



# Trustees' Meeting

## Natural History Museum

13.30-17.00, 22 February 2017

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## Minutes

### Attending

Nancy Bell (**NB**), Head of Collection Care, The National Archives  
Gill Campbell (**GC**), Head of Environmental Studies, Historic England  
Professor May Cassar (**MC**), Director Institute of Sustainable Heritage, UCL  
Dr Christina Duffy (**CD**), Conservation Imaging Scientist, The British Library  
Professor Carl Heron (**CH**), Director of Scientific Research, The British Museum  
John Jackson (**JJ**), Science Policy Adviser, Natural History Museum  
Professor Pip Laurenson (**PL**), Head of Collection Care Research, Tate  
Katy Lithgow (**KL**), Head Conservator, National Trust  
Alastair McCapra (**AM**), Chairman  
Alison Richmond (**AR**), Chief Executive, ICON  
Professor Mary Ryan (**MR**), Imperial College London  
David Thickett (**DT**), Senior Conservation Scientist, English Heritage  
Dr Constantina Vlachou (**CV**), Senior Conservation Scientist, Historic Royal Palaces

### Apologies

Daniel Bone (**DB**), Deputy Head of Conservation, Ashmolean Museum, University of Oxford  
Spike Bucklow (**SB**),  
Dr Ewan Hyslop (**EH**), Head of Technical Research and Science, Historic Environment Scotland  
Rob Lewis (**RL**), Birmingham Museums Trust (observer)  
Jacqueline Ridge (**JR**), Keeper of Conservation, National Galleries Scotland  
Professor David Watkinson (**DW**), Professor (Conservation), Cardiff University

### In attendance

Caroline Peach (**CP**), Consulting Development Director, National Heritage Science Forum

No.	Draft Minutes of Meeting of 22 February 2017	Action
<b>1.</b>	<b>Welcome and apologies</b>	
	The meeting started at 13.55	
1.1	Alastair McCapra, chairing the meeting, welcomed everyone. Round table introductions were made.	
1.2	Apologies were recorded as above.	
<b>2.</b>	<b>Minutes and matters arising</b>	
2.1	<b>Minutes of 10 November 2016</b> The minutes were agreed as an accurate record.	
2.2	<b>Matters arising from minutes of 10 November 2016, not covered by the agenda</b>	
2.2.1	2.2 (2.2, 11.3) Make a direct approach to the JPI on Cultural Heritage in connection with planned activities for the 2018 European Year of Cultural Heritage. <b>Action: AR to contact MC for a contact at the JPI on CH. Action carried forward.</b>	AR
2.2.2	2.3 (4.1) The Board agreed to the suggestion that an accountant be employed to prepare the 2016-17 accounts. CP has requested three quotes. One has been received. One is outstanding. One company does not wish to undertake this type of work. <b>Action: CP to pursue conversations and quotes.</b>	CP
2.2.3	2.3 (4.2) AMcC has written to Mark Walport, incoming Chief Executive of UKRI and has received a reply acknowledging the letter.	
2.2.4	2.3 (4.5) It was agreed to defer work on criteria for the Baroness Sharp award.	
2.2.5	4.5/5.1 Actions relating to AMcC talking to existing university members about how they manage their membership and what is important to them to maintain their membership, and writing to potential members to be carried forward.	AMcC
2.2.6	5.2 NB sent contact details for the University of London and AMcC wrote to the contact but has not received a reply.	
2.2.7	5.5. NB has made contact with Durham University, which does not wish to take forward membership now.	
2.2.8	6 Actions under item 6 have been addressed.	
2.2.9	8.1 A Wikimedia workshop has been set up for 17 March 2017 at the British Library for attendance by NHSF members.	
2.2.10	8.4 AMcC has written to Imran Khan at the Wellcome. He will not take up the position of NHSF trustee himself but the Wellcome is due to appoint a new Head of Collection Care and this will be the person to take on the NHSF role.	
2.2.11	8.5 The Royal Society Science + programme was looked at as part of investigations	

