

No 233

THE NATURAL HISTORY MUSEUM

AT A MEETING ON

TUESDAY 5 MARCH 2013

AT 9.00 A.M.

AT THE NATURAL HISTORY MUSEUM

Present

TRUSTEES

Oliver Stocken (in the Chair)
Daniel Alexander QC
Professor Sir Roy Anderson
Louise Charlton
Professor David Drewry
Professor Christopher Gilligan
Professor Sir John Holman
Dr Derek Langslow CBE
Sir David Omand GCB
Dr Kim L Winser OBE

In Attendance (in alphabetical order)

Frances Allen (Minutes)	Executive Assistant to the Director and Secretary to the Board
Joe Baker	Special Adviser to the Director
Rachael Casstles	Special Adviser to the Director
Dr Michael Dixon	Director
Professor Andrew Fleet	Head of Department of Earth Sciences – for item 1486
Neil Greenwood	Director of Finance & Corporate Services
Dr Justin Morris	Director of Public Engagement
Professor Ian Owens	Director of Science
Alison Purvis	Head of Development Department – for item 1487

Closed Session

1477 DRAFT BOARD SUCCESSION PLAN (TP 13/01)

The Recruitment of Chair: The Chair reported that, with his standing down on 31 December 2013, Sir David Omand, as Chair of the Audit and Risk Committee, will take forward the process to select a new Chair which would, as laid down by Statute, come from within the current Board of Trustees. It was the intention that the recommended candidate would be confirmed at the Trustees' Annual Strategy Day on 1 October 2013. The Chair's last meeting will be on 19 November 2013.

Director's Performance: The Chair led a discussion on the performance of the Director and the outcome was subsequently discussed by the Chair with the Director. A separate file note has been made.

Board Succession: The Succession Plan prepared by the Director provided a framework for managing Board recruitment over the coming months and gave a strategic overview of the skills sets needed by a contemporary board. The supporting paper explained that recent experience suggests that it is easier for Ministers to give approval for individual role specifications if they can see how the appointment will contribute to the work of the Board as a whole, and how the pre-requisite skills and experience sought fit in with the skill set of the entire Board and the Museum's future plans.

SUMMARY AND ACTION PLAN:

The Director will be asked to refine the Succession Plan and incorporate the two new Trustee appointments (Business and Commerce and Biodiversity Science).

Preliminary

1478 APOLOGIES FOR ABSENCE

Apologies were received from Professor Alex Halliday FRS.

1479 DECLARATIONS OF INTEREST AND REGISTER OF INTERESTS (TP 13/05)

Sir John Holman and Mr Daniel Alexander declared an on-going interest in any discussions relating to the Natural History Museum Development Trust (NHMDT). This was due to their role on NHMDT as Museum appointed trustees.

1480 MINUTES OF THE MEETING OF 20 NOVEMBER 2012

The Minutes of the meeting of the Trustees held on 20 November 2012 were confirmed as a true record.

1481 MATTERS ARISING FROM THE MEETING OF 20 NOVEMBER 2012 (TP 13/02)

Indecisiveness: The Audit and Risk Committee had been mildly critical of the process adopted by the Museum and the apparent inability to make decisions in a timely manner, which was due largely to the interdependency of many programmes and reliance on an outdated Masterplan. The Director reported that a Masterplan Strategy Group (MSG) had been established to manage the capital programme and in this regard will be developing a long-term (+10 year) programme delivery plan. Under the leadership of the Director of Programmes, Teresa Wild, MSG will look at the sequencing and spending profile of projects. MSG's findings will feed into the Executive Board Planning Conference in October to enable Executive to take a more informed and strategic approach to the delivery of programmes.

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

1482 CHAIRMAN'S REPORT

Board Appointments: The Chair welcomed Dr Kim L Winser OBE to her inaugural meeting. Dr Winser was appointed to the Board on 18 February 2013 as a Business and Commerce Trustee. Dr Winser's background is in the retail industry where she has gained a reputation for positioning and developing British brands both on a national and global scale, building their online success and ultimately improving substantially their brand value. Dr Winser is known throughout the retail sector for her ability to modernise and restructure businesses without losing any of their essential qualities. She has been ranked third in Wall Street Journal Europe's list of the most successful women in business, appeared on Business Week's 'most innovative' list and received an OBE in 2006 for services to the fashion industry.

The Board had also been successful in recruiting a Biodiversity Science Trustee and this appointment will be formally announced on 1 April 2013.

