

No 221

THE NATURAL HISTORY MUSEUM

AT A MEETING ON

WEDNESDAY 19 MAY 2010

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
Professor Alex Halliday FRS
Ian Henderson CBE
Dr Derek Langslow
Sir David Omand GCB

In Attendance

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| Paul Brereton | Director of Human Resources |
| Rachael Casstles | Special Advisor |
| Anna Cuss (Minutes) | Executive Assistant to the Director and Secretary to the Board |
| Dr Michael Dixon | Director |
| Louise Emerson | Head of Business & Commercial Strategy (deputising for Sharon Ament, Director of Public Engagement) |
| Neil Greenwood | Director of Finance & Corporate Services |
| John Jackson | Science Policy Coordinator |
| Professor Phil Rainbow | Keeper of Zoology (deputising for Professor Richard Lane, Director of Science) |
| David Sanders | Director of Estates |
| Teresa Wild | Director of Policy and Planning and NHM Tring |
| Jane Foulsham | Consultant, National School of Government |
| Stephen Penfold | Consultant, National School of Government |
| Ailsa Barry | Head of Interactive Media (<i>minute 1286 only</i>) |
| Jan Day | Audit Manager (<i>minute 1281 only</i>) |
| Professor Andy Fleet | Keeper of Mineralogy (<i>minute 1277 only</i>) |
| Graham Higley | Head of Library and Information Services (<i>minute 1277 only</i>) |
| Malcolm Scoble | Keeper of Entomology (<i>minute 1286 only</i>) |

Closed session

1270 SENIOR MANAGEMENT STRUCTURE

Trustees discussed issues of succession planning within the Science Group that would arise in the coming months and agreed the proposed process for addressing them. Possible options would be presented to and discussed again with Trustees later in the year.

Open session

The Chairman welcomed Stephen Penfold and Jane Foulsham from the National School of Government to the meeting. They were attending the meeting as observers to inform the ongoing assessment of board performance, the results of which will be presented to Trustees in November.

1271 APOLOGIES FOR ABSENCE

Apologies for absence were received from Professors Dianne Edwards, Georgina Mace and Jacqueline McGlade.

It was noted that Professor McGlade's absence was enforced due to airport closures in Denmark resulting from the continuing invasion into airspace of volcanic ash from the Eyjafjallajökull volcano in Iceland. An attempt to include Professor McGlade in the meeting via conference telephone was, unfortunately, unsuccessful.

It was also noted that Ms Ament and Professor Lane were currently in the US, taking part in the Noyce Fellowship Scheme, recently awarded to Ms Ament. Deputies were attending the meeting on their behalf.

1272 MINUTES OF THE MEETING OF 23 FEBRUARY 2010

The minutes of the meeting of the Trustees held on 23 February 2010 were confirmed as a true record.

1273 MATTERS ARISING FROM THE MEETING OF 23 FEBRUARY 2010 (TP 10/16)

All items of significance were addressed under the current agenda.

1274 CHAIRMAN'S REPORT

The Chairman reported on a number of items:

Board Appointments – the Chairman reported that the requested reappointments to a second term for Ms Charlton and Professor Halliday were in abeyance due to the change of administration as a result of the recent General Election. As Ms Charlton's first term had come to an end on 30 April and Professor Halliday's on 28 February, it was hoped that confirmation would be forthcoming in the near future.

With the unanimous support of the Trustees, the Chairman also confirmed that Mr Alexander, who was a co-opted member of the Board, would also serve a second term from 12 May 2010 to 11 May 2014.

Museum of Life – the Chairman congratulated all those involved in bringing the 6-part documentary series, screened on BBC2 recently, to fruition. Trustees agreed that the series, which received a total of 8.6 million viewers overall, had provided an excellent insight into the Museum's work, combining very successfully a serious look at scientific research with lighter, more fun aspects of both working for and visiting the Museum. The series had received a tremendous amount of positive media coverage and had undoubtedly contributed to recent record visitor levels. The Chairman would write, on behalf of the Board, to all those staff involved, to thank them for their input.

