

No 225

**THE NATURAL HISTORY MUSEUM**

**AT A MEETING ON**

**TUESDAY 17 MAY 2011**

**AT 9.30 A.M.**

**AT THE NATURAL HISTORY MUSEUM**

**Present**

**TRUSTEES**

Oliver Stocken (in the Chair)  
Daniel Alexander QC  
Professor Sir Roy Anderson FRS FMedSci  
Louise Charlton  
Professor David Drewry  
Ian Henderson CBE  
Dr Derek Langslow  
Professor Georgina Mace CBE FRS  
Sir David Omand GCB

**In Attendance**

Sharon Ament	Director of Public Engagement
Joe Baker	Special Adviser to the Director
Rachael Castles	Special Adviser to the Director
Anna Cuss (Minutes)	Executive Assistant to the Director and Secretary to the Board
Dr Michael Dixon	Director
Neil Greenwood	Director of Finance & Corporate Services
Professor Richard Lane	Director of Science
Professor Phil Rainbow	Keeper of Zoology and incoming Interim Director of Science

**1339 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Professor Alex Halliday who had suffered a bad fall in the garden and was recuperating at home following surgery. Trustees forwarded their best wishes to him for a swift recovery.

Professor Jacqueline McGlade was also absent. The Chairman noted that this would have been Professor McGlade's final meeting following completion of a maximum two terms of office on the Board of Trustees. Trustees recorded their grateful thanks to Professor McGlade for her contribution to the work of the Board during that time.

**1340 MINUTES OF THE MEETING OF 22 FEBRUARY 2011**

The minutes of the meeting of the Trustees held on 22 February 2011 were confirmed as a true record.

**1341 MATTERS ARISING FROM THE MEETING OF 22 FEBRUARY 2011 (TP 11/15)**

National Museum Directors' Conference – having received no comments from the Board to the contrary, the Chairman had agreed to the Director's proposal to offer to serve a second term as Chairman of the National Museum Directors' Conference (NMDC). This offer was made at the NMDC Board meeting on 11 March and the Director was duly appointed for a second two-year term to March 2013.

Strategic Plan 2011-16 – following Trustees' discussion on the wording of the initial heading, it was reconsidered with both internal and external consultation. Consequently, Executive Board concluded that referring to the NHM as 'the world's leading natural history museum' was a true reflection of the Museum's aspirations and confidence in its authority. The heading was therefore left in its original form.

All other items of significance were addressed under the current agenda.

**1342 CHAIRMAN'S REPORT**

The Chairman reported on the following:

Board Appointments – following interviews for a Trustee with expertise in natural sciences, held on 14 April, a recommendation had gone forward to the Minister and thence to the Prime Minister's Office and was now awaiting final approval. Interviews for the second role, requiring expertise in science education, had been held on 16 May. A preferred candidate had been identified and would be submitted to the Minister in the coming week.

### 1343 DIRECTOR'S REPORT (TP 11/16)

The Director highlighted a number of items from the report:

Director of Science – Trustees noted that this would be the final meeting of the Board that Professor Lane would attend as Director of Science and added their thanks to those expressed by the Director. Professor Lane had done much to raise the quality and profile of the Museum's science during his eight years as Director of Science. Professor Lane would be retiring at the end of the month and Professor Rainbow, currently Keeper of Zoology, would be filling the role of interim Director of Science until a new permanent appointment was made. The final group of candidates for the post were due to be interviewed within the coming two weeks.

Funding Agreement – the Museum had been issued with a interim Funding Agreement which would be in place for 6-12 months until a new framework agreement was established. Within the priorities set out for the coming four years, there was an expectation that the Museum would support the Cultural Olympiad. Professor Drewry enquired whether there was a requirement for the Museum to provide a linked activity to this end. Ms Ament responded that the Museum's special exhibition, *Scott's last expedition*, which was due to be displayed over the period of the Olympic Games in 2012, and though this was no obvious sporting link, the theme of human endeavour was of relevance. In addition, as a member of the Exhibition Road Cultural Group (of which she was chair) the Museum was working closely with partners on a cultural festival and associated arts/science project. Whilst recognising that some relevant activities were planned, Trustees were keen that the Museum made every effort to maintain its profile during the period of the Olympic Games in 2012 to demonstrate its support and to maximise the benefits of increased visitors to the UK during that time.