Director of Public Engagement Group: The Chair also welcomed the newly appointed Director of Public Engagement, Justin Morris, who officially joins the Museum on 15 April. Dr Morris was formerly Director of Operations and Projects at the British Museum, where he worked for most of the past seventeen years.

1483 DIRECTOR'S REPORT (TP 13/03)

The Director highlighted a number of items from the report:

Chancellor's Autumn statement: All national museums had had their resource grant-in-aid reduced by a further 1% in real terms in FY2013/14 and by 2% in FY2014/15. These reductions were less extreme than had been forecast and the Executive had been able to manage these cuts judiciously without any major changes to the operation of the Museum. Indications for the future are that the Treasury will oversee a spending round in the middle of this calendar year, which will extend spending plans beyond the next Election in May 2015 and, for the Museum, establish grant-in-aid figures for 2015/16. The expectation is that in FY2015/16 the Museum's grant-in-aid will be reduced by 4.5-5%, which would represent a real challenge to the Museum in maintaining historic levels of service provision. The Executive will be considering a plan of action in the forthcoming months. It was also noted that the National Museums' Directors Council (NMDC) is also discussing this as a matter of priority.

The Board congratulated the Executive on its prudent budget management.

Meeting with new Secretary of State for Culture, Media and Sport: The Director, in his role as Chair of NMDC, met the new Secretary-of-State for DCMS, Maria Miller MP, in December and had taken this opportunity to highlight the value of grant-in-aid funding. During the meeting Ms Miller emphasised that the retention of free admission remains a firm Government priority, even in the light of further cuts to funding. In view of this, the Board agreed that financial planning for the foreseeable future should attempt to accommodate the maintenance of free admission.

The Director also reported that Government was keen to revisit the issue of the administrative status of museums and he will be working with other museums to discuss how to address this issue. In addition, the Director will be preparing evidence of how the Museum supports informal learning and science education and ergo contributes to Government departments other than DCMS.

Attendance record in 2012: The Museum achieved an all-time record in attendance during the calendar year 2012, with total attendance at South Kensington breaching five million visitors on 30 December. The Director reported that the Museum has seen a year-on-year increase in demand with visitor figures routinely hitting record levels, for example during half-term it is not unusual for the Museum to receive 20,000 plus visitors every day and the norm is now circa 8,000-10,000 visitors during week days in term time. Managing this visitor level and the consequential long queuing times presents a major problem for the Museum. The trend tracked over recent years only indicates that visitor levels will keep increasing and, as there is no way of limiting the demand, the costs associated with managing these record numbers will also continue to escalate. An undesirable consequence is that the Museum may have to consider dramatic interventions to address accelerating costs.

SUMMARY AND ACTION PLAN:

It was agreed that a preliminary discussion to further explore this issue will take place in May. A more fulsome debate will take place at the Annual Trustees' Strategy Day in October. Discussions will also explore how the Museum could better demonstrate to queuing visitors the value of their custom (perhaps by providing entertainment).

Revision of the Learning Strategy: Sir John Holman will be assisting in the revision of the Learning Strategy (approved in 2003/4). This will enable the Museum to better define its on-site needs in terms of capital improvements (i.e. a new Learning Centre) and better accommodate plans for greater regional engagement (for example through the *Real World Science* programme), a new approach to measuring educational impact and developing a programme to encourage participation from schools in under-privileged areas. Sir John Holman will participate in a workshop with teachers at the Museum to explore the findings of the Wellcome Trust study on the impact of informal science education. Sir John and the Director believe there is an opportunity for the Museum to: (a) establish itself as an informal science learning centre of excellence; and (b) apply to the Wellcome Trust with a funding proposal for a new Learning Centre.

Hosted events: The Chair felt that Trustees should be given the opportunity to invite appropriate guests to events. The choice of guests would align to the prescribed objectives of the event. The Director confirmed that the restructure of the Events Department will address how internal events are managed.

National Museums Directors' Council: The Director finishes his term as Chair of NMDC at the end of March 2013, and the Chair congratulated him on his achievements during the course of his tenure.