	into running an event on the correlation of evidence between culture and health & well-being. It is proposed that a smaller event is held than the two-day conference that runs through the Science + Programme.	
<b>2.2.12</b>	10.2 MC and CP have held an initial conversation about the challenge workshops on heritage science and industry but this remains an area for development. <b>Action: CP to work with NB and MC to take forward the challenge workshops.</b>	<b>CP, NB, MC</b>
<b>2.2.13</b>	12.2 <b>Action: CP to follow up Global Challenges Fund with NB.</b> (How to ensure that heritage science is referenced, how to encourage researchers to include heritage science applications and how to position NHSF/heritage science so that it is valued by universities when making applications and how to influence peer review colleges so that they understand what heritage science is.)	<b>CP, NB</b>
<b>2.2.14</b>	14.1 AMcC has written to Michael Day about the possibility of becoming NHSF's next President, but has not yet received a reply.	
<b>3.</b>	<b>Declarations of interest and monitoring private benefits to non charitable organisations or individuals</b>	
<b>3.1</b>	AMcC declared that he is a past board member and current volunteer of Wikimedia UK (item 7).	
<b>3.2</b>	NB declared that she is a current board member of Wikimedia UK (item 7).	
<b>4.</b>	<b>Minutes of Executive Group (14 December 2016 and 17 February 2017)</b>	
	Papers circulated in advance: <i>4_ExecutiveGroupReport 2017 02 22</i> <i>4a_FinancialPolicies_Review 2017 02 22</i> <i>4b_ConflictsInterestPolicy_Review 2017 02 03</i> <i>4c_MembershipTerminationPolicy_Draft_2017 02 14</i> <i>4d_NHSF_Budget2016-17</i> <i>4e_NHSF_DraftBudget2017-18</i>	
<b>4.1</b>	The minutes of the Executive Group were received and noted.	
<b>4.2</b>	The Trustees reviewed the Executive Report which set out the recommendations of the Executive Group to: <ul style="list-style-type: none"> <li>• Approve the updated financial policies, including the reserves policy for 2017-18.</li> <li>• Approve the updated conflicts of interest</li> <li>• Approve the draft membership termination policy</li> </ul> All three policies were approved by trustees. <b>Action: CP to upload updated policies to Governance folder on OneDrive</b>	<b>CP</b>
<b>4.3</b>	Paper 4d records progress against 2016-17 budget (income and expenditure). The Chair introduced the paper highlighting that, taking into account projected expenditure to the end of the financial year, there will be an estimated balance in the region of £90,000 to carry forward at the end of the financial year.	
<b>4.4</b>	In the context of the draft 2017-18 budget, (paper 4e), the Board discussed membership renewals and the assumptions in the draft budget for 2017-18. It was	

	confirmed that the draft budget is based on all existing members renewing their membership and one new member joining.	
4.5	Those organisations that would like to renew their membership in advance of the 2017 membership year starting on 1 <sup>st</sup> May should request an invoice from CP. <b>Action: CP to email all to ask whether invoices should be raised early.</b>	CP
4.6	A trustee asked whether NHSF is registered for VAT. It was confirmed that NHSF is not registered for VAT. CP reported that part of the current request for quotes from accountants (see 2.2.2 above) includes a request for an annual financial 'health check' (check that NHSF is compliant with financial good practice for charities).	
4.7	The non-renewal by one member during 2016-17 was discussed. Trustees agreed that it was important to understand the reasons for non-renewal so that lessons can be learnt. It was confirmed that both the Consultant Development Director and Chair had followed up requesting this information but none was forthcoming and so the precise reasons are unclear, particularly as, in this instance every indication of renewal had been given. <b>Action: Consultant Development Director / Chair to follow up any future non-renewals with an exit interview.</b> <b>Action: MC to ask reason for non-renewal of the 2016-17 member.</b>	CP, AMcC MC
4.8	Trustees discussed the issue of trustee engagement, particularly non-attendance at meetings and non-participation in working groups. It was agreed that the reasons for lack of participation needed to be understood. CP was asked what existing processes are in place. She indicated that she encourages participation by email. She was encouraged to find additional/alternative methods of encouraging participation and understanding reasons for non-engagement. <b>Action: CP to contact trustees that have not recently attended meetings and/or are not involved in working groups.</b>	CP
4.9	It was noted that expenditure in the 2017-18 draft budget relates to activities outlined in the 2017 workplan.	
5.	<b>2017 workplan proposal</b>	
	Paper circulated in advance: <i>5_NHSF Workplan 2017-18_v4</i>	
5.1	The 2017 proposed workplan was introduced by the Chair. It was noted that it is organised by theme: innovation and industry; research infrastructure; policy; Open Access; and resource-sharing. The Chair asked for comments on the proposed workplan with particular consideration to be given to the associated implications for the 2017-18 draft budget.	
5.2	<i>Innovation and industry</i>	
5.2.1	Policy activity is expected to increase over the next year. In the light of this, MC is not in a position to take the lead on the innovation workshops. It was suggested that it may be possible to commission external resource to run the workshops. <b>Action: MC to send contact details (Robin Higgins) to CP.</b>	MC

