



# Trustees' Meeting

Nuttalls Room, National Trust, 20 Grosvenor Gardens  
13.30-16.30, 18 May 2017

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## Minutes

### Attending

Nancy Bell (**NB**), Head of Collection Care, The National Archives  
Daniel Bone (**DB**), Deputy Head of Conservation, Ashmolean Museum, University of Oxford  
Gill Campbell (**GC**), Head of Environmental Studies, Historic England  
Professor Carl Heron (**CH**), Director of Scientific Research, The British Museum (from 13.50)  
Dr Ewan Hyslop (**EH**), Head of Technical Research and Science, Historic Environment Scotland  
Katy Lithgow (**KL**), Head Conservator, National Trust  
Alastair McCapra (**AM**), Chairman  
Dr Paola Ricciardi (**PR**), Research Scientist, University of Cambridge Museums  
Alison Richmond (**AR**), Chief Executive, ICON  
Jacqueline Ridge (**JR**), Keeper of Conservation, National Galleries Scotland  
Professor Mary Ryan (**MR**), Imperial College London  
David Thickett (**DT**), Senior Conservation Scientist, English Heritage

### Apologies

Professor May Cassar (**MC**), Director Institute of Sustainable Heritage, UCL  
Dr Christina Duffy (**CD**), Conservation Imaging Scientist, The British Library  
John Jackson (**JJ**), Science Policy Adviser, Natural History Museum  
Professor Pip Laurenson (**PL**), Head of Collection Care Research, Tate  
Professor David Watkinson (**DW**), Professor (Conservation), Cardiff University  
Zina Sabovic (**ZS**), Wellcome Library (observer)  
Diane Gwilt (**DG**), Amgueddfa Cymru/National Museum of Wales (observer)  
Constantina Vlachou (**CV**), Historic Royal Palaces

### In attendance

Alex Leigh, Preservation Matters Ltd

No.	Minutes of Meeting of 18 May 2017	Action
<b>1.</b>	<b>Welcome and apologies</b>	
	The meeting started at 13.34	
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 22 February 2017</b> The minutes were approved with two amendments. Item 4.7 'clear' to be amended to 'unclear' Item 5.5.4 'eople' to be amended to 'people' <b>Action: CP to make amendments and recirculate final version</b>	CP
2.2	<b>Matters arising from minutes of 22 February, not covered by the agenda</b>	
2.2.1	2.2.1 AR has contacted MC for the name of the contact at the JPI on Cultural Heritage in connection with planned activities for the 2018 European Year of Cultural Heritage. The Heritage Alliance has confirmed that it will not be coordinating activity for England. AR will continue to explore engagement opportunities. <b>Action: AR to explore opportunities for engagement with 2018 European Year of Cultural Heritage.</b>	AR
2.2.2	4.2 The updated policies have been uploaded by CP to OneDrive.	
2.2.3	4.5 CP has contacted members about renewing membership early.	
2.2.4	4.7 One member will not renew in 2017-18; CP will follow up with exit interview. <b>Action: CP to carry out exit interview with non-renewing member.</b> <b>Action carried forward: MC to contact non-renewing member from 2016-17 to understand reasons for non-renewal.</b>	CP MC
2.2.5	5.2.1 MC and CP are in discussion about possible facilitator for industry and innovation workshops.	
2.2.6	5.2.3 Re. Royal Academy of Engineering support for progressing industry and innovation workshops, MR has made initial contact, CP to follow-up. <b>Action: CP to talk to MR in light of agenda discussions around industry and innovation workshops.</b>	CP
2.2.7	5.2.4 The response to the Industrial Strategy Green Paper was completed and submitted and was carried out by sharing information with the Icon Heritage Science Group and The Heritage Alliance so that responses aligned.	
2.2.8	5.2.5 A joint response with Icon was not submitted but NHSF and Icon worked together to share information so that the responses were complementary. The Icon response focussed on Skills and the NHSF response focussed on Science (to which	

