

**National Galleries of Scotland  
Board of Trustees**

Minute of the meeting of the Board of Trustees held in the Boardroom,  
Scottish National Gallery of Modern Art Two, Belford Road, Edinburgh on  
Monday 17 June 2019, 1300hrs

**Present:** Benny Higgins (Chairman) Nick Pearce  
Alistair Dodds Tari Lang  
Tricia Bey Audrey Carlin  
Catherine Muirden Hannah Rudman

**In Attendance:** Sir John Leighton, Director-General  
Chris Breward  
Jacqueline Ridge  
Bryan Robertson  
Fiona Buchanan, observer  
Valerie Urquhart (items 7 & 8 only)  
Lucy Askew, Patrick Elliott, Helen Monaghan and Anne  
Lyden (item 12 only)

**Apologies:** Willie Watt  
Edward Green  
Jo Coomber

**Secretariat:** Elaine Anderson

**Action**

***Open Business***

**1 Declarations of Interest**

There were no declarations of interest.

**2 Chairman's Business**

The Chairman commended the Bridget Riley exhibition and encouraged colleagues to attend.

***Trustee Appointments:***

The Chairman reported that there would be another appointments round for trustees later in 2019. There were currently two vacancies, with a further two due in 2020. Colleagues noted that it may be appropriate to set specific criteria to ensure a suitably varied membership.

***Feedback from Trustee Appraisals:***

The feedback from trustees during the appraisals process had

been positive, but there was a general feeling that there needed to be greater Trustee engagement with the NGS programme and activities. The Chairman asked trustees to let Ms Anderson know in advance of private views which ones they might be able to attend. This would ensure better attendance and visibility of trustees.

All/EA

Some suggestions had been made for improving the induction programme for new trustees.

It was noted that much Board business was discussed at sub-committees, but more information often needed to be shared with the full board to ensure that they were fully informed to make decisions.

### 3 Minutes

#### 3.1 Minute of the Meeting of 25 March 2019

The minute of the meeting of 25 March 2019 was approved as a correct record.

### 4 Matters Arising

There were no matters arising.

## Reserved Business – items 5-8

### *Open Business*

#### 9 Reports

##### 9.1 Collection

###### 9.1.1 Quarterly Report including acquisitions

Professor Breward offered an outline of recent collection matters and, in particular, acquisitions.

The draft Research Framework was under development and would be presented to trustees later in 2019. The Collection Development strategy would also be presented at the same time. Trustees were keen to view some of the acquisitions. It was agreed to hold the meeting either in situ in a gallery space or bring some works in to the meeting.

EA

Professor Breward commented on the breadth of NGS's reach through its loans programme.

Trustees noted with sadness the passing of Douglas Hall, the original Keeper of the Gallery of Modern Art.

Ms Ridge explained that NGS had purchased an infra-red camera which was one of the first of its kind in use in Scotland. Ms Ridge explained the difference between infra-red investigation and full X-ray.

It was suggested that trustees be given a demonstration of the Microfader and/or infra-red camera at a future date. JR

## 9.2 **Public Engagement Quarterly Report**

Trustees noted the report.

Ms Lang considered whether there should be a revised approach to events for Patrons or similar. It was noted that all Friends events were over-subscribed. Patrons numbers had increased, but more, younger, Patrons needed to be brought on board and events and the broader offer were the key to that. The Director-General noted the point and agreed to pick it up with the membership team. JL

## 9.3 **Public Programme**

### 9.3.1 **Quarterly Report**

Report noted.

### 9.3.2 **Visitors Figures: March-April 2019**

The visitor figure reports were noted.

## 9.4 **Operations Quarterly Report**

Mr Robertson offered an update on the COO Office and what had been achieved in the last six months.

On workforce planning, the team was now considering staffing requests in relation to overall impact rather than reviewing posts in isolation as has happened in the past.

Insight profiles had been carried out for team leaders.

Understanding the use of the current estate has been a key part of the development of the Estates Masterplan. This was being reviewed by the Leadership Team this week and trustees would be brought into discussions in due course. The future use of the GMA site was key to development plans at Granton.

Five star status at all sites was desirable; it was currently only held at the PG.

Mr Robertson outlined some of the things he was doing to take matters forward, explaining some of the areas in which he had taken a particular interest.

Trustees sought an update in a similar format for future meetings.

## 10 **Compliance & Risk**

### 10.1 **Strategic Risk Register**

Changes noted.

### 10.2 **Performance Measures 2018-19: Q4 Report**

The KPIs were noted.

### 10.3 **Equalities Progress Reports 2019**

Colleagues noted the report and the important work being carried out in this area. Ms Bey queried whether we should be worried about people not wanting to state that they have a disability. Colleagues considered whether it was worth comparing NGS data to other organisations.

### 10.4 **Freedom of Information & Data Protection Annual Report 2018-19**

Trustees noted the progress made against GDPR and the reduction in risk as DP processes embed.

## 11 **Any Other Business**

Publications – Ms Rudman noted the receipt by trustees of NGS publications and expressed concern about the cost. It was considered that there was merit in trustees receiving the publications. It was suggested that books could be brought to Board meetings to save on postage and, if trustees wished to take one, they could.

## 12 **NGS Summer Season Presentation**

Lucy Askew, Patrick Elliott, Helen Monaghan and Anne Lyden in attendance.

Colleagues delivered a presentation on the summer season at NGS.

## 13 **Date of Next Meeting**

The next meeting of the Board of Trustees will be held on Monday 9 September 2019 at 1300hrs in the Boardroom, Modern Two.