

## National Galleries of Scotland Board of Trustees

Public 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 25 November 2019, 1030hrs.

**Present:** Benny Higgins (Chairman)  
Nick Pearce  
Tricia Bey  
Catherine Muirden  
Edward Green  
Willie Watt  
Tari Lang

**In Attendance:** Sir John Leighton, Director-General  
Jo Coomber  
Jacqueline Ridge  
Bryan Robertson  
Chris Breward  
Valerie Urquhart (items 1-7)

**Apologies:** Alistair Dodds  
Audrey Carlin  
Hannah Rudman

**Secretariat:** Elaine Anderson

### ***Open Business***

#### **1 Declarations of Interest**

There were no new declarations of interest.

#### **2 Chairman's Business**

***Confidential***  
**BP Decision**  
*Redacted*

#### **3 Minutes**

##### **3.1 Minute of the meeting of 10 September 2019**

The minute of the meeting of 10 September 2019 was approved as a correct record.

#### **4 Matters Arising**

There were no matters arising.

## 5 **Director-General's Report**

The report was noted.

### ***Reserved Business***

*Redacted*

### ***Open Business***

## 10 **Reports**

### 10.1 **Collection: Quarterly Report including acquisitions**

Professor Breward noted some of the interesting acquisitions outlined in the paper. It was noted that two gifts had been forthcoming on the back of the Collage show.

The Spencer bequest had led to funding for research on Paolozzi works, including employment of a post.

Doors Open Day at Granton had been really successful and a number of local people had attended.

#### 10.1.2 **Disposals Report**

The report was noted.

### 10.2 **Public Engagement Quarterly Report**

Ms Coomber outlined some of the recent publicity around the collection. There had been excellent reaction in the press to the MacKinnon photography show.

The new Education facility at Modern One was open and well subscribed. The holiday programme at Modern One had also been very popular.

A new phase of "strategy in action" sessions had been created for staff. This enabled people to see how projects on the ground related to the new strategy and the sessions were presented by colleagues from all levels of the organisation.

Visitor Journey Mapping had taken place and the recommendations would be worked through over the coming months as part of the Visitor Experience Driver.

Ms Coomber explained that the Modern Two café would reopen shortly, completely refurbished and renamed Paolozzi's Kitchen.

### **10.3 Public Programme**

#### **10.3.1 Quarterly Report**

Colleagues noted the current and planned programme and commended the Paula Rego exhibition.

#### **10.3.2 Visitor Figures: August-October 2019**

Ms Lang commented on the challenge of the falling visitor numbers and asked how NGS was addressing this. It was noted that there was a downturn in visitors to attractions across the city. There were a number of projects in train which would hopefully boost the numbers going forward. It was noted that it was not just about numbers, but also the quality of the experience.

Trustees sought further discussion on visitor numbers and experience. Further discussion was required with the Leadership Team in this regard also.

### **10.4 Operations Quarterly Report**

Mr Robertson updated colleagues on work being delivered through the COO team.

Much work had been taking place with colleagues on the results of the Perspectives survey. The HR team was also making good progress in updating policies and procedures.

The lifts remained a concern. There had been a number of breakdowns across the estate. The solution would be part of a broader estates review through the quinquennial programme. Costs were being identified as part of that review to bring the estate up to standard.

Mr Robertson noted that the Extended Leadership Team, which comprised heads of teams, had a key role to play in developing operational plans and integrated planning activity.

## **11 Compliance & Risk**

### **11.1 Strategic Risk Register**

The register had been discussed at the recent Audit & Risk Committee meeting. The new risk relating to climate change was noted.

### **11.2 Performance Measures 2019-20: Q2 Report**

Ms Anderson drew colleagues' attention to the key points from the KPI report.

### **11.3 Safeguarding (Protection of Children & Vulnerable Adults)**

This was now a standing item on the agenda. The Chairman noted that this topic had been discussed at the recent Ethics Committee meeting. The new policy would be brought to the Board in the new year, at which point there would be an opportunity for further discussion and support for the Board in understanding the subject area and their responsibilities.

## **12 Any Other Business**

There was no other business.

## **13 Date of Next Meeting**

The next meeting of the Board of Trustees will be held in the Modern Two Boardroom on Monday 27<sup>th</sup> January at 1300 hrs