1275 DIRECTOR'S REPORT (TP 10/17)

The Director highlighted a number of items from the report:

2009/10 year end outturn

Early indications showed that 2009/10 was a highly successful one for the Museum, particularly in terms of attendance, with over 4 million visitors to South Kensington and Tring together – an increase of 14% on previous year. This increase was largely attributable to the opening of the second phase of the Darwin Centre in September 2009 and the recent BBC documentary. It was clear that key events had a significant effect on attendance, as evidenced by a review of the long-term moving annual total of visits – the introduction of free admission and opening of Darwin Centre had both resulted in sharp increases, where negative events such as the July 2005 bombings in London had caused a pronounced decrease. Although the current increase could stabilise over coming months, it was also possible that visitor numbers might continue to rise, with visitors taking advantage of a free attraction in financially difficult times. Future uncertainty on visitor numbers brought associated difficulties for visitor-related income projections. Together with the likelihood of a late and stringent spending settlement in the autumn, these projections might not be as accurate as they had been in recent years.

As noted at the February meeting, the Museum was developing a response plan for increasing visitor numbers, in both the short and long term. Trustees were keen to ensure that issues of circulation, security and visitor satisfaction, particularly at peak periods, were addressed and reiterated their desire to discuss this further at the Strategy Day in September.

In terms of income generation, Trustees noted that the national museums were not currently proposing to raise the issue of reintroducing charging, and the new Government administration were committed, as the previous administration had been, to free admission for the foreseeable future.

Trustees joined the Director in thanking staff, volunteers, friends and supporters for their part in achieving such an exceptional year-end outturn for 2009/10.

Plans to accommodate reduced government grant-in-aid

As a corporate priority for 2010/11, these plans were being progressed as the Expenditure Review Programme. The Director had announced a redundancy plan, for implementation by the end of March 2011, to staff on 10 May. The loss of posts was primarily strategic, but at the same time affected a broad swathe of the Museum's staff. Appropriate re-deployments would be sought and support given to staff who were at risk as well as their line managers to ease them through the period of change. The reduction to the Museum's committed cost base, of which the redundancy plan was a component, would enable the Museum to pursue new priorities post-Darwin Centre and create flexibility to accommodate expected decreases in future funding which were altogether more likely to occur in-year after the recent establishment of the Conservative/Lib-Dem coalition Government.

Trustees recognised the difficulties which the Museum was going to face as a result of the current political and economic environment and reiterated the need to address the matter as a priority at each future meeting.

Changes to Senior Management and internal governance and management processes

Trustees noted the changes that were taking place, and congratulated Mr Greenwood on his appointment to the post of Director of Finance & Corporate Services, which took effect from 1 April 2010. In this role, the Directors of Human Resources, Estates and Policy and Planning would now report to Mr Greenwood instead of the Director. Further changes would be announced in due course.

Corporate Plan 2011-16

The final update on the 2010/11 Corporate Plan had now been issued and forwarded to Trustees and work was continuing on the 2011/16 Plan. The new iteration would be used to prioritise the Museum's work and to allocate appropriate resources once the funding situation was clearer. The Plan would also be used as an advocacy tool in the Spending Review discussions at the end of the year. Trustees would have the opportunity to review a draft Plan at the Strategy Day in September with formal sign off expected at the November Board meeting.

Mr Greenwood confirmed that, realistically, the Museum's capital allocation was likely to be reduced as a result of the Spending Review and therefore adjustments to the capital programme would need to be made at the appropriate time.

Memorial to the victims of the 2004 Asian Tsunami

As agreed with the UK victims' families support group, TS(UK), a site for the memorial had now been identified near the Darwin Centre. This would allow for separate access from Queensgate, if necessary, though TS(UK) were content that this need not extend to the specific anniversary of the tsunami on Boxing Day, when the Museum would normally be closed. Having received the first tranche of funding from DCMS the group were consulting with designers on how the memorial would look. The Museum would be involved in the process and it was hoped that the memorial would be completed by spring 2011.

