



Board of the National Museum of Ireland

Minutes of Meeting of the Board on Thursday 6th December at 2pm,
Kildare Room, National Museum of Ireland – Archaeology, Kildare Street

Present:	Ms. Catherine Heaney (Chair) Mr. John Bowen Ms. Mary Crotty Professor Ingrid Hook Mr. Ambrose Loughlin	Ms. Judith McCarthy Ms. Denise Moroney Mr. Declan Nelson Professor Mary O'Dowd Dr. Andrew Power
Apologies:	Professor Kathleen James-Chakraborty Ms. Virginia Teehan	Mr. Aidan Walsh
In attendance:	Ms Lynn Scarff (Director, NMI) Ms Jennifer Keane (Secretary to Board, NMI)	Ms Maria Kearns (Head of HR, NMI) Ms Rowena Neville, (Blue Line Consulting, Item 5 only)

1. Opening of the meeting, apologies, if any, adoption of the agenda

The Chair opened the meeting and conveyed apologies from Prof. Kathleen James-Chakraborty, Ms Teehan and Mr Walsh.

The Board adopted the agenda.

2. Minutes of the meeting of 13 September 2018 and matters arising

The minutes of the meeting of the 13 September 2018 were proposed by Dr Andrew Power and seconded by Ms Mary Crotty, subject to two amendments. The Secretary agreed to make the changes.

Matters Arising

The Board discussed the appointment of the two new Board Members and the staff representative to the Board:

- Helen Shenton, Librarian and Archivist at Trinity College
- Dr Linda King, Co-Chair of the Visual Communications Course at IADT
- Paolo Viscardi, Assistant Keeper II at the Natural History Museum (staff representative)

The Chair reported that the new Board members have been invited to attend an induction session on 10 December and will attend the next Board meeting on Thursday 17 January.

3. Executive Report from the Chair and the Director

The Board noted the executive report from the Chair and the Director.



Collections Resource Centre

The Director updated the Board on matters relating to the Collections Resource Centre and reported that the Museum Executive is continuing to work closely with the Department of Culture, Heritage and the Gaeltacht (DCHG) and the OPW on this matter.

The Board agreed that it is critical that this matter is progressed within the early period of 2019.

Museum Standards Programme Ireland

The Director reported that she will meet with the Heritage Council next week to discuss the MSPI assessment report next week.

Stakeholder and Governance

The Director reported that she has been invited to attend the Joint Oireachtas Committee on Culture, Heritage and the Gaeltacht on Wednesday 12 December at 1.30pm to discuss ‘the development of the network of regional and local museums and related matters’. Invitations have also been issued to the Local Authority Museums Network, the Irish Museums Association and the Heritage Council.

The Chair reported that on 14 November, she and the Director attended an event at the British Embassy to discuss the planned strategic partnership between the NMI and National Museums Wales. The Chair stated that the National Museums Wales would like to have the memorandum of understanding signed by 1st March to celebrate St David’s Day.

It was agreed that the Director will circulate the draft memorandum of understanding to GPAC to discuss at the meeting of 10 January.

Decade of Centenaries

The Board heard that GPAC has extended an invitation to Prof. Maurice Manning, Chair of the Decade of Centenaries Expert Group to attend the January meeting to discuss the NMI’s role in the commemorations.

Budgetary Allocation for 2019

The Director reported that she met with the Secretary General on 2 November and the budgetary allocation to the NMI for 2019 was discussed at the meeting.

The Board recorded a vote of thanks to the Minister for the budget allocation for 2019.

4. Report from Board Committees

a) Development and Strategy Committee

Mr Bowen delivered the report from the Development and Strategy Committee.

Mr Bowen reported that at the last meeting the Committee met with Mr Greg Kelly, Head of Facilities and discussed maintenance issues at each of the NMI sites.

Mr Bowen reported Ms Terri McInerney, Commercial Development Manager presented an update on the Retail operations to the Committee, the Retail position has improved and loss has been eliminated.

The Board agreed a vote of thanks to Ms McInerney and the Retail team for their hard work.



The Board discussed plans for the Natural History Museum. The Director stated that there are now regular meetings between the Executive and the OPW to discuss each of these projects.

The Chair of the Board reported that she met with the Ceann Comhairle. The Ceann Comhairle has suggested that a Leinster House Complex Group be set up to oversee the upcoming works both to Leinster House and to the Natural History Museum.

It was agreed that the Chair will send a letter to the Ceann Comhairle welcoming the establishment of such a group.

The Director reported that she has received a proposal to erect a monument at the National Museum of Ireland – Collins Barracks. **The Board noted the proposal and it was agreed that the Director will follow up on this with the relevant authorities.**

b) Audit and Risk Committee

Mr Loughlin presented an update to the Board from the Audit and Risk Committee. Mr Loughlin stated that the Audit and Risk Committee have met twice since the last Board meeting on 27 September to approve the Financial Statements for 2017 and on the 5 November.