1484 NHM DEVELOPMENT TRUST – PROPOSED CHANGES TO ARTICLES (TP 13/04)

The current Articles of Association of the Natural History Museum Development Trust (NHMDT) allow there to be eleven independent trustees and up to three trustees appointed by the Museum. Each of these Trustees and the Museum itself as a body corporate (represented by the Director and as Accounting Officer), are members of the NHMDT, a company limited by guarantee with charitable status. The NHMDT now wished to appoint a further trustee, but in order to do so it is required to change its Articles of Association to allow for up to a further three independent trustees to be appointed to allow for further expansion. However, the Director also wished to increase the number of Board members from two (Sir John Holman and Mr Daniel Alexander) to four in order to maintain the desired ratio and to strengthen the links between the main Board of Trustees and the NHMDT.

SUMMARY AND ACTION PLAN:

The Board of Trustees authorised the Director to exercise the NHM's member vote in favour of the change to the Articles of Association of the NHMDT.

Main Items:

1485 GOVERNANCE PRINCIPLES OF THE NHM – UPDATED DOCUMENT (TP 13/06)

The last review of the Governance Principles of the NHM document was undertaken in 2005 and a further review has been delayed due to the restructuring of two major Directorates – Science and Public Engagement Group. Following approval of the Governance Principles of the NHM by the Board, the Executive will create an equivalent document called

Management Principles of the NHM, which will define the new governance and management principles, which apply according to the new organisational structure. The first draft of the Management Principles of the NHM will be presented to Trustees at the July meeting.

SUMMARY AND ACTION PLAN:

- Amendments to the document will be made and both hard and electronic copies, together with the appendices, will be circulated to Trustees. The final document will also be submitted to DCMS.
- The next review will coincide with the external Board Review in February 2016
- The first draft of the Management Principles of the NHM will be presented to Trustees at the July meeting of the Board.

1486 MUSEUM FUNDING – SCIENCE CONSULTANCY STATUS REPORT (TP 13/07)

The Board of Trustees welcomed Professor Andrew Fleet (Head of Earth Sciences) to the meeting. Professor Fleet's paper on Science Consulting was the fifth in a series presenting a forward look for Museum funding. The Museum undertakes scientific consultancy to generate surplus income (currently circa £450k per annum) and to help demonstrate the relevance and impact of its science. Consultancy has been undertaken by the Science departments since the late 1980s with the aim of offering top quality services to clients with good environmental and ethical track records that will complement the scope and challenges of the research and curation undertaken by the Museum. The consultancy services are arranged and marketed by sectors, which align with client "communities" and are reviewed on an annual basis.

It was noted that Science Consultancy is under review and the spotlight on Science Consultancy provided the opportunity to evaluate how it could be strategically developed to provide increased net contributions to science overheads. This is against the backdrop of reduced funding from traditional routes, such as the research councils, and the loss of other forms of direct funding.

The Trustees welcomed the paper and felt that the current Science Consultancy model provided a platform on which to build a business with real potential. Criticism of the proposals was levelled at having too many action points and the fact that some targets appeared to be set too low, which cast doubt on the fee structure adopted under the current business model. Professor Fleet reassured Trustees that, wherever possible, the policy was to charge staff time and 100% overheads and it was agreed that fee structure should be maintained if Science Consultancy hopes to build a successful business. It was also observed that some sectors attracted low income, which raised the question whether these should be cut and more focus directed to sectors that attracted more income, were strategically placed to influence the type of science the Museum should be doing or responded specifically to a niche that the Museum's scientific expertise has carved. In evaluating the cogency of the sectors it is important to also look at the opportunity costs of a project (and staff time committed to reporting on projects).

A suggestion was made that, instead of passing business through the Trading Company, establishing Science Consultancy as a separate company (based on the Imperial College Consultancy model) might also provide a more stable platform on which to build success, with one person at the spearhead to take forward and market the business. Science Consultancy also provides a huge opportunity to promote the Museum's brand values on a global scale, together with exploiting the commercial opportunities related to trademarking, licencing etc.

Analytical Facilities and Mining continue to be the two most successful sectors and Professor Owens gave an overview of the prospects for each of the other sectors. It is the intention to forge partnerships with peer organisation (such as Kew) to build a bigger Environmental Assessment unit and to also grow the Forensics Sector, although it was acknowledged that this was stymied by the need to find a new customer base after the closure of the Forensic Science Service.

The Director acknowledged that hitherto consultancy in the Museum had not been perhaps treated as a wholly commercial business and it is now pertinent to look at NHM consultancy in the wider landscape and build a successful enterprise called NHM Consulting (of which Science Consultancy would be a subset). The business would also focus on high value international activities.

ACTION:

NHM consulting is to be discussed at the Annual Trustees Strategy Day on 1 October.