Memorial to the victims of the 2004 Asian Tsunami – the block of granite which would form the Memorial would be arriving on site in mid June. Trustees would be informed of the actual date when it was confirmed and would also receive, by way of reminder, an image of the memorial.

NHM-Kew collaboration – following the visit to RBG Kew in March by senior staff, a reciprocal visit took place in April and a number of areas for possible initial collaboration were identified with the eventual aim of developing a formal Memorandum of Understanding between the two organisations. The Museum's response to the recommendations from the NERC Review of Taxonomy and Systematics would also provide further opportunities for collaboration. This could include the option to make joint appointments, which could add a helpful layer of interface.

External communications and reputational risk – as Trustees were aware, the individual responsible for the theft of bird skins from Tring in 2010 had been found guilty and given a 12-month suspended sentence by the court in April 2011. Further more, the Museum had banned the defendant from Museum sites indefinitely and was considering taking civil action. The defendant's financial affairs were currently being investigated and this course of action would only be pursued if the cost and effort of recovering it was considered proportionate. Trustees agreed that it was helpful to have secured the charge against the defendant to demonstrate that this type of theft would not be tolerated.

### 1344 DECLARATIONS OF INTEREST AND REGISTER OF INTERESTS (TP 11/17)

None was declared.

### 1345 ESTABLISHMENT OF A DEVELOPMENT TRUST (TP 11/18)

The Director presented a paper which outlined the history behind the proposal by Government that national museums and galleries establish an independent development trust. The predominant issue was that national museums and galleries had been precluded from access to their historic reserves under Treasury rules. The access which had been negotiated by DCMS with Treasury, following the 2010 Spending Review, was contingent upon the reserves being transferred out of the public sector into independent trusts, established to receive, develop and manage reserves on behalf of the relevant statutory bodies. In tandem with this, the Government were keen to encourage cultural institutions to raise more income through philanthropy. The establishment of an independent trust could provide the necessary vehicle to allow the Museum both to benefit from this fundraising activity and to have access to its reserves.

The Museum's Executive Board considered that it was possible to increase its income from philanthropy, but that some changes would need to occur to enable this to happen. The establishment of a carefully put together Development Board, including existing large scale donors and sponsors would be an effective way forward, though it was recognised that the Board would require administrative input. Consideration would need to be given to whether the Development Board would formally oversee a separate corporate entity such as an independent trust, or whether it could raise funds for the statutory body through a capital campaign which could then transfer them to an independent trust.

Trustees recognised that there were a number of issues to be resolved in the near future, such as the relationship and level of interaction between the Trustee Board and the independent trust. The Museum would also need to decide what resources to put into the trust, as whilst the management of restricted funds was relatively straightforward, the management of profit from Museum activities was less so. The Museum would also need to maintain sufficient room for manoeuvre within its funds to allow it to spend on required maintenance and to respond to unexpected difficulties. With the Government potentially reducing their obligation to provide capital funding, maintaining this flexibility would be essential.

Having acknowledged the necessity of an independent trust to enable the release of cash reserves, in the first instance, and also the requirement to respond quickly to DCMS to allow arrangements to be made as soon as possible, Trustees agreed that the Director should communicate to DCMS the Museum's willingness to establish an independent trust. This would enable the Museum access to such reserves as it was entitled to over the period to 31 March 2015. However, at the same time, the Museum would reserve its decision on the exact form the independent trust would take, pending further research.

Trustees therefore agreed that there was a programme of work to be articulated, which would, by carefully defining the aims and objectives of the trust, provide a definitive position on what the structure and composition should be. This work should take account of the concerns raised above, consultation with other organisations trialling a similar approach, input from DCMS, consideration of possible Development Board membership in the context of future fundraising plans and the use of appropriate legal advice.

This work would be managed as a formal project within the Museum's Directorate and a more definitive position would be provided to the July meeting of the Board.

#### **1346 STRATEGIC PLAN 2011-16**

- (i) Plans to accommodate reduced grant-in-aid (TP 11/19)  
Mr Greenwood updated Trustees on the latest position with regard to ongoing work to achieve a saving of £3.6 million over the period to the end of 2014-15. The Executive Board were in the process of producing a detailed plan of where the savings would come from, with the desire to avoid redundancies where possible. This current tranche of work would be completed by the end of July, with implementation as required from August/September.