Trustees were satisfied with the progress that was being made and suggested that the Museum should foster a closer relationship with the families involved by encouraging an interest in the Museum and its work through specific tailored visits.

NHM-RBG KEW future collaboration

Following the publication of the review chaired by Sir Neil Chalmers, Professor Lane had met with Stephen Hopper, the Director of Kew to agree a process for considering how a strategic partnership could be advanced. The first step would be a series of bilateral senior management visits by the NHM to RGB Kew and vice versa. The outcomes of these visits would be reported back to Trustees in July.

Trustees agreed to assist in the plans for a strategic partnership by engaging at Board level with RGB Kew. Professor Lane would advise Trustees on how this could be taken forward on his return from the US.

1276 DECLARATIONS OF INTEREST AND REGISTER OF INTERESTS (TP 10/18)

None was declared.

1277 SCIENCE GROUP

(i) Final Quarter Update 2009/10 (TP 10/19)

Professor Rainbow focussed on a number of points from the report:

Major grants – and NHM team led by Dr Vince Smith (Entomology) and Dr Dave Roberts (Zoology) had secured an EC grant worth approximately €5 million for ViBRANT (Virtual Biodiversity Research and Access Network for Taxonomy). The project involved integrating several major EU funded infrastructures to construct a Virtual Research Environment (VRE) for the taxonomic and systematic community. The project built on a system developed within the Framework Programme 6-funded European Distributed Institute of Taxonomy (EDIT), specifically Scratchpad and was a collaboration with the LifeWatch initiative.

Environmental mineralogy research, Eva Valsami-Jones, from the Museum's Mineralogy Department, and her team were core partners in an European consortium that had been awarded €7 million by the EC to run a major Infrastructure Facility for nanosafety research. The project would address increasing concerns over the possibility that nanomaterial might harm humans or the biosphere. By creating and testing suitable materials and protocols for research, as well as

developing guidelines, the Qnano project would support further research into nanotechnology, which had enormous potential to revolutionise our futures.

Trustees congratulated those involved in securing these grants, enabling the Museum to continue its strong record of participation in cutting edge science.

Supporting activities in the regions – Trustees noted the successful outcome of the recent Lyme Regis Fossil Festival and the similarly planned Scarborough Festival, hosted by the historic Rotunda Museum (which the Museum had helped to re-launch in recent years). This kind of participation in offsite activities beyond London was highly desirable and, where resource allowed, should be encouraged further. The Director confirmed that, with the completion of the Darwin Centre, the Museum was now able to focus more on other, more outward-looking initiatives, and plans were being developed within the Public Engagement and Science Strategies to take this forward.

Advances in DNA sequencing technology – two events to explore the application of genomics to extinct and rare extant species of plants and animals were being organised by Drs David Rollinson and Tim Littlewood and Richard Sabin from the Zoology Department. Trustees were invited to attend the two events, to be held at the Linnean Society and the NHM later in the year, to see how modern technology, NHM collections and cutting edge research were being used effectively to address pressing questions during the International Year of Biodiversity. Details would be forwarded in due course.

New collections – the Museum had recently obtained significant additions to its collections in the form of approximately 100 rare ore specimens, principally from the Eastern USA and Mexico, and the Voří ek collection of nearly 50,000 weevil specimens, largely from the countries of the former USSR.

Trustees enquired whether donations such as the ore collection were part of a formal collecting strategy. Professor Rainbow confirmed that offers of material were assessed carefully against the collection strategy to ensure that they provided a useful addition to the Museum's collection, whether for research or exhibition purposes. Steps were also taken to provide assurance that the material was accurately provenanced with supporting documentation. Many donations were offered, but only those which satisfied the necessary criteria were accepted.

(ii) **Visiting Groups**

(i) Mineralogy (2008) – first year progress report (TP 10/20)

A Visiting Group to the Department of Mineralogy, chaired by Professor Halliday had taken place in December 2008 and was reported to Trustees in February 2009. This report, presented by Professor Fleet, outlined progress made to implement the recommendations which had been made.

