

## 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 12 September 2016 at 1500 hrs.

**Present:** Ben Thomson, Chairman                      Edward Green  
Alistair Dodds    Tricia Bey  
Benny Higgins    Tari Lang  
Nicky Wilson    Lesley Knox  
Nick Pearce     Willie Watt

**In Attendance:** Sir John Leighton, Director-General  
Christopher Baker                                        Patricia Convery  
Frank Gribben    Nicola Catterall  
Jacqueline Ridge                                         Simon Groom  
Paul Gilfillan (item 5 only)

**Apologies:** Catherine Muirden  
Michael Clarke

**Secretariat:** Kathryn Farrell

### Action

#### 1 Chairman's Business

The Chair provided a brief summary of the closed discussion on senior management structures which had preceded the full Board. He confirmed that trustees had supported the Director-General's proposals.

- 1.2 Chairman Succession  
Ms Knox provided an update on progress to date. A role description and person specification had been circulated to trustees for comment and would be sent on to Scottish Government once finalised. Trustees agreed that experience with complex organisational change would be crucial, as well as proven leadership skills and a specific interest in the arts and its audience. Consideration would have to be given to how the criteria would be assessed. It was anticipated that the role would be advertised before Christmas and that shortlisting would take place in the first week of January. Trustees noted the update.

#### 2 Minutes

##### 2.1 Minute of the Meeting of 20 June April 2016

The minute of the meeting of 20 June 2016 was approved as a correct record.

### 3 **Matters Arising**

Updates on outstanding action points:

1. A group of trustees to support the development of a contemporary art programme and national strategy and discussions regarding Kelvin Hall would be identified at the next meeting
2. Several trustees and directors had recently visited Kelvin Hall. Mr Groom proposed that NGS and Glasgow Life agree a memorandum of understanding to set the framework for future discussions and collaboration. Further details would be submitted to the next Board meeting. SG
3. Organisational structure had been discussed earlier in the meeting.
4. Two suggestions for Paolozzi medals were considered. Trustees were asked to make any additional nominations to the Chair.
5. The Director-General had met with Grant Bourbousson, Digital Director for Tesco Bank, and Sean McDonald to receive advice on NGS' digital projects.

### **Open Business**

#### 4 **Major Projects Progress Reports**

##### 4.1 **Economic Impact Assessment Results**

Mr Gribben set out the results of his assessment of NGS' economic impact in 2015-16. He explained the methodology and its verification, which was the same as the previous year. The headline messages on NGS' economic impact were very positive: for every £1 of direct expenditure, NGS stimulates £8.40 of economic activity in the Edinburgh and Lothians economy and for every five members of NGS staff, another three people are employed locally.

Trustees noted that the methodology assumes that every visitor spends money in the local economy as a result of visiting NGS only, but this was the same methodology used by other organisations and was therefore a useful exercise with results that could be used in a variety of ways.

##### 4.2 **Q1 2016/17 Corporate KPI Report**

The progress report was noted.

- 4.3 **Staff Suggestions: Q1 Report**  
The progress report was noted.

## 5 **Departmental and Gallery Reports**

- 5.1 **Scottish National Gallery**  
Trustees noted the report and in particular that *Inspiring Impressionism* was performing well.
- 5.2 **Scottish National Portrait Gallery**  
The Board noted the report, including the gift of four works, one from each of the photographers who contributed to the *Document Scotland* exhibition, and the displays due to open in the coming months.
- 5.3 **Scottish National Gallery of Modern Art**  
Trustees noted the report.
- 5.4 **Audience Engagement**
  - 5.4.1 **Quarterly Report**  
Ms Convery presented the quarterly audience engagement report. She noted that following the success of the ice cream stall in the Bothy, alternatives for winter were being considered. The rate of renewal of Friends memberships was high and the focus on Friends recruitment at *Inspiring Impressionism* had been successful. Trustees noted the report.
  - 5.4.2 **Visitor Figures: June - August 2016**  
The visitor figure reports were noted, especially the excellent figures at all sites in August.
- 5.5 **Operations**
  - 5.5.1 **Quinquennial Review**  
Ms Catterall explained that the Quinquennial Historic Buildings Survey covering 2017-2021 had recently been undertaken by Simpson & Brown on all NGS sites. The report had just been received and was being reviewed by Estates in the context of other known work for an in-depth report, with costs, to the next Board meeting. Very little had been identified as 'immediate' priority, and almost half was classed as 'desirable'. Trustees noted the update.

**5.6 Development**

**5.6.1 Ethical Fundraising and Support Statement**  
Trustees accepted the proposed statement.

**6 Public Programme 2016–20**

The Board noted the latest version of the public programme schedule.

**7 Any Other Business**

Institute of Directors' Observers Scheme: Ms Knox advised the Board of this new scheme which sought to provide opportunities for people to learn about the work of boards, in order to increase the diversity of board membership. Ms Knox agreed to provide further information for consideration.

**8 Date of Next Meeting**

The next meeting of the Board of Trustees will be held at 1pm on Monday 21 November in the Boardroom, Modern Art Two.