Trustees noted the work being carried out, and concurred that redundancy be avoided if possible. Should it be necessary, then as before, the Museum should make every effort to ensure that it was limited to a single event at the beginning of the period in question and that it did not threaten delivery of key objectives. This applied particularly to the use of science income surplus and Trustees were keen that the percentage share awarded to science departmental investment funds be maintained at an appropriate level. Professor Rainbow assured Trustees that the Museum would continue to recruit to science posts and furthermore that there would be opportunities to increase efficiency as a result of the consultation into the future structure of science which would be presented for discussion by the Board later in the year.

The Chairman emphasised that adequate contingency must be maintained and that therefore it was inadvisable to seek to reduce it as a method of producing savings. This was acknowledged and would be fed into the ongoing work. Whilst the level of General Reserve had been set at £2.5m for a number of years, consideration should be given in the 2012 budget round to increasing this to mitigate overall financial risks. Trustees would be given the opportunity to debate this later in the year.

#### **1347 SCIENCE GROUP**

- (i) Final Quarter Report 2010/11 (TP 11/20)  
Professor Lane focussed on a number of points from the report:

Human Remains: Torres Straits Islands (TSI) – Professor Lane reported that, following the decision by Trustees to return remains, a dialogue had begun on the process of return, on the eventual location and conditions of care and possible access after return, culminating in a three-day visit to the Museum by representatives of the TSI communities from 3-5 May. The visitors were welcomed by Mr Stocken and the Director and met variously with Mr Alexander and Ed Vaizey, Culture Minister at DCMS. The meeting had been a very positive event, organised effectively by Museum staff and Australian government officials. It had provided an opportunity for the Museum to demonstrate that it was a responsible and empathetic organisation with a desire to conduct better science in the future in collaboration with present day communities. This accorded well with the TSI wish to have a long term relationship with the Museum.

Professor Anderson enquired whether DNA would be extracted from the remains before they were returned. Professor Lane confirmed that this had not been done so far. He said that DNA analysis would be a matter for TSI community agreement but that the option had been discussed with the TSI representatives: it would be of interest particularly if they were considering burying the remains in the future. If remains were to be kept in controlled environmental conditions, then it would be preferable to arrange this at a future date since DNA lasted better within the bone than if it were extracted and subsequently stored. The TSI representatives had expressed a firm interest in the possibility of developing knowledge through science – DNA might be an option at a later date.

The Museum's offer of a fellowship based at the Museum for a member of the TSI communities had been well received and the Australian Government had also been supportive of this initiative, and was proposing to support a similar parallel fellowship arrangement for other indigenous communities in Australia.

Professor Mace commended the way in which the TSI claim had been approached and agreed that it was an excellent example of a new and more inclusive way of doing science. Whilst all cases would be different and must be considered on the basis of first principles, this was a useful precedent of approach for the future.

Responding to a query on what had happened to the Tasmanian remains, which had been returned on a previous occasion, Professor Lane said that their treatment after return was uncertain but that it was possible that the remains were being stored in a 'keeping area'. The Museum had expressed its desire to engage in discussions about possible access and collaboration on scientific research in Tasmania. It was hoped that in time, there would be a more collaborative relationship between indigenous communities and Australian scientists which might lead to more open and cordial discussions on the subject.

Next steps for the relationship with the TSI involved a return visit to Australia by a small team from the NHM in June 2011, to discuss possible arrangements for return, storage and access with TSI Traditional Owners.

Professor Lane informed Trustees in advance that, in addition to the remainder of Australia there were claims for human remains pending from both Hawaii and New Zealand. Requests for decisions on these would be brought to Trustees in due course.

Consortium of European Taxonomic Facilities (CETAF) – Trustees noted that it had recently been agreed to set up a permanent secretariat with a proactive executive secretary to progress the goals of a revised CETAF, now that the European Distributed Institute of Taxonomy (EDIT) network had come to an end. The revised CETAF, of which the Museum was an existing member would incorporate the successful elements of EDIT. Whilst there was a cost to the Museum to participating in this, the consortium would provide a more active platform for promoting collections and implementing this vision for taxonomy in Europe. The Museum was considering bidding to host the secretariat.

Centre for Arts and Humanities Research – this new centre at the Museum had grown out of an AHRC-funded research project at Kingston University which had revealed the rich resource of materials in the Museum's collections for academic researchers in the arts and humanities. The Centre, which would be launched formally on 11 July, had raised new external funds for collaborative research with UK and foreign universities.

