

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 26 November 2018 at 1315 hrs.

Present: Benny Higgins, Chairman Tricia Bey
Audrey Carlin Alistair Dodds
Edward Green Willie Watt
Catherine Muirden Hannah Rudman

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

Fiona Buchanan, Women on Boards participant

Leanne Maberley, Head of Marketing and Communications
Alex Johnston, Digital Content and Social Coordinator
Valerie Urquhart, Director of Finance

Apologies: Tari Lang
Nick Pearce

Secretariat: Kathryn Farrell

Action

Open Business

1 **Declarations of Interest**

There were no declarations of interest.

2 **Chairman's Business**

The Chairman and fellow Trustees thanked Nicola Catterall for her commitment and contribution to the National Galleries of Scotland, and wished her well in her retirement.

The Chairman welcomed the two new trustees, Audrey Carlin and Hannah Rudman. He also introduced Fiona Buchanan who would shadow the trustees for 12 months as part of the Scottish Government's Women on Boards initiative.

3 **Minutes**

3.1 **Minute of the Meeting of 10 September 2018**

With one amendment, the minute of the meeting of 10 September 2018 was approved as a correct record.

4 **Matters Arising**

There were no matters arising.

5 **Social Media Approach**

Leanne Mabberley and Alex Johnston in attendance.

Ms Coomber introduced the presenters and noted that trustees had previously expressed interest in NGS' social media strategy. Trustees were asked to endorse the approach, which had already been approved by SMT.

Ms Mabberley set out the aims of the social media strategy, to achieve the key priority of audience-focused content, using NGS' three largest social media channels (Facebook, Twitter and Instagram). These aims were: increasing the audience, retaining and increasing engagement, encouraging participation and representing the brand values online.

Mr Johnston explained that across our core channels, NGS already had over 120,000 followers with a strong engagement rate. Recent examples included videos on Instagram for the European Day of Languages, and the Facebook post for the Toulouse-Lautrec opening.

The breakdown of NGS social media audiences by age range, and how this might be used to target activity, was considered. More generally, channels would be matched to audiences, in order to target content. These channels would develop different personalities as appropriate over time to match those target audiences.

The team had started using an application called Hootsuite to manage and coordinate content and publishing, overseen by Mr Johnston.

There was now a need to research directly with audiences to see what they want, to build on the existing understanding of what works well.

Trustees agreed that this was a good framework with the focus on audience engagement.

It was noted that encouraging social media use among

audiences would be likely to lead to increased use of mobile devices in gallery spaces, which gallery attendants should be trained to manage. The current approach was quite complex as use of mobiles was generally allowed in galleries, but photography was not permitted where loans were on display. This might have to be reviewed. It was also suggested that consideration be given to promoting our social media presence in the galleries to encourage ongoing engagement after a visit.

Trustees noted recent examples of two-way communication with audiences through social media, with NGS responding to commentary online and changing the traditional relationship with the audience. A listening tool called Brandwatch was being used to monitor topics of conversation etc.

Ms Mabberley and Mr Johnston gave examples of other organisations whose social media performance NGS would wish to emulate, both in terms of numbers and level of engagement, and noted that there was also lots to learn from popular individuals' accounts. They also explained what success might look like for NGS in terms of creating content which reached target audience segments and led to growth of those audiences, something which would be much harder to achieve in the traditional gallery setting. Trustees were interested to see how this increased social media engagement might lead to increased physical visits to the galleries.

Trustees thanked Ms Mabberley and Mr Johnston and congratulated them on the work they had done.

6

Strategy

6.1 National Partnership Strategy

Professor Breward presented the draft National Partnership Strategy, intended as a high-level prospectus to direct and progress partnership working in alignment with the Scottish Government's culture strategy. He asked trustees for their feedback and to endorse the proposed direction.

Trustees welcomed the strategy document. It was noted that in the past there had been a lot of successful partnership working but that this had often been *ad hoc* and with similar or peer organisations. To broaden our reach, NGS should now be looking to other sectors such as health and education. This strategy should make it clearer to potential partners what NGS offers and how to make contact with us. It was suggested that the strategy should set out NGS' criteria for partnership working to manage the

expectations of interested parties and help with decision-making.

Prof. Breward also explained that there were Partnership strategy sessions taking place across NGS at that moment. There was a good level of engagement from colleagues and a willingness to be involved in the strategy development. It was suggested that examples of how the strategy might work in practice should be worked-up for consideration in the strategy sessions.

7 **Director-General's Report**

The report was noted. The Director-General provided updates on budget discussions with Scottish Government, and progress on recruitment of a new Chief Operating Officer.

Reserved Business

8 **Financial and Staffing Matters**

Content redacted.

9 **Major Projects Progress Reports**

Content redacted.

10 **Reports**

10.1 **Collection**

Content redacted.

Open Business

10.2 **Public Engagement Quarterly Report**

Ms Coomber presented the quarterly report. Highlights included the success of online ticketing for *Toulouse-Lautrec*, the half-term *Monarch of the Glen* activities and subsequent collaboration with John Lewis, and the revised schools programme bringing in more schools from deprived areas.

Ms Coomber also noted the strong performance by the Trading Company and that new audience and values guides had been published for staff as part of the ongoing branding work. Copies were circulated for trustees.

Trustees congratulated colleagues at the SNPG for retaining its 5* accreditation. The accreditation report also suggested further 'quick wins' to be actioned.

Congratulations were also offered to Caitlin Carrick, SNG Duty Manager, who had recently been awarded the ASVA Rising Star award.

10.3 Public Programme

10.3.1 Quarterly Report

Noted.

10.3.2 Visitor Figures: August-October 2018

The visitor figure reports were noted.

10.3.3 What's On: October 2018 to March 2019

Noted.

11 Compliance & Risk

11.1 Strategic Risk Register

Mr Dodds advised that the ARC considered the strategic risk register at every meeting, updated quarterly by the leadership team. Some of the 'red' risks had been the focus of detailed discussion.

The Chairman asked for an extended discussion on risk at a future Board meeting. It was agreed that this should be a main agenda item at a meeting in the Spring.

12 Corporate Strategy

12.1 Performance Measures: Quarter 2 2018-19

This had been discussed at ARC.

ARC had asked for a report on the collection and digitisation audit to be presented to the next ARC meeting. A report could come back to the Board if necessary.

13 Any Other Business

13.1 Ms Muirden advised that she was due to visit Granton later that week, if any other trustees wished to go too. Ms Ridge noted that other visits could be arranged.

14 Date of Next Meeting

The next meeting of the Board of Trustees will be held on Monday 4 February 2019 at 1315hrs in the Boardroom, Modern Two.