor figures for the six months to end September, which at 372,364 represented 47% of the target of 780,000. As the period covered was before the re-opening of the Ulster Museum, the Director was confident that the year end target could be achieved.

With regard to website visits, the Director of Marketing, Communications & Trading advised Trustees that at the start of the current financial year four different web measurement tools had been in use across the organisation's websites, resulting in inconsistent data which was difficult to compare accurately. It had therefore been decided, on the occasion of the launch of the new website format at the end of July, to move all National Museum web sites, with the exception of W5, to one web measurement provider, Google Analytics. Initially this would result in apparently lower website visit figures, caused by Google Analytics' practice of discounting the significant number of visits from other web analysis providers, which were not considered to be 'true' visitors.

With regard to the number of collections-related images available online - 1,667 at the end of September set against the target for the year of 12,000 - Trustees noted that a further 8,258 images had been digitised and would be made available online as soon as the captions had been prepared. This work was expected to be completed by the end of the year. Trustees congratulated staff on the excellence of the new website.

Maritime and *Titanic* Exhibition

In response to a query from Dr Walker, the Director reported that a workshop had been organised to consider various aspects of National Museums' marking of the centenary of RMS *Titanic*. Different themes of the topic would be explored at each site and a small team would be appointed to co-ordinate these activities. At the Ulster American Folk Park the theme of emigration would be examined in connection with the liner, while at the Ulster Museum the social, economic and political history surrounding Belfast in the period from 1912 to the outbreak of the First World War would be considered.

At the Ulster Folk & Transport Museum it was hoped that the focus would be on the revitalisation of the *Titanic* Exhibition. An application for funding from NITB had been submitted. The work was scheduled to be undertaken in 2010/11.

The Director also outlined a number of other *Titanic*-related projects under consideration.

Art Collections

Miss Peoples, whilst noting the importance of raising the profile of National Museums nationally and internationally and of promoting Northern Ireland's reputation abroad, asked if the public would be given the opportunity in the Spring to view the best of the Irish Art Collections, as this had not been the case for some time. The Director assured Trustees that when the Scully Exhibition closed, the Ulster Museum's art collections, including the Irish Collection, would go on display. While there were a small number of National Museums' paintings still on loan elsewhere, but this would not be to the overall detriment of the exhibition in the Ulster Museum.

MLA Accreditation

Trustees noted that the Director of Collections & Interpretation had met the MLA's Accreditation Manager earlier that week to draw to a conclusion all aspects of National Museums' application for accreditation. The application was due for review by the MLA on 10/12/09. (Note: this was subsequently postponed until 25/2/10.)

Transfer of Armagh County Museum

The Director advised Trustees that he was keeping the matter of the transfer of Armagh County Museum to Local Authority control under constant review with DCAL representatives. At present there was nothing new to report. Mr

Marshall McKee, who had been responsible for this prior to his retirement, had agreed to continue to play a role in the matter on a voluntary basis. He would be attending meetings as appropriate and would keep the Director and Dr Greer Ramsey, Acting Curator of Armagh County Museum, fully informed.

Publicity Feedback from Ulster Museum Re-opening and Sean Scully Exhibition

In response to a query from Dr Scott, the Director advised Trustees that public reaction had been monitored closely, in particular with regard to the Troubles Gallery and the Sean Scully Exhibition. Visitors' response to the former had been very positive, expressing the belief that the subject matter had been treated with sensitivity. The reaction to the Sean Scully Exhibition had varied - comments from the international art world had been very positive and had demonstrated a raising of awareness of National Museums Northern Ireland. The Director of Marketing, Communications & Trading advised Trustees that the value of the media coverage from March 2009 to the present date, monitored in terms of equivalent advertising value, was approaching £1m, of which approximately 13% was national and international coverage.