1487 DEVELOPMENT CAMPAIGN FEASIBILITY STUDY (TP 13/08)

Trustees welcomed Ms Alison Purvis (Head of the Development Department) to the meeting who explained that the Museum had commissioned fundraising consultancy, CCS, to conduct a campaign planning and readiness exercise in advance of the next major phase of the Museum's development. This involved an assessment of current and historic fundraising by conducting confidential interviews with key stakeholders (individuals, corporations, supporters, trust/foundation representatives and online respondents) to survey the appropriateness of financial goals and fundraising objectives, identify leaders and potential donors and objectively consider the way the Museum is perceived. The majority

of the 168 respondents who took part in the review perceived the Museum as a worthwhile, iconic institution that is admired primarily as a visitor attraction and increasingly for its scientific research and moreover thought that the Museum's fundraising ambitions were on par with those of its peer organisations. Those that had been in direct contact with scientists cited their complete passion for their work, whilst new prospects expressed surprise when learning of the Museum's scientific research and discovery activities.

Challenges were identified, with participants noting the need for more communication, more robust plans and infrastructure, and a longer term plan for galleries and exhibitions where overcrowding and outdated exhibitions were an issue. Corporate respondents felt the Museum was a "family" organisation as opposed to a "cultural" or "scientific" institution and, therefore, would find it difficult to progress their ambitions of reaching a wealthy target market.

CCS' conclusion was that the best way to secure increased funding was for the Museum to undertake a comprehensive fundraising campaign conducted in phases over the next 5-7 years with the aim of raising a minimum of £70 million in gifts, sponsorship and new competitive research grants. The campaign should be cross-cutting and collaborative and encourage key functions within the Museum to work more closely and collaboratively towards shared goals.

Trustees were largely in favour of the recommendations made by CCS and in addressing these, the following comments were made:

- The Museum does need to develop an integrated, Museum-wide communications strategy to engage a much wider audience and to also improve how the Museum is perceived by the outside world. It was acknowledged that external expertise may be required to achieve this goal, in addition to better exploitation of social media to help promote the Museum to a global audience. Opinion was ambivalent on whether the campaign should be given a title.
- The organisational culture needs to change by communicating the importance of development fundraising as an enterprise-wide endeavour and this priority is at the forefront of our ambitions over the next decade. Implanting this tenet into the psyche of staff is essential if the Museum is to realise its goals.
- An objective is to develop a calendar of fundraising events and activities that can be utilised to engage high net worth and influential people. In addition, the Museum needs to make better use of the current onsite events by ensuring that hosting staff are aware of the objectives of the event and knowledgeable of the people they are to chaperone etc. A better linkage between internal and external events is also required.
- It was acknowledged that both the Patrons and Membership schemes had to be improved to attract more members and donors.
- The establishment of the Natural History Museum Development Trust (NHMDT) is a welcome development in assisting the Department in its fundraising activities. The NHMDT comprises a network of highly influential and connected individuals across a range of strategic sectors who will work closely with the NHM to achieve fundraising goals.

SUMMARY AND ACTION PLAN:

The Director will devise a coherent plan to take this initiative forward and will present his report to the July meeting of Trustees. A preliminary discussion will also take place at the May meeting on how the Museum is to utilise the fundraising abilities of the NHMDT.

1488 SCIENCE GROUP

(i) Third Quarter Report Update 2012/13: (TP 13/09)

Professor Owens focussed on a number of points from the report and drew Trustees' attention to the two appendices attached to the report: Appendix 1 - *Science Strategy* and Appendix 2 - *the proposal to review staff development and management procedures for scientific staff*. Professor Owens felt that realistic targets had been set against each of the objectives, which will act as indicators on whether the aims of the Science Strategy are being realised. A major challenge is to achieve the ambitious high-level target set for digital access and in order to do this there is a need to identify what Science wants to achieve and why, together with establishing any opportunities for external funding. The cost of digitising 20 million specimens is prohibitive so the aim is not to build a digital surrogate of each specimen, but rather a searchable database (with metadata).

(ii) Honorary Research Fellows: (TP13/10)

The Museum's scheme for Honorary Research Fellows aims to encourage scientific collaboration of high quality with scientists of high repute in their field and closely associated with the Museum. In future the remit of the scheme will be widened to allow the appointment of technical partners and individuals with scientific political expertise. The award of a Fellowship is considered to be an honour to the recipient.

SUMMARY AND ACTION PLAN:

Trustees approved the appointment of seven new Honorary Research Fellows and the renewal of twelve of the existing Honorary Research Fellows, all for a period of three years. Professor Owens to take this forward.

