

## 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 10 September 2018 at 1315 hrs.

**Present:** Benny Higgins, Chairman                      Nicky Wilson  
                  Alistair Dodds                                      Lesley Knox  
                  Catherine Muirden                                  Nick Pearce  
                  Tricia Bey    Tari Lang

**In Attendance:** Sir John Leighton, Director-General  
                          Chris Breward                                      Jo Coomber  
                          Jacqueline Ridge                                      Nicola Catterall

Aidan Weston –Lewis, Chief Curator Spanish & Italian Art  
and Louise Rasmussen, Records & Information Manager  
(item 5 only)  
Valerie Urquhart, Director of Finance (item 8 only)

**Apologies:** Willie Watt  
                  Edward Green

**Secretariat:** Elaine Anderson

### Action

#### ***Open Business***

1        **Declarations of Interest**

There were no declarations of interest.

2        **Chairman's Business**

The Chairman reported on the recent interviews for new trustees. Two candidates were being recommended to the Minister for appointment. There would be a second round of interviews in the spring to fill the remaining two vacancies.

As this was Ms Knox' and Ms Wilson's final meeting as trustees, the Chairman and fellow trustees thanked them for their commitment and contribution during their time on the Board and wished them well for the future.

3        **Minutes**

3.1      **Minute of the Meeting of 4 June 2018**

The minute of the meeting of 4 June 2018 was approved as a correct record.

**4 Matters Arising**

There were no matters arising.

***Reserved Business***

**5 Open Access Policy: Digital Image Sharing**

Content redacted.

**6 Strategy**

**6.1 National Culture Strategy**

Content redacted.

**6.2 NGS Strategic Plan 2018-22**

The Director-General introduced the draft Plan, which would be discussed with the Cabinet Secretary, Fiona Hyslop, later that week. It was noted that the strategy is still evolving as the drivers are developed, but this document drew everything together. It was noted also that the KPI's had not yet caught up with developments and had remained the same as the previous year for consistency. It was planned to match them in more closely to the strategy in 2019.

Trustees considered that there should be more strength on partnerships and our ambition in that field, not just within the sector. It was considered also that the financial resilience piece needed to become stronger as the strategy in this area evolved.

Trustees commended and approved the plan.

**7 Director-General's Report**

The report was noted.

**8 Financial and Staffing Matters**

Content redacted.

**9 Major Projects Progress Reports**

**9.1 Major Capital Programme Committee: Minute from the meeting of 21 August 2018**

Ms Bey reported on the recent Major Capital Programme and joint MCP/Audit & Risk Committee meetings.

- 9.2 **Scottish National Gallery Project: Outcome of Tender Process and report from the meeting of 4 September 2018**  
Content redacted.
- 9.3 **National Collection Facility**  
Content redacted.

## **Open Business**

### **10 Reports**

- 10.1 **Collection**  
Professor Breward outlined the report.

- 10.2 **Public Engagement**

- 10.2.1 **Quarterly Report**

- Ms Coomber presented the report, noting the particular success of the four week summer programme at Modern One. There had been a good uptake from community groups for the morning sessions and the food poverty offer.

- The Colour of Summer campaign had been a success and was commended by Trustees. The Trading Company had a good first quarter and summer season.

- Trustees noted that the Brand Brief was now out to tender and it was hoped to appoint a consultant to take this forward by the end of the year.

- Ms Coomber reported that a CRM & Ticketing Manager had been appointed.

- Trustees discussed the forthcoming works at the SNG and the fact that many events would be moved to the PG as a result. This should be promoted as a positive thing.

- 10.2.2 **Audience Framework: Final Version**

- Trustees noted the final Audience Framework document. Ms Coomber explained how the

framework will be embedded, with a plan to create a pocket sized version for ease of reference.

Trustees were very positive about the output and noted that a major engagement exercise was required to roll it out and embed it with colleagues across the organisation.

Ms Lang suggested that more information was needed on new audiences, who they were and how it tied in with partnership. Ms Coomber explained that the Visitor Experience driver would take forward this aspect, including considering how partnerships could be used to pull audiences in.

### **10.3 Public Programme**

#### **10.3.1 Quarterly Report**

Report noted. Trustees asked how the KPI for donations per visitor would be revised to relate more closely to the programme. It was noted that a conscious decision had been made to concentrate on maximising membership numbers, therefore donations per visitor should not be looked at in isolation.

#### **10.3.2 Visitor Figures: May-July 2018**

The visitor figure reports were noted.

## **11 Compliance & Risk**

### **11.1 Health & Safety Annual Report**

Ms Catterall explained the content of the report, which was very positively received. It was noted that the reporting this year had been more diligent due to the commitment of the Health & Safety Manager and a strong training programme.

Trustees noted the additional Health & Safety assessment for the SNG during the period of the construction work on site.

It was noted also that the issue of fire procedures at Modern One and Two had been raised and discussed at the Senior Management Team. Procedures were now being updated.

Ms Coomber explained the hoarding plan for the SNG

and how the visitors will be managed during the construction works.

12 **Corporate Strategy**

12.1 **Performance Measures: Quarter 1 2018-19**

The report was noted. A concern was raised about the slow down in digitising the collection. It was noted that there was a resourcing issue, but this was under review and the timescale would be recalibrated accordingly. The reorganisation of Collection & Research would assist with curatorial support for the project. Trustees asked to pick this up at a future Board meeting to seek reassurance that the project was back on track.

13 **Any Other Business**

13.1 **Data Protection Compliance: Trustee Privacy Notice**

Ms Anderson informed trustees that a privacy notice would be emailed to each of them later that week which explained what data NGS held and how it was processed.

14 **Date of Next Meeting**

The next meeting of the Board of Trustees will be held on Monday 26 November 2018 at 1315hrs in the Boardroom, Modern Two.