5.2 Draft 2010-11 Business Plan

The Director presented the draft Business Plan 2010-11, advising Trustees that it was consistent in format and focus with the Corporate Strategy. The initial draft had already been reviewed by the General Purposes & Finance Committee on 16/10/09 and by DCAL. Feedback from both had been taken into account in the draft before Trustees. The Chairman advised Trustees that members of the General Purposes & Finance Committee had been very impressed with the way in which the organisation was taking steps to ensure that it would be able to deliver the Plan.

Trustees noted that the 2010-11 Plan called for an increase in grant-in-aid from £12.85m in the current year to £13.75m. This would not, however, permit more ambitious programme funding as there were a number of significant, additional costs arising in the year, including a full year's running costs of the Ulster Museum, additional pension costs and the as yet unknown cost of the new salaries and wages settlements. It was expected that the general thrust within Government for the incoming year would be to make reductions in funding but National Museums had already drawn DCAL's attention to the fact that it had been coping with a flat-line funding situation for the previous three years.

The Director of Human Resources & Organisational Development took Trustees through the document. Its themes were in line with the Corporate Strategy, of which this Plan represented Year 2. There was recognition within the organisation that there needed to be greater coherence and integration between the Business Plan, operational plans and the internal boards, and to this end, a new model for assisting the internal boards to develop a more integrated pattern of working was being examined. Trustees noted that one of these boards, the Reform and Modernisation Board, had been renamed as the Organisational Development Board to reflect the ongoing nature of its work. The Director of Human Resources & Organisational Development advised Trustees that it was also planned to introduce a new performance management and development process in the next financial year to link individual and team performance to organisational performance, encouraging better integration across directorate activity and ensuring that objectives were linked to Programme Boards.

The main points noted or raised by Trustees were as follows:

- the key areas for evolving learning programmes had been identified, leading to a much broader approach than had historically been the case;
- DCAL had asked the organisation to reconsider its capital programme in the light of potential reduction in capital allocation;
- reference to the new trading company would not be included until the 2011/12 Business Plan as it would not be formed until 2012;
- Dr Walker raised two matters in connection with the Master Plan. Firstly, given its urgency and given the delay in appointing consultants, he asked whether alternative arrangements had been considered. Secondly, he suggested that the references to the development of options for display of the maritime collection were too limited. If National Museums were to get to the stage of telling the full story of the relationship of the people of Ireland with the seas around them, there would have to be full engagement with a range of partners and this document would have to reflect that. The Director agreed that National Museums could not act alone, but expressed the belief that DCAL would be best placed to take the lead in this matter, fully supported by National Museums. He advised Trustees that the Permanent Secretary had convened a meeting on the subject and that he intended to broaden the discussion to include consideration of the position of the Titanic signature project;

- the emphasis would be on achieving business integration as identified in the Corporate Strategy;
- under 'Third Level Education', the development of a relationship with the new Education and Skills Authority had been included. Mr Shaw pointed out that this would be more appropriate under the section 'Schools' as the Authority's work related to schools. He agreed with Dr McMinn's recommendation that acknowledgement of the work already undertaken at further and higher education level be included, together with the aspiration to increase this work, developing relationships with further education colleges across Northern Ireland;
- with reference to implementing a performance management system, Trustees noted that several options, including the European Foundation of Quality Management, were being considered;
- Mrs Osborne recommended that the Plan include a record of the material published and the lectures delivered by Museum staff, this being one of the methods through which museums traditionally built their reputation.

The Director thanked Trustees for their comments and assured them that these would be taken into account in the ongoing refinement of the Plan. His aim was to have it ready for submission to DCAL in January. Trustees approved the general approach taken in the Plan and authorised the Director to forward it to DCAL when appropriate.