Overall, the department was striving to disseminate best practice from its excellent meteoritics and cosmology research area, to promote better integration of research, collections development and the development and application of imaging and analytical facilities in other areas of the department. As recommended, a 5-year strategy had been drafted which would assist in the development of a more confident and strategic outlook for the department.

There were a number of recommendations that could not be addressed at the present time due to the uncertain economic future for the Museum, particularly re-design of existing exhibitions, increased budgets for acquisitions and a review of salaries. However, those areas which had been identified for further leadership on a national and international scale, were being developed along the lines recommended where possible. In terms of the ores and economic mineralogy group, the Department were aware of the value of providing excellence in niche areas of research, but there was a balance to be struck between undertaking research that would increase scientific impact and research which was of mainly commercial benefit. In the current environment, an increased focus might be required on the latter.

Trustees noted that the forthcoming review of the structure of Science Group would have an impact upon the areas of research which were carried out in future and also upon the potential renaming of the Department.

(ii) Strategic Review of the Library (2009) – full report and response to recommendations (TP 10/21)

Trustees had discussed the report and recommendations from the Review Group, chaired by Professor Drewry, at their February meeting. At that meeting, some of the recommendations focussing specifically on the work of the library itself had been addressed in an interim management response, primarily the intention to produce a revised strategy by December 2010. However, several of the review groups' recommendations had a much wider impact on the whole Museum, such as the quality of space and security and the role which the Library might take in the Museum's public engagement/outreach activities in the future.

These latter recommendations had been discussed by Directors' Group towards the end of April with the conclusion that these issues could only be realistically tackled once the overall strategy had been revised. The recommendation from Directors' Group therefore, was that the revised library strategy be developed within a wide internal and external consultation and within a formal project management framework. This would involve both UK and overseas organisations, including the Smithsonian, which had recently completed its own Strategic Plan for its Libraries. Mr Higley, Head of Library and Information Services, outlined how the project would be organised and to

what timetable it would aim to work. Completion of the draft strategy had been brought forward to October 2010 in time for an initial progress update to the Board in November, with presentation of the final strategy and costed options for implementation scheduled to be made in February 2011.

Professor Drewry confirmed that good progress was being made and stressed the important of maintaining momentum, particularly in the key areas of developing the visionary aspects of the plan and improving access to digital collections.

Trustees noted the timetable for delivery of the revised plan, but acknowledged, again, that the uncertain future for Museum funding might impact upon the rate of delivery of the final option.

1278 PUBLIC ENGAGEMENT GROUP

(i) Final Quarter Update 2009/10 (TP 10/22)

Ms Emerson highlighted a number of items from the report, excluding admissions which had already been covered in the Director's Report:

International Year of Biodiversity – the Museum had now implemented its strategic plan for the International Year and the secretariat had worked closely with and exceeded the expectations of its primary partners, Defra and the UN Convention on Biological Diversity. The wide range of activities on offer was being well received.

Income generation – in both commercial and fundraising activities, the Museum had had a strong year, despite difficult external pressures. With regard to exhibitions, *Veolia Environnement Wildlife Photographer of the Year* had fallen slightly short of target, but this was related to a number of factors, including the bad winter, fallback in customer purchases and slightly earlier termination of the exhibition to allow for installation of *The Deep* in the same gallery. Overall, the exhibition had exceeded the previous year's outturn. Elsewhere, the permanent *Images of Nature* gallery was due to open in November following a hugely successful fundraising campaign and a significant donation for the Molecular Facility had been recently received from the Wolfson Foundation. Trustees recognised that this was a major achievement in the current environment.

Both catering and events were experiencing a downturn due to the difficult economic times, but this was largely echoed in other organisations across London and the rest of the country and steps were being taken to both reduce costs and encourage take up. Membership was also declining, even though overall visitor numbers were on the increase. Trustees noted that there were plans to introduce a more compelling offer for members over and above access to temporary exhibitions.