(iii) **Citizen Science at the NHM – a Review: (TP 13/11)**

Trustees welcomed the paper, which summarised the development of the NHM Citizen Science programme to-date. Trustees reflected that the programme's principle of uniting scientific research with public engagement presented huge scope for attracting government funding within the realms of science education. Increasingly practical science education is becoming a priority with both teachers and pupils, as *getting out into the field* promotes a sense of doing genuine research and contributing to advances in scientific understanding. Citizen science could also contribute to the "Extended Project Qualification" (which provides the opportunity for students to extend their abilities beyond the A-level syllabus and prepares for university or a future career) and *Real World Science*.

The proposal to scope opportunities associated with Tree Health and Plant Biosecurity Initiative also has potential, as tracking heterogeneity and sightings of specific species (and contributing to inventories) could assist in cases such as the Ash Dieback outbreak.

SUMMARY AND ACTION PLAN:

In the context of potential funding avenues, it was felt that citizen science efforts should not be widened beyond the geographical scope and thematic scope beyond that of UK biodiversity.

Citizen Science will be one of the subjects covered during the Science Session following the meeting of the Board on 21 May 2013.

(iv) **Kew Progress Report: (oral)**

Professor Owens gave an update on the Museum's collaboration with Royal Botanic Gardens Kew (RBGK) over the last year. Both institutions had held meetings to identify opportunities for potential collaboration in collections, research, science policy and training.

Collections: Funding may be sought from UK government to establish a national virtual herbarium (where all botanical collections reside in a virtual environment). Discussions have also taken place about shared library service and the off-site storage of physical collections.

Research: The NHM, RBGK and Imperial College have established the Biodiversity Research Initiative – a joint initiative looking at the impact of biodiversity change on human well-being.

Policy: Joint work had taken place on how to deal with international conventions on biodiversity.

Training: The consortium is also assisting Linnaean Society on a needs assessment for national training programmes

1489 CORPORATE SERVICES GROUP(i) **Financial Review for the Period April 2012 to January 2013: (TP 13/12)**

Trustees noted that the year-end outturn for the General Fund is an increase compared with the previous forecast, but below the original budget. However, it was noted that the calculations were determined before the 2011/12 capital grant payment to the Natural History Museum Development Trust.

All other facts in the report were noted.

(ii) **Impact of and Response to the Autumn Statement: (TP 13/13)**

As reported by the Director, all national museums had their resource grant-in-aid reduced by a further 1% in real terms in FY2013/14 and by 2% in FY2014/15 and indications are that more stringent cuts will be made in FY2015/16. In this regard, the Executive will be discussing the longer term implications at the Spring Planning Conference in April. Discussions will consider the balance between core operational, staffing/programme costs, core capital expenditure and development capital expenditure and the extent to which additional self-generated income from whatever source can continue to underpin activities. This will then inform the detailed financial planning in the autumn when it is anticipated that further details of future grant-in-aid cuts may have emerged.

(iii) **Capital Grant Payment to the NHM Development Trust: (TP 13/14)**

Trustees approved:

- A capital grant payment of no more than £2.5m in unrestricted funds to the NHMDT such as would generate an outturn for the year for the Museum of £2.1m deficit.
- Delegated authority to the Director to negotiate and conclude and execute the terms of the transfer agreement for the capital grant and to execute that agreement on behalf of the NHM on condition that such transfer agreement should require NHM Development Trust to hold and apply the assets transferred for purposes within the Charitable Objectives of the NHM (as that term is defined in the Articles of the NHM Development Trust).

- (iv) **Joint Procurement Initiatives, Procurement Frameworks and Shared Services: (TP 13/14)**
Mr Greenwood's paper provided an update on how the Museum was responding to government initiatives on the directive on procurement and framework for shared services. Trustees noted the report.
 - (v) **Estates and Buildings Advisory Committee – Minutes from 5 February: (TP 13/15)**
Trustees received minutes from the second meeting of the Estates and Buildings Advisory Committee (EBAC).
 - (vi) **Refurbishment of Queen's Gate Lodge: (TP 13/16)**
The Queen's Gate Lodge is a grade II listed building (owned by the Museum). The internal fabrication of the Lodge is generally considered to be in a poor condition and the southern compartment is deteriorating and requires modernisation and decoration. The northern compartment having been left vacant for almost a decade suffers from severe damp problems, condensation and wet rot. The Lodge also does not comply with the Building Regulations in many respects such as insulation requirements, mechanical and electrical installation, and fire alarm and detection.
- SUMMARY AND ACTION PLAN:**
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 and approved the work necessary to do this. It was also noted that given that the southern compartment is utilised by the Museum Director, the Trustees should be asked to approve the proposals, and Trustee approval for capital investment will be sought as required.
- (vii) **Third Quarter Health & Safety Report 2012/13: (TP 13/17)**
The report was noted. The Annual Health & Safety report will be submitted to the July meeting of the Board of Trustees. Mr Greenwood will invite Mr Alan Barlow (Head of Health and Safety) to present this report to the Audit and Risk Committee.