5.3 Ulster Museum Update

The Director reported on the very successful re-launch of the Ulster Museum which had been marked by a week of special events. The reaction from all sides, but especially the general public, had been positive and enthusiastic. There had been 120,000 visitors in the six weeks since the opening, a record for a cultural institution in Northern Ireland. Especially pleasing had been the broad demographic spread of the visitors, a significant number of whom were visiting for the first time. Schools and community groups were also attending in large numbers and, on the corporate side, the Ulster Museum appeared to be emerging as the contemporary public building of choice for a wide range of events organised by both public bodies and private individuals. Funders, too, had expressed pleasure at the positive outturn from their investment.

The Director reminded Trustees of the discussion at the previous meeting under Reserved Business of the inescapable financial pressures on the Ulster Museum project, totalling at that time £205,000 - the figure had since risen to £233,770. Negotiations had been taking place with DCAL regarding a number of matters, in an attempt to finalise the capital aspect of the Ulster Museum project and the revenue situation of the organisation as a whole. These discussions had included the treatment of the mount making and had resulted in DCAL deciding that the mount making was to be capitalised, thus requiring National Museums to surrender it from revenue funds and make a new bid for an equivalent amount as part of the December monitoring round. Two Business Cases had been submitted to DFP seeking retrospective approval for the total amount.

Once the above matters had been finalised, the Director advised Trustees that he planned to seek funding from DCAL for some additional projects at the Ulster Museum. These included finalisation of the Discover Art Zone, which would be partly funded through a donation of £55,000 from the Friends of the Ulster Museum.

Mr Carvill, in commending the very positive and friendly attitude he had encountered in meeting gallery staff, urged the organisation to invest continually in refreshing staff training, particularly the front line staff, as this was crucial to a good visitor experience.

Trustees noted that visitor patterns at the Ulster Museum validated the decision to close on Mondays and to extend weekend opening hours. There was a clear trend emerging that Saturdays and Sundays were the most popular days. At the other sites, especially the Ulster American Folk Park where there was a completely new situation, it would only be possible to judge the changed pattern of opening hours after a longer period of time.

5.4 Financial Update

Revenue

The Acting Director of Finance & Planning advised Trustees that, in anticipation of a successful outcome to the bid to DCAL for £250,000 additional revenue to cover a number of items including the mount-making costs, all budgets were being closely managed to keep the organisation overall within its 2009/10 revenue grant-in-aid of £12.8m.

The Acting Director of Finance & Planning outlined the main pressures: sponsorship and corporate income targets had not been met; payroll costs had exceeded budget as a result of the continued payment of contracted overtime;

additional security costs had been incurred at the Ulster Museum during the period immediately prior to the re-opening when some contractors were still on site; and there had been additional costs arising from an extended opening programme at the Ulster Museum. On the other hand, retail income had been healthier than budgeted, electricity costs had been lower than anticipated and the new rosters, with tight overtime control, would bring a reduction in costs.

Capital

2009-10 Current Profile: the Director of Development reported that expenditure on capital projects in the current financial year was likely to be in the region of £5.5m. Originally the approved budget had been £7.6m but that had assumed income from the sale of the Malone buildings, which would not now take place in 2009/10. He commented on some of the current capital projects as follows:

Cultra Manor: subject to the awarding of the contract, work was expected to start early in 2010 with expenditure of £800,000 in the current financial year;

Capital Maintenance Programme: the organisation was continuing to invest in upgrading and improving its sites;

New World Development at Ulster American Folk Park: the landscaping of the 27 acres was progressing although hampered by recent very wet conditions which made the use of heavy plant in the deep bog land very difficult;

Minor Operational Capital: expenditure of £400,000 on a range of small plant and equipment across the sites was anticipated.

2010-11 Outlook: Trustees noted that, following discussions between DCAL and National Museums, there had been some indication that the capital allocation for 2010/11 might be in the region of £10m, but this had not been confirmed, making planning for progress with current projects very challenging. The priorities for National Museums would be, in the first instance, the projects already started, such as the refurbishment of Cultra Manor and the New World Development, followed by commencement of the design phase of the Collections Resource Centre and the two Visitor Centres.