5.2.2	It was noted that industries (across instrumentation, industry, materials) already engaged with, or with potential to become engaged with, heritage science have been identified through MC's Impact Fellowship.	
5.2.3	It was suggested that the Royal Academy of Engineering could help to take the industry/innovation workshop initiative forward. <b>Action: CP to follow up with MR.</b>	CP
5.2.4	It was agreed that the Government's Industrial Strategy (Green Paper) provides context to the work strand on innovation and industry. It was agreed that it is important for NHSF to show engagement of heritage science with industry. It was agreed that NHSF should establish which other organisations in the heritage science domain will be submitting a response to the Industrial Strategy and aim to work with them to submit a joint response. <b>Action: CP to work with Policy Group and contact SEAHA, Icon and possibly The Heritage Alliance.</b>	CP, Policy group
5.2.5	The question of joint responses versus individual responses to the Industrial Strategy was discussed. It was agreed that NHSF should pursue a joint response with other organisations but that bullet points should be provided for integration into the responses of individual member organisations. <b>Action: CP and Policy Group to agree bullet points for inclusion in the responses of NHSF member organisations.</b>	CP, Policy group
5.2.6	It was agreed that the Baroness Sharp award be removed from the 2017 workplan due to concerns over capacity to deliver.	
5.3	<i>Research infrastructure</i>	
5.3.1	It was reported that AMcC had written to Professor Mark Walport, Chief Executive Designate of UKRI.	
5.3.2	It was reported that NB and AMcC had met with the ARHC Heritage Fellow (Professor Rodney Harrison). He is intending to set up a stakeholder forum in which he would like NHSF to participate. It was indicated that climate change, big data and Brexit were themes through which the outcomes of the heritage science programme would be taken forward. There is less clarity at present about how the heritage science strategy will be taken forward. <b>Action: NB to follow up with RH on stakeholder workshops in 6 weeks.</b>	NB
5.3.3	It was agreed that the outputs from 'Filling the Gaps' should feed into a refresh of the National Heritage Science Strategy (NHSS) to produce an updated strategy on which future advocacy can be based, and which aligns to other major strategies, such as the Industrial Strategy. Trustees cautioned against paralysis whilst a refresh of the NHSS is carried out and questioned whether NHSF had the resource to carry out the work.	
5.3.4	It was agreed that if the process of refreshing the strategy involved engaging with people and promoting to ministers, then benefits would be derived from the process as well as the output. The process should involve reviewing the content but more importantly, will re-frame who NHSF can engage with the strategy.	

5.3.5	Trustees discussed the value to members of a meeting to discuss how heritage science aligns to current and future funding opportunities (e.g. Global Challenge Fund and other offers from Government). The meeting would be an opportunity to share information between members.	
5.3.6	Trustees were asked whether to pursue the proposed topic briefings. It was reported that the 'Brexit' briefing had proved too difficult to put in place. Investigation into the 'Culture and health & well-being' topic is ongoing. For the latter, a conference through the Royal Society Science + programme had been looked at but rejected in favour of a smaller scale Spring briefing to focus on the evidence for a correlation between culture and health & well-being, and the role of heritage science in this.	
5.4	<i>Policy</i>	
5.4.1	2017 is anticipated to be a busy year with some activities unplanned and requiring urgent responses (e.g. the recent Secretary of State roundtable on Brexit – report from The Heritage Alliance to be circulated when finalised). A key issue will be to decide how to make the voice of heritage science heard during Brexit negotiations.	
5.5	<i>Resource-sharing</i>	
5.5.1	The promotion and award of grants for Open Access publication will continue and the amount agreed during 2016-17 is in the draft budget for 2017-18.	
5.5.2	The partnership project with Wikimedia UK is underway and a proposal for year one (2017-18) activity is amongst the papers for this Board meeting.	
5.5.3	The promotion and enhancement of Kit-Catalogue is an ongoing and budgeted activity.	
5.5.4	The group is developing a brief for research into the barriers/opportunities for participation in postgraduate heritage science opportunities and subsequent career paths. The work will include exploration of people's perception of heritage science and its place within their career. Do they perceive themselves as heritage scientists? A sum has been put into the 2017-18 draft budget but this topic may also be suitable for external funding. Trustees supported the proposal for the development of the brief and associated budget.	
5.5.5	The need for budget resource to communicate the initiatives in the workplan was raised. It was suggested that there is a need to think radically about communication resource and build in more public relations work because this drives impact and membership growth. It was agreed that the focus of communication should be on membership and policy activities. <b>Action: Seek quotes for communication/PR support.</b>	?
5.5.6	Trustees voted unanimously in favour of approving the draft budget. It was agreed that the budget should be reforecast at the end of the first quarter to account for any changes in the workplan. <b>Action: CP/CD monitor budget and reforecast at end of first quarter.</b>	CP/CD
6.	<b>Working group - policy</b>	