1490 PUBLIC ENGAGEMENT GROUP

- (i) **Third Quarter Report Update 2012/13: (TP 13/18)**
Trustees noted the report.

1491 NHMDT UPDATE:

Mr Daniel Alexander, member of the NHMDT, provided an update on the meeting held 5 February 2013. The meeting focussed on the fundraising strategy and the type of projects that were of primary interest. NHMDT discussed the varying levels of funding opportunities and explored the idea of adopting a different approach for different levels of funding ranging from low to high-level giving.

Mr Alexander reported that whilst the NHMDT was very positive and committed, members were eager to gather momentum and start fundraising for projects at the earliest opportunity. The most favoured projects were education and gallery related and it was, therefore, proposed that the NHMDT should be given two projects to kick-start the fundraising endeavours: (1) completion of Central Hall and (2) a new capital project to improve learning spaces. It is essential to have a clear demarcation of responsibility to denote which entity (e.g. the Board of Trustees, NHMDT and the Executive etc) is accountable for each project and how.

1492 AUDIT & RISK COMMITTEE REPORT

- (i) **Report of the Meeting held on 14 February 2013: (Oral)**
Sir David Omand, as Chair of the Audit & Risk Committee, reported on the discussions related to the topic on Long-Term Inherently High Risks (see below).
- (ii) **Long-Term Inherently High Risks: (TP 13/20)**
In addition to the long-term inherently high risks outlined in paper TP 13/20, two other risks that were discussed at the Audit and Risk Committee meeting held on 14 February:

“Key staff move on as a consequence of the long term pay freeze” and “Suitably skilled web, IT and scientific staff cannot be recruited or retained as a consequence of uncompetitive pay rates”

The Director of HR, Mr Paul Brereton, had given a presentation and discussions concluded that the longer the restrictions on pay remained in place the less success the Museum would have in retaining staff that have growing financial commitments and career ambitions. The Museum had done what it could to mitigate the risk. In particular: (a) providing a framework for career development for everyone; (b) ensuring resources were available to support people progressing through that framework; and (c) delivering transparent and equitable succession

planning. In addition, Sir David Omand also recommended that the Executive have in place a contingency plan to address the replacement of key staff working on big initiatives.

“Effective and robust plans are not in place to deliver capital projects over the next three years”.

Discussion centred on slippage of capital projects and how to mitigate this. The Director of Programmes, Teresa Wild, gave a presentation. It was noted at the meeting that the Museum's Governance Structure was under review and one of its objectives was to ensure that plans for priority projects were signed off and interrogated at the right committee and at the right stage as the project proceeds. Decisions were now being made on a timelier basis as issues went from the Project Board to Museum Programme Group (MPG) and if necessary were escalated to EB more efficiently.

1493 PERFORMANCE

(i) **Performance Outturn for Third Quarter 2012/13: (TP 13/21)**

Trustees noted the report.

1494 AGENDA ITEMS FOR FUTURE BOARD MEETINGS (TP 13/22)

The rolling agenda for future meetings was noted.

1495 PROPOSED DATES FOR 2014

These dates were accepted.

1496 EVENTS DIARY (TP 13/23)

The events diary was noted

1497 ANY OTHER BUSINESS

There were no items.

1498 DATES OF NEXT MEETINGS

2013:

- 11 April Annual Trustees Dinner
- 21 May 2013
- 2 July 2013 (evening: Annual Staff Summer Party)
- 1 October 2013(Annual Trustees' Strategy Day)
- 19 November 2013

2014:

- 25 February 2014
- 20 May 2014 (Annual Trustees Dinner)
- 1 July 2014 (evening: Annual Staff Summer Party)
- 30 September 2014 (Annual Trustees' Strategy Day)
- 18 November 2014