Disposal of Malone Buildings: the Director of Development reported that the Business Case for the sale of Malone Buildings, requested by DCAL, had been prepared and would be submitted in the near future. Subject to its being approved, the building would be put on the market in the 2010/11 financial year.

5.5 Reform and Modernisation

Review of Opening Hours: item covered above at '5.3 Ulster Museum Update'.

Review of Terms and Conditions

The Director of Human Resources & Organisational Development reported that for several months negotiations had been ongoing with the Trade Union, NIPSA, regarding proposals for new pay and working arrangements for over 200 Visitor Services staff. The discussions, led on Management's behalf by the Director of Operations and the Acting Director of Human Resources & Organisational Development, had concentrated on 4 main areas: aligning the grading structure with NICS scales; replacing premium payments for weekend working with a flat rate shift allowance; introducing new rosters; and buying out contractual overtime. NIPSA had finally agreed to recommend one of the options to its members. The result of the ballot was expected the following week and, if accepted, would allow the changes to be implemented with effect from 1/1/10. Further discussions were ongoing regarding some changes to working arrangements for security and cleaning staff.

Management Responsibilities

The Director of Human Resources & Organisational Development reminded Trustees that when the Permanent Secretary of DCAL had given approval in 2005 for the creation of 3 additional director posts - Marketing, Communications & Trading, Learning & Partnership and Collections & Interpretation - there had been some conditions attached, one of which was that a review of the senior structure be undertaken. This was now being considered by the Director and his recommendations would be referred to the Chairman and to DCAL.

The retirement of the Director of Operations had led to some interim measures. A number of Directors had assumed additional responsibilities and the 3 Heads of Operations were reporting directly to the Director.

VER

The HR Manager reported that 9 members of staff had taken early retirement under VER Phase 4, bringing the total under all phases to 40. In terms of payroll savings, this would amount to approximately £1.4 million in the 2010/11 financial year.

5.6 2008-09 Annual Report and Accounts

Trustees noted that DCAL had reviewed the 2008-09 Annual Report and Accounts and made some recommendations for changes to the text which had been incorporated into the Report. The Audit Committee had approved the amended Report. On the proposal of Dr Scott, seconded by Mrs Osborne, the Board of Trustees adopted the 2008-09 Annual Report and Accounts.

5.7 Approval of Loans

The Board of Trustees approved the schedule of loans to and from the collections of National Museums Northern Ireland, dated 4th December 2009, a copy of which is attached to these minutes.

5.8 Bank Account Signatory

In accordance with established practice, and at the request of the auditors, KPMG, the Chairman completed the relevant form to enable him to become a cheque signatory for the National Museums Northern Ireland bank account.

6. BUSINESS OF CHAIRMAN

Events

The Chairman reported that he had attended a number of events on behalf of National Museums, including a very interesting exhibition of photographs of famous astronomers which was on display in partnership with Armagh Observatory at Armagh County Museum.

Membership and Structure of Board Committees

The Chairman reminded Trustees that at the commencement of his Chairmanship he had undertaken to review the structure and membership of the Board's Committees. In preparation for this, he had consulted the Chairs of all the Committees, had attended recent meetings and had spoken to management concerning future plans. The Chairman intended to write to each Trustee on this matter over the following weeks, setting out the rationale for what he proposed and indicating where he would like individuals to become involved.

There were 4 main reasons why the Chairman felt the time was right for change:

- the committee structure had been established originally to reflect the needs of the organisation at that time, but the organisation had developed significantly since then;
- a periodic review ensured that the structure remained as efficient as possible, making good use of Trustees' valuable time and taking care not to overburden the management team;
- similarly, a periodic review of Trustees' skills ensured that they were distributed as appropriately as possible throughout the Committees;
- issues of corporate governance benefited from being reviewed on a regular basis.

