National Galleries of Scotland
Board of Trustees

Public minute of the meeting of the Board of Trustees held virtually via MS Teams on Monday 31 January 2022 at 1330hrs.

Present: Benny Higgins (Chairman)
          Audrey Carlin       Lynn Richmond
          Chris Sibbald       Nick Pearce
          Hannah Rudman       Kate Sang
          Andrew Wilson       Jim McConville
          Rucelle Soutar

In Attendance: Sir John Leighton, Director-General
               Jo Coomber
               Jacqueline Ridge
               Bryan Robertson
               Line Clausen Pedersen
               Valerie Urquhart (items 7-11)
               Patrick Elliott (item 6.2.1)

Apologies: Willie Watt
           Apphia Campbell

Secretariat: Elaine Anderson

Open Business
1 Declarations of Interest
   There were no new declarations of interest.

2 Chairman's Business
   The Chairman welcomed three new trustees to the Board,
   Professor Kate Sang, Jim McConville and Apphia Campbell.

3 Minutes
3.1 Minute of the meeting of 22 November 2021
   The minute of the meeting of 22 November 2021 was
   approved as a correct record.

   Ms Carlin noted that she was not able to commit to the
   time to join the Audit & Risk Committee. The Chairman
   had agreed to join the Audit & Risk Committee in the
   short term to provide the connectivity to the Major Capital
   Programme Committee.
Matters Arising

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

Reserved Business
5 Director-General’s Report

Redacted.

Open Business
6 Reports

6.1 Collection & Research
Ms Clausen Pedersen shared the highlights from the paper. 60 works had been accessioned in the previous two months.

Ms Clausen Pedersen asked Trustees to note the publication of *The Impressionist Era: The Story of Scotland's French Masterpieces* by Frances Fowle.

6.2 Public Programme 2021-23
Ms Clausen Pedersen outlined the forthcoming public programme.

6.2.1 New Arrivals Exhibition
*Presentation from Patrick Elliott, Chief Curator*
Mr Elliott joined the meeting and presented some highlights from the New Arrivals show. Trustees noted the extent of the works purchased and the funding attracted from elsewhere which enabled the purchase of major works.

Works included pieces by Leonora Carrington, Salvador Dali, Dorothea Tanning, Jenny Saville, Mark Chagall (Acceptance in Lieu), Peter Doig (gift), Damien Hirst (Cultural Gifts Scheme), Wangechi Mutu and Magritte (gift).

The holdings of female surrealist artists had increased significantly. The AIL scheme (Acceptance in Lieu) was a major source of acquisitions, including *The Horse Rider* by Mark Chagall. Other works had been gifted following exhibitions.
Mr Elliott noted the work carried out by curators in nurturing relationships with collectors in order to secure future bequests and gifts.

6.3 **Public Engagement Quarterly Report**

Ms Coomber updated colleagues on recent events within the Public Engagement team. Trustees were encouraged to view the video produced by the Learning & Engagement team which outlined some of the excellent community work being undertaken.

Ms Coomber noted the exceptional performance of the Trading Company in the last quarter.

Building on Learning & Engagement work, there were a number of activities planned in the near future to encourage visitors back on site.

The re-brand was in progress and plans for relaunch would be discussed at the Board in due course.

A major review of the Trading Company had been carried out, which would be shared and discussed in due course. There was a need to revisit the plans for Open Access, which had been approved by trustees 3 years ago.

Mr Sibbald noted the frustration of visitors over the Turner queues. Entry was often significantly delayed, despite timed slots. Ms Coomber noted that discussions were ongoing about ticketing in general and how this is being managed going forward.

Mr McConville queried what the top themes were from visitor feedback. Ms Coomber noted that this was dependent on a number of factors and offered an opportunity to discuss this outwith the Board meeting.

Ms Richmond queried the likely approach towards Open Access. Ms Coomber explained that the original intention, with the blessing of trustees, had been to allow free access for all to our collection images. Following discussion, it was concluded that the opportunity for licencing needed to be reviewed from a commercial perspective.
ProfessorPearcenotedthatacademicinstitutionsdid
expectfreeaccesstocollectionimagesandthiswasthenorm.

6.4 **Chief Operating Officer’s Report**

MrRobertsonsharedhighlightsfromtheChief
OperatingOfficereport.

ItwasnotedthatalthoughtheapplicationforCyber
Essentialsaccreditationhadfailedattheendoflast
year,workwasunderwaytoaddresstheminorissues
raised. It was planned to re-apply for accreditation in
March. Trustees however were satisfied with the robust
approachtocybersecurity,whilenotingthat
accreditationhadyettobeachieved.

Aplanwasinplacetoallowthereturnofofficestafftositethecomingmonths. Ablendedworkingmodel
wasbeingdevelopedandthereturnwouldbe
staggered. The technology, meetingstructuresand
workingcultureallneededtakenintoconsideration
beforeablendedworkingmodelcouldworkeffectively.

Astaffsurveyhadrecentlyclosedandtheresultswould
besharedwithtrusteesinMarch.Initialfindingswere
positive.

MrRobertsonsharedtheinitialoutputfromtherecent
SecurityandVisitorServicesreview,carriedoutbythe
newDirectorofOperations.Significantchangeswere
planned, bringing greater flexibility and a stronger focus
onthevisitorexperience.

**Reserved Business**

7 **Financial Matters**

*ValerieUrquhartinattendance
Redacted.*

8 **Major Projects Progress Reports**

*Redacted.*

9 **Compliance & Risk**

9.1 **Code of Conduct: Revised Version**
Ms Anderson noted that a new Code of Conduct had been produced, based on the Model Code of Conduct from the Standards Commission for Scotland. The revised Code of Conduct was adopted by the Board.

9.2 Safeguarding (Protection of Children & Vulnerable Adults)
Nothing to report.

10 Any Other Business
There was no other business.

11 Date of Next Meeting
Monday 28 March 2022 at 1330 hours.