

National Galleries of Scotland

Board of Trustees

Public minute of the meeting of the Board of Trustees held in the AK Bell Room at the Scottish National Portrait Gallery on Monday 28 November 2022 at 1330hrs.

Present:	Benny Higgins (Chair)
	Audrey Carlin
	Rucelle Soutar
	Chris Sibbald
	Kate Sang
	Jim McConville
	Andrew Wilson
	Lynn Richmond
	Hannah Rudman
	Apphia Campbell
	Gemma Gray

In Attendance:	Sir John Leighton, Director-General
	Jacqueline Ridge
	Bryan Robertson
	Line Clausen Pedersen
	Valerie Urquhart
	Adam Christie

Apologies:	Dawn Thomson
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Secretariat:	Elaine Anderson
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Open Business

1 Declarations of Interest

There were no new declarations of interest.

2 Chairman's Business

The Chairman welcomed Ms Gray to her first meeting.

3 Minutes

3.1 Minute of the meeting of 12 September 2022

The minute of the meeting of 12 September was approved.

4 Matters Arising

There were no matters arising which were not already covered on the agenda.

5 Director-General's Report

The Director-General explained the impact of the external challenges on NGS.

On a more positive note, NGS had been successful in securing some additional funding and sponsorship, but more work needed to be done. The funding settlement from Scottish Government was due for announcement on 15 December.

Discussion redacted.

Exhibitions

The Director-General also noted the success of the two ticketed shows over the summer period. Both had met their targets and the Impressionism show had exceeded expectations. The programme for 2023 was due to be announced that day.

Director Vacancies

The Director-General noted that interviews for the Director of Audience post were being carried out the following week. The Director of Collection & Research was going on maternity leave in December and would be replaced by two interim directors. Interviews for those posts were also taking place the following week.

Open Business

6 Reports

6.1 Collection Report

Ms Clausen Pedersen presented the collection and research report.

A number of sporting photographs had been added to the collection. A gift from Bridget Riley was also noted. The work had been exhibited in the recent exhibition and had now been presented to NGS.

Ms Clausen Pedersen shared some of the activities which were happening across the collection and the sites.

Ms Ridge noted that a conservation exhibition had been set up at the National Gallery. Ms Ridge also noted the connection between NGS activity and the environment.

Reserved Business

6.1.1 Proposed Acquisitions
Redacted.

Open Business

6.2 Public Programme 2022-24

The forthcoming public programme, which was being announced that day, was noted.

Ms Clausen Pedersen outlined the programme, focusing on the major Grayson Perry show planned for summer 2023.

It was noted that NGS was celebrating Raeburn's anniversary, although a specific exhibition was not planned.

It was noted further that the 100th anniversary of Paolozzi's birth is in 2024 and something was being planned at Modern Two.

6.3 Audience & Digital Quarterly Report

Mr Christie shared some of the interesting facts in the report, noting the positive and strong engagement with the content online following the death of HM The Queen.

Ecommerce

The ecommerce approach had been revised and would be re-launched in due course. Mr Sibbald and Ms Rudman, as trustees on the Trading Company Board, agreed to discuss the new approach with Mr Christie from the Trading Company perspective.

International Visitors

Mr Christie noted the increase in international visitors over the course of the year. Numbers had increased further in September and October which was unexpected. The latest figure was around 53%, the majority of which were coming from the USA.

Social Media

It was noted that the Twitter audience was remaining at the same level as before. There was some scope for growing the audience on Tik Tok. Mr Christie agreed to bring some further detail back to a future Board meeting.

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Impressionism

The Impressionism exhibition had over-shot its target by about 43%. Comments were overwhelmingly positive, with high satisfaction scores. The ticket kiosks had been positively received also and this approach would be used again.

6.4 Chief Operating Officer's Report

Mr Robertson outlined some of the challenges facing the team, noting the appointment of the new Health & Safety Advisor and the positive steps taken to improve systems.

The pay settlement was shared. Inflationary pressure, the rise in utilities costs and recruitment difficulties all contributed to a challenging environment.

A number of system improvements were also in train, which would lead to more efficiencies.

Discussion partially redacted.

Reserved Business

7 Financial Matters

Discussion redacted.

8 Major Projects Progress Reports

Discussion redacted.

Open Business

9 Compliance & Risk

9.1 Performance Management 2022-33: Q2

Noted.

9.2 Strategic Risk Register

Noted.

10 Any Other Business

Ms Anderson agreed to consider whether the next Board meeting could incorporate a tour of the Turner exhibition.

11 Date of Next Meeting

Monday 30 January 2023 at 1400 hours.