The Chairman proposed that the work of the 5 present Committees - W5 was not included in this review - would be concentrated into 4, as follows:

- the Audit and Remuneration Committees would remain constant;
- the General Purposes & Finance Committee would continue with its present remit and in addition would receive reports on important staffing and marketing matters;

- the Staffing Committee would be terminated. It had been set up when there were major staffing issues across the organisation, but the Chairman was now confident that most matters could be handled by the very professional HR function within the organisation. Any major issues would be reported to the General Purposes & Finance Committee;
- the marketing and fundraising elements would be removed from the present Marketing, Development & Fundraising Committee, leaving the committee as the 'Capital Development Programme Committee'. The Chairman (in the light of the development of professional marketing skills in house) was satisfied that any important marketing issues could be reported to the General Purposes & Finance Committee. Fundraising was to become the subject of a new foundation in due course. On the development front, however, there would be major projects over the next 5 - 10 years and the Chairman believed it was appropriate to have a specific committee to oversee all the complexities that would be encountered.

The Chairman expressed the hope that the new committee structure would be in place by the New Year, subject to DCAL approval and, if required, the amendment of the Standing Orders. Trustees endorsed the new Committee structure as outlined by the Chairman.

7. TRUSTEE SUB-COMMITTEES

7.1 Audit Committee

7.1.1 Approval of minutes of meeting held on 11 September 2009

Trustees approved the minutes of the meeting held on 11 September 2009.

7.1.2 Verbal report of meeting held on 4 December 2009

The Chairman of the Audit Committee, Dr Brian Scott, reported on the meeting held that morning, which had been attended by a representative of DCAL. Trustees noted that DCAL intended to continue to send representatives to Audit Committee meetings.

The Committee had considered the following matters:

- the Review of Risks: Committee members had noted that DCAL had developed its own risk system and that National Museums' review would be merged with it;
- the 2008-09 Annual Report and Accounts had been approved. Committee members had noted with satisfaction that the internal audit issues were steadily diminishing;
- Collections Management: the most recent report of the internal auditors had been reviewed. The Chairman, being new to the post, intended to consider this in more detail to become familiar with current systems;
- matters of governance;
- the Committee had received a report on fraud procedures, following a break-in at the Ulster American Folk Park and the theft of tools and equipment. The Chairman had attended a seminar on fraud and had circulated some material to Committee members.

7.2 Staffing Committee

7.2.1 Approval of minutes of meeting held on 19 June 2009

Trustees approved the minutes of the meeting held on 19 June 2009.

7.2.2 Verbal report of meeting held on 16 October 2009

The Chairman of the Staffing Committee, Mr Tom Shaw, referring to the Reform and Modernisation Programme, reported that virtually all key issues had been addressed. He commended management on behalf of the Committee for the excellent conduct of the programme.

Other issues under consideration had included the further development of HR policies and procedures, notably attendance and performance management, and the importance of re-engineering the organisation through the continuous development of staff.

The Chairman of the Board thanked all the members of the Staffing Committee for their contribution to its proceedings, pointing out that it was a tribute to the good work of the Committee that the business of the HR function could at this stage be condensed into a report to another committee.

7.3 General Purposes & Finance Committee

7.3.1 Approval of minutes of meeting held on 19 June 2009

Trustees approved the minutes of the meeting held on 19 June 2009.

7.3.2 Verbal report of meeting held on 16 October 2009

The Chairman of the General Purposes & Finance Committee, Mr Dan Harvey, advised Trustees that all issues arising from the meeting of 16 October 2009 had already been covered in the body of the present meeting.

7.4 Marketing, Development & Fund-raising Committee

7.4.1 Approval of minutes of meeting held on 20 August 2009

Trustees approved the minutes of the meeting held on 20 August 2009.

7.4.2 Verbal report of meeting held on 19 November 2009

The Chairman of the Marketing, Development & Fund-raising Committee, Ms Linda Beers, advised Trustees that there were no issues which she wished to raise at this stage. The Chairman of the Board warmly acknowledged all the valuable work of the Committee during the course of its lifetime. In its new form as the Development Committee he believed it would face considerable challenges and become a key sub-committee of the Board.

