

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 27 January 2020, 1330hrs.

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

In Attendance: Sir John Leighton, Director-General
Jo Coomber
Jacqueline Ridge
Bryan Robertson
Chris Breward

Secretariat: Elaine Anderson

Open Business

1 Declarations of Interest

There were no new declarations of interest.

2 Chairman's Business

Scottish National Gallery Project: The Chairman explained that the SNG project had some serious construction challenges. The Board agreed to delegate authority to the Audit & Risk and Major Capital Programme committees to take any major decisions on behalf of the board should the need arise outwith the Board meeting cycle.

Trustee Appointments: interviews had taken place earlier that month. Twelve candidates had been interviewed and recommendations for up to four appointments had been made to the Minister.

3 Minutes

3.1 Minute of the meeting of 25 November 2019

The minute of the meeting of 25 November 2019 was approved as a correct record, with minor amendment.

4 Matters Arising

There were no matters arising.

5 **Director-General's Report**

The report was noted and questions invited. Professor Breward was congratulated on his appointment as Director of National Museums Scotland.

Reserved Business

Redacted.

Strategy

8 **Strategic Plan: Update on Progress**

The Director-General updated trustees on progress with the development of the strategic plan. Partnership was the fifth of the six drivers to be discussed with the Board.

9 **Partnership Driver**

9.1 **Partnership Framework**

Professor Breward outlined progress with the development of the Partnership framework. It was noted that the framework was underpinned by legal and ethical obligations and clear process in order to manage partnership work effectively.

Colleagues were invited to comment on the framework document. The document was commended by trustees.

Colleagues queried whether there needed to be a wider eco-system test. It would be useful to see where partnerships sit in the wider picture.

Technology, sector reach and a more strategic approach were all key. The Chairman was keen to celebrate the positives in the framework.

(Discussion partially redacted)

Open Business

10 **Reports**

10.1 **Collection: Quarterly Report including acquisitions**

The report was noted.

Reserved Business

10.1.1 Acquisition Request

Redacted.

10.1.2 Commission Proposal

Redacted.

Open Business

10.2 Public Engagement Quarterly Report

Ms Coomber offered an update on public engagement activities. The new café at M2 had proved very popular. The Smartify app had launched at all sites and had also proved popular.

Ms Coomber highlighted the high attendance internally at the strategy in action sessions and the raising of awareness of the strategy and its relevance to individuals.

The development of the CRM (Customer Relationship Management) system was noted and the challenges that brought. The solution was not perfect but it met the majority of requirements.

Branding

Ms Coomber updated colleagues on progress with the project. Testing would be undertaken in the coming months to give colleagues and audiences the opportunity to input to the final brand. This will be discussed at the Board in the coming months.

10.3 Public Programme

10.3.1 Quarterly Report

Professor Breward updated colleagues on the performance of the public programme.

It was noted that it was notoriously difficult to make money on the public programme and it was really tricky to find the balance between paying and free shows. It was concluded that a discussion on this at trustees would be useful.

Professor Breward noted the popularity of Beyond Realism.

10.3.2 **Visitor Figures: November-December 2019**

Noted.

10.4 **Operations Quarterly Report**

Mr Robertson noted that discussions had been taking place about the workload through the operational planning exercise.

The cyber-essentials work was underway and would be delivered in due course.

11 **Compliance & Risk**

11.1 **Transparency of Board Minutes & Papers**

It was agreed that Board minutes should be written as open and only confidential business should be redacted before the minutes were made publicly available.

11.2 **Safeguarding (Protection of Children & Vulnerable Adults)**

It was noted that Tari Lang had agreed to be the Board's safeguarding representative

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 30 March 2020 at 1300 hrs