The Director concluded that the Museum's income generation for the future was at the forefront of its strategic plans, particularly as the economic situation was likely to worsen over time. This would need to include a review of current and future income streams across the Museum, incorporating science consultancy, and the proposed review of fundraising activities. Trustees would need to be closely involved in these reviews and would be consulted both individually and as a Board over the coming months.

Outreach – Trustees discussed the various ways in which the Museum was engaging with other organisations and visitors beyond London and the UK. With the completion of the Darwin Centre, a necessarily inward focus, it was part of the Museum's forward plans to look increasingly outwards towards partnerships and collaborations. There were many ways in which outreach might manifest itself including touring exhibitions, loan of specimens, partnership agreements, and involvement with school science as well as amateur science. Trustees agreed that they should consider the Museum's range of current and planned activities at their November meeting to establish how the Museum could demonstrate its public value more clearly whilst generating mutual benefit, not exclusively financial, for those involved.

1279 CORPORATE SERVICES GROUP

(i) Financial Review to February 2010 (TP 10/23)

Mr Greenwood presented the latest position to end of February 2010. He also gave an initial indication of the likely provisional year-end outturn, which would be completed shortly. The final position would be reported to the Board in July.

(ii) Annual Health and Safety Report 2009/10 (TP 10/24)

Trustees noted the summary of activities and achievement concerning Health and Safety. They were pleased to learn that the BSI OHSAS (British Standards Institute Occupational Health Management Systems) certificate of compliance had been successfully issued to the Museum for a further three years. Satisfaction was also expressed on the completion of fire precautions work at South Kensington and start of works at NHM Tring which would bring the whole site up to standard in due course.

With reference to the health and safety advisory service currently being provided to a small number of other national museums, Trustees advised caution in making any plans to expand the service further. There were issues over whether it was appropriate for the Museum to continue to generate income from the advisory service in the long term and clarity on associated liabilities was also required.

(iii) Annual Physical Security Report 2009/10 (TP 10/25)

Mr Brereton introduced the first Annual Physical Security Report, which was one of the mandatory requirements set out under the Security Policy Framework (SPF) initiated by the Cabinet Office to address issues of control associated with Information Risk Management. The report considered not only aspects of security which were mandatory but also other aspects which were considered appropriate to ensure that the report was fulsome in its scope.

Trustees noted the activities which were being undertaken to manage security within the SPF and commented on the following areas:

- (i) Significant Security Incidents – the most significant incident, which would be reported in the Statement of Internal Control, had been the discovery of theft of bird skins from NHM Tring. The matter had been addressed by Internal Audit review and the Director of Science had reported on steps being taken to mitigate theft of collections to the Audit & Risk Committee on 6 May. It was clear that whilst there was a limited level of assurance on the safety of the collections from theft, it was not the optimum level. However, it was recognised that an appropriate balance needed to be struck between protecting valuable material, whether in the financial or research sense, and allowing reasonable levels of access for researchers. The collections were only valuable to science if they were available for study.

Trustees were aware that their primary responsibility was for the protection of the Museum's collections. Therefore, it was agreed that the new Head of Security, once appointed, should address collections risks as a priority, taking into account internal audit findings and recommendations, and best practice proposals on access from the Science Group, including those raised in the recent review of the Library Strategy. A significant aspect of this work would be the identification of and wider dissemination amongst appropriate staff of items of significant value within the collections, again relating to both monetary value and value to scientific research.

- (ii) Counter-terrorism – it was noted that the Metropolitan Police had carried out a counter-terrorism security survey of the South Kensington estate. The recommendations from this survey had substantial budgetary implications if adopted fully and it was therefore necessary to find a pragmatic solution to both address the recommendations and to allow public access to continue without prohibitive restriction. Again, it was agreed that the new Head of Security, once appointed, should take this forward as a priority, particularly in the light of the approaching Olympic year in 2012 when visitor levels were likely to be high. The overarching priority must remain to protect the staff and visitors to the Museum to the best of our ability.