Financial Statements 2017

Mr Loughlin reported that at the meeting of the Audit and Risk Committee of the 27 September, the Committee approved the final draft of the Financial Statements 2017, which were then submitted to the C&AG achieving a sign off date of September 2018. The Financial Statements 2017 were approved by the C&AG and have now been submitted to the DCHG along with the compliance letter to the Minister and the Annual Report 2017 to be laid before the Oireachtas.

Financial Forecast to end of 2018

The Board discussed the Financial Forecast 2 (to the end of November). Mr Loughlin reported that against the grant-in-aid, the present forecast shows a deficit of approximately €44k for the end of the year.

Financial Shared Services Centre

Mr Loughlin reported that the NMI is in Wave II of the transfer to the new Financial Shared Services Centre, which was due to go ahead in January 2019 but has now been postponed until June 2019.

Risk Register and Issues Arising

Mr Loughlin reported that the Committee had asked the internal auditor to review the current NMI risk management process and at the meeting of 5 November, the Committee heard the findings of this review. Mr Loughlin stated that the Committee agreed that the current risk management system needs to be updated and this will be done as soon as the new Strategic Plan is in place in Q1 2019. Mr Loughlin reported that the Committee agreed that the Executive will provide a report to the Committee in January on the follow up actions taken on recommendations arising from audits which took place in 2018 and a list of all priority 1 issues highlighted by auditors since 2016.

Internal Audit Plan for 2019

Mr Loughlin reported that the Committee had discussed the Audit Plan for 2019 at the meeting of 5 November. It was agreed that an Internal Financial Controls audit and a Collections Management audit should be carried out in 2019, GDPR should be audited in Q1 of 2020 to allow time for the Records Management programme to commence and an ICT controls audit should be scheduled for 2020, to allow some time following the launch of the new website and bookings system.



Rejuvenation of Committee Membership

The Board discussed the rejuvenation of the Committee's membership.

The Board agreed that as there is a significant amount of work to be done with the Development and Strategy Committee and so Mr Bowen will step down from the Audit and Risk Committee. The Board thanked Mr Bowen for the work that he has done as a member of the Audit and Risk Committee.

Dr Power offered to step down from the Development and Strategy Committee and join the Audit and Risk Committee and the Board approved this.

The Board recorded a vote of thanks to Mr Cecil Keaveney who will step down as external member of the Audit and Risk Committee. The Board agreed that Mr Keaveney has done a lot of excellent work as the continuous external Committee member between the current Board and the former Board.

The Board gave the Audit and Risk Committee leave to appoint Ms Aoife Clabby as an external member to the Audit and Risk Committee.

c) GPAC

Professor Ingrid Hook delivered the report from the GPAC Committee.

The Board agreed to appoint Professor Dáibhí Ó Cróinín as an external member of GPAC.

d) HR Committee

The Board recorded a vote of thanks to Ms Maria Kearns for all of her hard work.

Ms Kearns updated the Board on current legal cases.

Ms Kearns reported that the complaints procedure is now being reviewed by the staff unions.

The Board approved the Smoke Free Workplace policy and the Employee Assistance Programme policy.

The Board discussed the one day corporate governance training proposed by the Department of Culture, Heritage and the Gaeltacht.

The Board agreed that corporate governance training should be offered to the three newly appointed Board members and the two external members who have been co-opted to the Board Committees and any of the other Board members who wish to avail of refresher training.

The Board went into private session to discuss the Director's performance review and the executive left the room for this part of the meeting.



5. Key Discussion Item: Strategic Plan

Ms Rowena Neville joined the meeting.

The Director updated the Board on the Strategic Plan Process. The Board reviewed the draft Strategic Plan 2019 – 2022 and suggested a number of amendments.

The Board agreed that the final, designed Strategic Plan 2019-2022 and accompanying implementation plan should be presented to the Strategic Plan Committee in January and then send to the Board before the meeting on 17 January 2019.

It was agreed that the Board will review the progress on the implementation of the Strategic Plan on an annual basis.

Ms Rowena Neville left the meeting.

6. Discussion on Board Annual Review

The Chair presented the results of survey on the first two and a half years of the Board's term. All Board members participated in the survey.

The Board agreed that the Secretary should circulate the presentation on the results of the survey to all Board members.

The Board agreed that papers for the Board meetings should be circulated further in advance of the meetings and that Committee meetings may need to be scheduled to accommodate this.

The Board agreed that the minutes of the Board meeting should be circulated as soon as possible after the Board meeting.

The Board recommended that video-conferencing facilities at the NMI should be improved.

The Board agreed that the Chairs of each of the Committees will produce a short report on the activities of the Committee in 2018, which will be sent to DCHG.

The Board agreed to review the Oversight Agreement 2019 at the next meeting in January.

7. Date and venue of next meeting

The next meeting of the Board will take place on **Thursday 17 January 2018 at 10am at the Palatine Room, National Museum of Ireland – Decorative Arts & History, Collins Barracks.**