Dry Chaco fieldwork, Paraguay – the collaborative field programme was still in hold, pending confirmation from the Museum's project partner, the Paraguayan Ministry of the Environment (SEAM) that the prerequisite consultation with indigenous peoples had taken place. Professor Lane confirmed that although the Museum had incurred costs in preparing for the project, these would not be wasted if the project still went ahead.

Acquisitions – Trustees commended Dr Britz and Mr Crimmen for their collection of freshwater fishes during fieldwork in Burma in early March 2011. It was highly impressive to note that, of the 8-9000 specimens collected, around a dozen were entirely new species.

(ii) Visiting Groups – Review of the Library Strategic Plan – Final Report (TP 11/21)

Mr Higley, Head of Library and Information Services, joined the meeting and reported that, since the initial review of the Library's Strategic Plan in September 2009, the Strategy had been through a number of iterations and consultations with both internal and external stakeholders. Whilst the Strategy was a living document which would continue to develop in response to circumstances, the current version could be viewed as a final report for the purposes of Trustee approval.

Professor Drewry, Chair of the 2009 Advisory Group, added that he was content with the development of the document, which incorporated clear recommendations, many of which were already being or had been addressed. In addition, the longer term strategic ambitions were also being progressed in a satisfactory way. On the basis of that reassurance, Trustees were happy to approve the Library Strategy. Whilst a number of questions were raised relating to digital aspects of the Strategy, it was agreed that these were relevant at a broader strategic level and that therefore, they should be addressed as part of the discussion of the Digital Review (TP 11/24) later in the meeting.

## 1348 PUBLIC ENGAGEMENT GROUP

(i) Final Quarter Report 2010/11 (TP 11/22)

Ms Ament focussed on a number of points from the report:

Visitors - Despite being a difficult year in economic terms, the Museum had had an excellent year, with a record number of 4.7 million visitors. The intention in the coming year was to focus on the analysing visitors in more depth, probably in collaboration with the Tourist Board, the Association for Leading Visitor Attractions (ALVA) and other benchmarking organisations, to gain increased understanding of visitor behaviour, particularly those from overseas who currently accounted for over 50% of admissions.

Development - The Museum's fundraising team had also performed well, achieving their target by the end of the financial year. The Chairman referred to the current state of the Members' Room which required refurbishment. Ms Ament confirmed that a proposal for the future of the Membership Scheme would be brought to the November Board meeting, and this would incorporate plans for the Members' Room.

Learning - Focussing on the end of year report for Learning, Trustees noted that learning contacts had increased by 23%. There were some interesting variations in outturn which could benefit from exploration in more depth. Trustees welcomed Ms Ament's recommendation that there be a Visiting Group to the Learning Department at some point for this purpose.

Special exhibitions/galleries - Overall, the Museum had achieved c £2million in ticket sales during 2011/12, including donations/Gift-Aid. In 2012, *Scott's Last Expedition* would be opening and work had begun on the Central Hall/Treasures Gallery project which would exhibit some of the Museum's most iconic specimens. Trustees would receive further information on this project, which was due to open to the public towards the autumn of 2012, later in the year. Trustees enquired whether the Central Hall/Treasures Gallery timetable might be brought forward to enable the launch to coincide with the Olympic Games in 2012. Ms Ament advised that this could be difficult to achieve, but that she would investigate and confirm at the next meeting.

Planning & Design Consultancy – Trustees noted that an extensive negotiation to finalise the *Restless Planet* project had been underway since 20 May and that it was hoped it could be completed by mid-August 2011.

## 1349 CORPORATE SERVICES GROUP

### (i) Financial Review to February 2011 (TP 11/23)

Trustees noted the summary. Mr Greenwood confirmed that the year-end outturn was reaching completion and would be available at the next meeting. Overall, the Museum was in a healthy position financially. The surplus was significantly over forecast, but since this was largely due to slippage on capital projects, the majority would be carried forward to the next financial year.