Trustees noted the report and were satisfied, subject to the comments above, that physical security was being dealt with in a proportionate and effective way.

1280 DARWIN CENTRE

Progress Report (TP 10/26)

Mr Greenwood presented the latest update on outstanding work relating to Darwin Centre Phase Two. It was agreed that the final report should be submitted to the November meeting, to incorporate the results of the final OGC Review due to take place in the autumn.

Trustees noted the outstanding minor items and steps being taken to deliver them to conclusion, but focussed the majority of their discussion on the section referring to benefits measurement and realisation. During February, a detailed exercise had been carried out to assess data production and collection for measuring benefits realisation. It became clear that the volume and complexity of some of the measures were somewhat excessive, resulting in a significant administrative burden. Therefore, a reassessment was carried out to ensure that the measures were appropriate and capable of meaningful evaluation. Good progress had been demonstrated, particularly on improving management and preservation of collections (Benefit 2) and raising awareness of the Museum's brand (Benefit 4), but Trustees noted that some measures were only relevant in the long term, which was difficult to determine in the present political and economic environment. Mr Greenwood confirmed that the OGV Review in the autumn should also provide assurance that sufficient progress had been made.

Work now was focussing on lessons learned and how to use them to inform future projects. Trustees raised the following points:

- Whether full advantage was being taken of the Exhibition Road project. The Director confirmed that the Museum was interacting closely with the project, with Ms Ament currently chairing the Cultural Group. Entwined with the project was the Museum's Grounds Strategy Plan, which was under discussion with the Royal Borough of Kensington and Chelsea and local stakeholders. There was still some way to go before agreement was reached, but ultimately the Museum planned to make better use of access via the tunnel from South Kensington tube station to bring visitors onto the site at basement level. The Director acknowledged that the approach via the tunnel, which was owned by Transport for London, was not satisfactory in its present state and that signage was poor, but improvements were planned within the project, for completion in 2011, ahead of Olympic year in 2012 when the South Kensington area would be designated as London's cultural hub.
- Although much progress had been made with Benefit 3 – increased public engagement with our science, through attracting increased numbers of visitors, particularly school visits and the introduction of the NaturePlus feature, there was still an outstanding issue over visibility of scientists in the cocoon. Mr Greenwood confirmed that current

arrangements had proved unsatisfactory for both scientists and visitors, particularly in reaching a balance between visibility and ability of scientists to carry out their work under scrutiny, but the issue was being actively addressed in order to find a practical solution to the benefit of everyone.

Trustees noted the report and looked forward to receiving the final outturn in November.

1281 AUDIT & RISK COMMITTEE REPORT

(i) **Report of the meeting held on 6 May 2010**

Sir David Omand, as Chairman of the Committee, gave an oral report on the main items covered by the meeting. A significant part of the meeting, relating to security of collections, was covered previously under the Annual Physical Security Report and was therefore not raised again here.

Information Risk Management – although all the recommended actions had not been fully implemented as yet, a great deal had been achieved and the Audit Manager was able to submit a positive report to the Director, as Accounting Officer. The Committee had congratulated Mr Brereton and his team on taking the work forward in a proportionate way for the Museum.

Major Corporate Risks – the Director gave his annual update, which was well received. Trustees enquired whether there was a requirement to recognise the potential risk of providing incorrect analysis or advice based on scientific research carried for consultancy projects. Mr Jackson confirmed that the majority of research focussed on analysis, rather than the provision of advice or drawing of conclusions based upon it. However, it was pointed out that the Museum could be obliged to provide advice as a condition of its status as a Government NDPB. In the light of this discussion, Mr Greenwood agreed to clarify the position with regard to insurance and indemnity in the event of an issue arising in this area of the Museum's work.

Risk and Assurance Plan for 2010/11 – the plan was now more closely linked to the ranked list of major corporate risks, which was a great improvement.