6.1	MC reported on her participation in the DCMS Secretary of State's round table on Brexit and heritage. A summary is being prepared by The Heritage Alliance which will be circulated to trustees. <b>Action: CP to circulate roundtable summary when available</b>	CP
6.2	The round table, and other Brexit-related activity, has further exposed the importance of quick access to reliable evidence on funding of heritage science research. Although some work has been carried out, this will be developed in coming months.	
6.3	The consultation on the industrial strategy closes on 17 April 2017. It is proposed that NHSF works in partnership with other organisations on a response. It was agreed that key point(s) should be circulated to NHSF members so that they can be integrated into the separate responses of member organisations. <b>Action: Policy Group to draft response and including key points for circulation</b>	Policy Group
7	<b>Working group – partnerships and networks</b>	
7.1	The Wikimedia UK partnership event to train NHSF members to create and edit Wikipedia content has been agreed as 17 March at the British Library. Member organisations are encouraged to get staff and members to sign-up to attend. <b>Action: CP to email booking information to trustees for circulation</b>	CP
7.2	The evidence for a correlation between culture and health & well-being was suggested as a topic for a briefing session. (See 5.3.6 above). Trustees were asked whether this session would be useful. They discussed relevance to NHSF and wider work in the field of culture and well-being. The topic is of value to the heritage sector socially and culturally, and in wider economic terms through potential value to the NHS. Value to NHSF would include a demonstration of heritage science as broader than chemistry (i.e. social sciences). PL suggested that the topic might be of interest to Tate exchange. <b>Action: PL and NB to discuss and scope an evening briefing event.</b>	PL, NB
8.	<b>Working group – resource-sharing</b>	
8.1	The work of the resource-sharing group has been summarised in the discussions relating to the forward workplan and budget (5.5. above).	
9.	<b>Invited speaker: Dr Celia Caulcott</b>	
9.1	Dr. Celia Caulcott, Vice-Provost (Enterprise) UCL gave a presentation "From research to policy: making it work".	
9.2	Trustees discussed policy objectives for NHSF and the evidence that would be needed.	
10	<b>Invited speaker: Professor Helen Chatterjee</b>	
10.1	Professor Helen Chatterjee, Professor of Biology, UCL spoke about health and wellbeing interventions in cultural heritage.	
10.2	She drew attention to the National Alliance for Arts, Health and Well-being as an organisation set up in response to the growth of research in this area. The Alliance provides sector support to museums, for example, on how to work in partnership with social care and health organisations.	

<b>11</b>	<b>Members and potential members</b>	
	Paper circulated in advance: <i>11_PotentialMembers_Updated 2016 12 20</i>  This item was not discussed and will be carried forward to the next meeting.	
<b>12</b>	<b>Review of risk register</b>	
	Paper circulated in advance: <i>12_NHSF Risk Register 2017 01 30</i>  This item was not discussed and will be carried forward to the next meeting.	
<b>13</b>	<b>2017 Engagement plan</b>	
	Paper circulated in advance: <i>13_NHSFengagement2017</i>  This item was not discussed and will be carried forward to the next meeting.	
<b>14</b>	<b>Research round-up</b>	
	This was not discussed.	
<b>15</b>	<b>AOB</b>	
<b>15.1</b>	Attention was drawn to the 'Raising horizons project'. This project is about promoting women in science and is fundraising. Trustees were asked whether NHSF would contribute funds. It was agreed that a paper would be needed before trustees could consider making a financial contribution. <b>Action: GC to circulate background information.</b>	<b>GC</b>
<b>15.2</b>	Attention was drawn to a proposal by the organisers of the SEAHA conference that involved places at the conference and the possibility of exhibiting. There is also the opportunity for NHSF to provide funding for bursaries. It was agreed that a paper would be needed before trustees could consider making a financial contribution. <b>Action: CP circulate proposal to trustees.</b>	<b>CP</b>
<b>16</b>	<b>Dates of next meetings</b>	
	18 May 2017, 13.30-17.00, timings and location tbc 12 September 2017, 13.30-17.00, timings and location tbc 28 November 2017, 13.30-17.00, timings and location tbc  The meeting finished at 17.30.	

-End-