### (ii) Digital Review and Strategy (TP 11/24)

Mr Greenwood informed Trustees that the Executive Board had recently approved the Museum's Digital Strategy, having commissioned a digital review during 2010/11. A summary of the content of the review and strategy was provided. The main objective of the review had been to consider the Museum's vision, presence, initiatives, policies, processes, governance and resources to ensure that its use of digital assets and technology maximised the potential of the Museum in the 21<sup>st</sup> century. Based on the findings of the review, the Digital Strategy had been defined as follows:

The Natural History Museum should:

- Develop content and product in a unified way across departments with digital content integral to the Museum's overall offer
- Enhance its data curation capabilities to better serve science and general users
- Increase its footprint and brand presence in the digital domain to fulfil its mission
- Extend its reach, impact, public value and commercial opportunities through collaboration with media and publishing partners
- Develop a responsive and robust digital/ICT service management capability

From this, five priority themes had been developed for delivery of the Strategy: digital content aligned to NHM mission and commercial opportunities; world class Museum experience, effective ecommerce and ticketing; digital curation and response ICT service management. Priority initiatives for Year 1 had been identified and the appendix illustrated which of these was fundable in the current year. A similar plan was in place for future years for which funding would be confirmed by the Executive Board at their planning conferences. In addition, the Strategy was underpinned by the implementation of the digital asset management system, the initial phase of which was nearing completion.

Trustees enquired about the costs and priority for digital curation which had close links with the Library Strategy as referenced at TP 11/21). Mr Higley said that much had already been achieved through the Biodiversity Heritage Library (BHL), and the Museum was a leader in digitising library materials. Future priorities for digitisation and special storage in this area would be articulated through the Library Collection Development Policy. The overall Collections Digitisation Plan was included in the priority objectives for Year 1, which would include recruitment of a Science Data Architect for management of science data.

Professor Lane outlined some of the issues which were influencing decisions on prioritisation of digitising collections. He explained that there were varying methods of digitisation, including DNA sequencing, 3-dimensional and flat or 2-dimensional sample digitisation, the latter being the most straight forward. There were also practical issues associated with the capacity of existing cables to transport large amounts of data. The cost of digitisation varied according to which method was used and given the aspiration across Government-funded organisations to increase digitisation of collections, there was a possibility that Government funding could be made available for this purpose in years to come, though a suitable case would need to be made in order to articulate the requirement. There were also questions around the extent to which digital copies of items in the collections were sufficient for visitors and researchers and how access to real

objects could be maintained and at what level. Professor Anderson noted that digitisation of specimens was an ongoing process, since re-sampling could be necessary as new techniques for analysis emerged.

Given that the priority themes for the Digital Strategy cut across so many areas of the Museum's business and aspirations, and the significant commitment which digitisation presented for the Museum, in terms of resource, storage and finance, it was agreed that it would be helpful to have a more in depth debate on the digital future of the Museum at the Trustees' Strategy Day on 22 September 2011.

(iii) Annual Health and Safety Report 2010/11 (TP 11/25)

Trustees noted what had been achieved during the past year towards improving the overall Health and Safety standards across the Museum, in particular the health and safety reporting database, linked to the HR database, which was now almost fully operational. There had been six RIDDOR reportable accidents, four of which had been investigated and found not to require significant action by the Museum. Two of the accidents, although minor, were under investigation, by the Museum and the Health and Safety Executive respectively.

The Health and Safety e-Learning packages, which had been released to Museum staff during the latter half of 2009 were operating well and the Museum was on track to achieve full compliance by mid-2012. Trustees commended this attention to health and safety training and supported the recommendation, for purposes of performance measurement, audit and assurance, that it be extended to new contractors and temporary staff.

In conclusion, Trustees were satisfied that the report gave the necessary assurance that the Museum was compliant with UK Health and Safety requirements.

(iv) Annual Security Report 2010/11 (TP 11/26)

The report had been previously reviewed by the Audit & Risk Committee on 5 May. Trustees were satisfied that it was fulsome reflection of how issues relating to both physical security and information risk were being managed, and that it provided assurance that the Museum was delivering its obligations and commitments in these areas as set out in the Cabinet Office's Security Policy Framework. Trustees were reassured, in particular, to note the mitigating actions which had been undertaken at Tring following a theft in 2010 and the plans to extend these initiatives to South Kensington where applicable. The Collections Committee was keeping this area under close review.