(ii) **Audit Manager's Annual Report & Assurance 2009/10 (TP 10/27)**

Ms Day, Audit Manager, joined the meeting to present her Annual Report, which had been previously presented to and approved by the Audit & Risk Committee on 6 May. Ms Day confirmed that despite the absence of the Head of Internal Audit, David Thorpe, for a significant part of the year, the unit had managed to complete all planned reviews for 2009/10 with the exception of a limited number of agreed postponements.

Trustees endorsed the Audit Manager's opinion and the view expressed by the Audit & Risk Committee that the Museum currently had an adequate and effective risk management and internal control framework in place to ensure the proper conduct of business and the achievement of its aims and objectives.

On behalf of the Board, the Chairman thanked Ms Day for managing the unit in Mr Thorpe's absence and for the immediate future, following Mr Thorpe's retirement on 30 April 2010. Trustees were aware that a consultation undertaken by HM Treasury in recent months, the Internal Audit Strategic Improvement Plan, had proposed the formation of an external, centrally managed audit function for the public sector. The view expressed by the NHM had been that this would not be a satisfactory arrangement, however, it remained to be seen whether the initiative would progress further under the new Government administration.

1282 PERFORMANCE

Corporate Key Performance Indicators (KPIs) to end of Final Quarter 2009/10 and final outturn (TP 10/28)

Ms Wild presented the report, noting that there were a number of indicators for science which were not yet available. Therefore, a fuller report would be provided at the July meeting. Detailed comment on the year-end outturn for visitors and related income had been made under the Director's Report, but Trustees also noted the increased visits to the Museum's website, Touring exhibitions and by learning groups.

Trustees commented on the apparent reduction in science enquiries during 2009/10. Mr Jackson explained that this was largely due to a change of approach during the year from the gross total of contacts with all departments to specifically focus on natural history enquiries which were now being coordinated through the Angela Marmont Centre (AMC). The outcome therefore represented a strategic focus rather than a crude indication of disparate demand. Professor Rainbow added that there had also been a reduction of enquiries in real terms as a result of temporary lack of access to entomology and botany collections during the period of the move into Darwin Centre. The indicator for science enquiries would continue to develop as usage of the AMC evolved.

Ms Wild concluded that the range of self-selected indicators would be rationalised with the development of the new Corporate Plan and linked more closely to the three overarching strategies, for Public Engagement, Science and Corporate Services, and also to the realisation of benefits. Whilst the Museum would continue to measure against untargeted DCMS headline indicators, these could change under the new Government administration when a new Funding Agreement was introduced from 2012.

1283 AGENDA ITEMS FOR FUTURE BOARD MEETINGS (TP 10/29)

The rolling agenda for future meetings was noted. Dates for meetings in 2011 would be confirmed shortly.

1284 EVENTS DIARY (TP 10/30)

The events diary was noted. The Chairman informed Trustees that although allocation of resources was under review, it was still considered important to hold an Annual Summer Party for staff and Trustees. He encouraged all Trustees to attend on 6 July.

1285 ANY OTHER BUSINESS

There were no items.

1286 SCIENCE DISCUSSION: DIGITAL REVIEW (TP 10/31)

Ms Barry, Head of Interactive Media and Director of the Digital Review Project, joined the meeting to provide an outline of the proposed review to result in an NHM Digital Strategy covering the next three to six years. The strategy would seek to address one of the Museum's major corporate risks relating to ensuring an adequate web presence for science as a major international research organisation. In summary, the Review would consider the Museum's vision, initiatives, policies, processes, governance and resources to ensure that its use of digital assets and technological infrastructure would maximize the potential of the Museum in the 21st century.

Ms Barry outlined the scope of the strategy, which would consider business areas affected by emerging technology across the Museum before inviting Professor Scoble, Keeper of Entomology and Mr Higley, Head of Library and Information Services, to give brief presentations on key aspects of the review including digitization projects and online science.

1287 DATE OF NEXT MEETING

Tuesday 6 July 2010 at 0930 at The Natural History Museum.