8.0 Whowhatwherewhenwhy (W5)

8.1 Minutes of W5 Board meeting held on 21 August 2009

Trustees noted the minutes of the W5 Board meeting held on 21 August 2009.

8.2 Minutes of W5 Board meeting held on 25 September 2009

Trustees noted the minutes of the W5 Board meeting held on 25 September 2009.

8.3 Verbal report of W5 Board meeting held on 27 November 2009

The Chairman of the W5 Board, Dr Alastair Walker, reported on matters of note which had arisen at the W5 Board meeting on 27 November 2009. These were as follows:

- Admissions Figures and Income: after a disappointing September, the good admissions figures in October had brought the figures for the year as a whole ahead of target. There were concerns in general regarding the impact of the recession on income. At present, corporate business was doing quite well, income from the coffee shop was good, but shop sales were disappointing;
- Business Plan 2010/11: the W5 Board had approved the Plan and it would be brought to the General Purposes & Finance Committee in January. Provided it was adopted by that Committee, it would be forwarded to DCAL and the Odyssey Trust Company. Members noted that the overall deficit projected for the 2010/11 financial year was £890,000, some £45,000 more than the deficit predicted in the current year. This was an issue that would have to be resolved, not an easy matter in the current economic climate;
- Funding for 2010/11: the Chairman had been advised verbally that funding in the region of £231,000 would be available in 2010/11 from the Odyssey Trust Company. Written confirmation of this was awaited;

- Strategic Planning Ahead: the Chairman advised that development of the next phase of the Strategic Plan would commence in January, when the issues facing the organisation would be examined. Once firm views for future development had been formulated, it was planned to meet with the Board of the Odyssey Trust Company to consider the way ahead. Dr Walker reminded Trustees of the reference to W5 within National Museums' 10-year Strategic Plan and stressed the importance of keeping in mind that W5 was part of the wider National Museums' family.

9. ANY OTHER BUSINESS

9.1 Mr Paul Sweeney, DCAL Permanent Secretary

Trustees noted that Mr Sweeney would be transferring from DCAL to the Department of Education in February 2010. Mr Sweeney had taken an active interest in National Museums during his period as Permanent Secretary and had always been very supportive.

9.2 Museums Policy

The Director reminded Trustees that the CAL Committee had asked DCAL to take the lead in drawing up a Museums Policy. Following some dialogue and feedback, National Museums would be making a submission to DCAL in the coming weeks which would be fully in line with the Corporate Strategy. The Director suggested that, if Trustees wished, he would ask DCAL to give them the opportunity to consider the draft document before its finalisation. Trustees welcomed this proposal.

9.3 Issues raised by the Minister

This matter was considered under 'Reserved Business'.

9.4 Governance of Arm's Length Bodies

The Chairman advised Trustees that he had received notification from the Permanent Secretary on 17 November 2009, advising of developments in DCAL's arrangements for the governance of arm's length bodies. In summary, a senior sponsor official, nominally the Assistant Secretary, would attend Board meetings at least twice per annum, a frequency which could be increased if warranted by DCAL's assessment of National Museum's governance arrangements. The Permanent or Deputy Secretary would accompany the senior sponsor official at least once per annum. There would also be a DCAL representative at every meeting of the Audit Committee. All of these representatives would attend in the capacity of observers.

10. DATE, TIME AND VENUE OF NEXT MEETING

The next meeting of the Board of Trustees would be held on Friday, 26 February 2010, at 11.30 am in the Board Room at the Ulster Folk and Transport Museum.

The meeting ended at 2.00 pm.

Signed:.....

Date:.....

Copies: Trustees, Mr Mick Cory, Director of Sports, Museums & Recreation, and File.