(v) Refurbishment of the Queen's Gate Lodge (TP 11/27)

Mr Greenwood outlined the issues relating to the Queen's Gate Lodge, a grade II listed property on the western perimeter of the Museum's South Kensington estate. The property was divided into two, the North Lodge being vacant for some time and the South Lodge comprising accommodation for use by the Director. The North Lodge was in need of major refurbishment to halt decay, whilst the South Lodge required modernisation and redecoration. This also provided an opportunity to reconfigure the South Lodge, either separately or with the North Lodge, to allow better use of the space available, for example by provision of a higher quality dining facility for the Director to entertain guests at the Museum. Having reviewed the paper, Trustees agreed that it was important to carry out work on the Queen's Gate Lodge, both to halt decay and to make better use of what was currently a neglected asset. They also recognised that the matter was best dealt with at Board level as it was not appropriate for the Director, or Executive Board, to make decisions on the redevelopment since the outcome could be of direct benefit to the Director.

Trustees therefore agreed in principle to the provision of budget in 2012/13 for refurbishment of the Lodge and requested a more detailed proposal for their November meeting.

## 1350 AUDIT & RISK COMMITTEE REPORT

(i) Report of the meeting held on 5 May 2011

Sir David Omand, as Chairman of the Audit & Risk Committee, gave a verbal update on the meeting held on 5 May 2011. Since many of the items discussed had been covered adequately elsewhere on the agenda, there were few significant points to raise. However, Sir David reported that, since the February meeting of the Committee, the Director of Finance & Corporate Services had put a succession plan in place so that in his absence one of his staff had the detailed knowledge necessary to produce the accounts efficiently. A member of the Finance team had now taken on greater responsibility for the production of the 2010/2011 accounts.

The Director had presented his annual report on the major corporate risks for 2010/11 and those identified for 2011/12 were adopted by the Committee subject to minor amendment. There was some discussion of the ongoing issue of crowd management on busy days. The Museum had seen a significant increase in visitors since the introduction of free admission and this continued to rise. Whilst there were no Health and Safety concerns over the capacity of the Museum to handle the actual numbers of visitors, there were recognised pressure points and this was borne out by a recorded decline in visitor satisfaction on busy days. In practical terms, the Museum had introduced Crowd Management Operating Procedures for Visitor Services to alleviate immediate problems, but the longer-term solution relied upon opening up more space in the Museum and improving circulation of visitors as set out in the Museum Development Framework. This was dependent, however, upon availability of resources, which was limited in the short term. In the meantime, efforts would be made to improve distribution of visitors throughout the Museum as far as possible. The Audit & Risk Committee were due to consider this major corporate risk in more detail at their next meeting.

- (ii) Acting Head of Risk & Assurance's Annual Assurance to the Accounting Officer and Audit & Risk Committee (TP 11/28)  
The report had been previously reviewed by the Audit & Risk Committee on 5 May. Trustees were satisfied that the report gave reasonable assurance that an adequate and effective risk management and internal control framework was in place to ensure the proper conduct of business and the achievement of the Museum's aims and objectives.

#### **1351 PERFORMANCE (TP 11/29)**

- (i) Final Quarter Corporate KPIs Report 2010/11 and final outturn  
Trustees noted that there had been an increase in visitor numbers of 9.6% against prior year, due largely to overseas visitors taking advantage of a strong Euro and possibly also to UK visitors increasing visits to free attractions in a time of economic difficulty. There had also been a healthy increase in the number of children in organised educational visits, though a slight downturn during the last quarter could be attributed to an increase in self-guided visits as opposed to those participating in Museum programmes.

Professor Anderson suggested that for peer reviewed papers, comparisons with more similar institutions would be beneficial to illustrate the true picture of performance. The Director confirmed that it had proved difficult to obtain comparable data from those institutions, however the matter would be explored further.

#### **1352 AGENDA ITEMS FOR FUTURE BOARD MEETINGS (TP 11/30)**

The rolling agenda for future meetings was noted.

#### **1353 EVENTS DIARY (TP 11/31)**

The events diary was noted.

#### **1354 ANY OTHER BUSINESS**

Dinosaur Gallery – Ms Ament reported that the Dinosaur Gallery would have to be closed temporarily over the summer for essential maintenance works. However, it was for a short period only and the Museum had provided an alternative temporary exhibition, *Age of Dinosaurs*, would be open throughout the period of closure.

#### **1355 DATE OF NEXT MEETING**

Tuesday 5 July 2011 at 0930 at The Natural History Museum.