	the Icon Heritage Science Group contributed).	
<b>2.2.9</b>	<p>5.3.2 Action from NB to follow up with contact at AHRC. The AHRC Heritage Leadership Fellow was invited to attend this meeting but was unable to due to prior commitments. He has been invited to attend the September meeting to share thinking on the next generation of the AHRC heritage strategy, including relation between tangible and intangible heritage.</p> <p><b>Action: CP/AMcC to confirm invitation to September Board meeting in due course.</b></p>	<b>AMcC, CP</b>
<b>2.2.10</b>	<p>5.5.6 The monitoring of budget and reforecast at the end of the first quarter has not taken place.</p> <p>[Post Board note from CP: Q1 does not finish until end of June at which point the action will be due]</p> <p><b>Action carried forward: CP/CD monitor budget and reforecast at end of first quarter</b></p>	<b>CP, CD</b>
<b>2.2.11</b>	6.1 The summary of the DCMS Secretary of State’s roundtable on heritage has been circulated by CP.	
<b>2.2.12</b>	6.3 CP coordinated the response to the Industrial Strategy with input from the NHSF policy group, Chair, Icon Heritage Science Group and The Heritage Alliance.	
<b>2.2.13</b>	7.1 CP coordinated the pilot Wikipedia workshop which took place in partnership with Wikimedia UK.	
<b>2.2.14</b>	11 The Chair advised that the ‘members and potential members’ item has not been carried forward as an item for this meeting. Once the National Heritage Science Strategy has been refreshed, there will be a new approach to engaging with potential members.	
<b>2.2.15</b>	<p>15 Circulation of information on the ‘Raising horizons project’ to inform trustees consideration of making a financial contribution to the project.</p> <p><b>Action carried forward: GC to circulate background information</b></p>	<b>GC</b>
<b>2.2.16</b>	The Executive Group agreed to award up to 5 bursaries to cover attendance by Early Career Researchers to the 3 <sup>rd</sup> SEAHA conference. It was reported that 4 applications had been received; two trustees are to be approached to approve (or not) the awards. Concern was expressed around the advertising of the bursaries and the risk that NHSF may be perceived to be supporting one course over another. It was clarified that the bursaries were advertised through both the SEAHA and NHSF websites (the former in the context of other programmes of support made by other organisations) and that the bursaries were open to all ECRs to enable the attendance at the conference.	
<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 with Wikimedia UK.	
<b>3.2</b>	NB declared that she is a current board member of Wikimedia UK.	

<b>4.</b>	<b>Resolution to appoint Paola Ricciardi as trustee</b>	
<b>4.1</b>	The Chair introduced Paola Ricciardi as a proposed new trustee, in place of Spike Bucklow who has resigned as a trustee.	
<b>4.2</b>	A resolution was proposed by AR, seconded by NB and unanimously agreed that Paola Ricciardi be appointed as a trustee of NHSF.  CH joined the meeting at 13.50	
<b>5.</b>	<b>Minutes of Executive Group (4 April 2017)</b>	
	Papers circulated in advance: <i>5a_ExecutiveGroup</i> <i>5b_AnnualAccounts_NHSF_2016-17</i> <i>5c_DraftAnnualReport 2016-17</i>	
<b>5.1</b>	The minutes of the Executive Group were received and noted.	
<b>5.2</b>	The draft annual accounts for the year ending 30 March 2017 were reviewed.	
<b>5.3</b>	Trustees discussed the appointment of a new Independent Examiner. They queried the need to provide ID again (including photographic ID). It was confirmed that this would be needed and that such provision would also fulfil the requirements for opening a new bank account.	
<b>5.4</b>	Trustees discussed the opening of a current account with Unity Trust Bank.	
<b>5.5.</b>	A resolution to approve the annual accounts for the year ending 30 March 2017, appoint Plummer Parsons as independent examiner, and open a current account with Unity Trust Bank was proposed by NB, seconded by GC and unanimously agreed by trustees.	
<b>5.6</b>	Trustees discussed the draft annual report and the timescale for its submission. It was confirmed that the timescale for submission is 9 months from the end of the financial year (i.e. January 2018 for year ending 30 March 2017). The Chair clarified that trustees would not be asked to approve the draft trustees annual report until the September Board meeting.	
<b>6.</b>	<b>Working group - policy</b>	
	Paper circulated in advance: <i>6_PolicyWorkingGroup</i>	
<b>6.1</b>	The paper that had been circulated summarised recent activity by the group. The most significant activity was the preparation of the response to the Industrial Strategy Green Paper. The group noted that it was pleased with the resulting response and the success of collaborating with other groups and CP was thanked.	
<b>6.2</b>	AMcC asked whether there is anything to be aware of coming up. <b>Action: AMcC to read through all manifestos.</b>	<b>AMcC</b>
<b>6.3</b>	AMcC asked if there are any issues specific to Scotland to be aware of and it was reported that there is nothing in particular but that he would review information to check.	

	<b>Action: EH to review policy issues relevant to Scotland</b>	<b>EH</b>
<b>7</b>	<b>Working group – partnerships and networks</b>	
	<p>Papers circulated in advance:  <i>7a_HealthWellbeing</i>  <i>7b_Industry and Innovation Workshops v2</i>  <i>7c_WikimediaUK_T&amp;F group_Revised 2017 05 18</i></p>	
<b>7.1.1</b>	NB presented findings from her informal discussions with research council contact first.	
<b>7.1.2</b>	NB reported that research councils presently have 4 years of fixed funding, with no additional funding for programmes outside of what has already been confirmed e.g. Global Challenge. Existing programmes, such as Care for Future, will be brought to a close, although applications can still be made through a responsive mode. In this discussion, NB raised the perception that interdisciplinary applications through the standard response mode were less successful at achieving funding. A proposal that NHSF present a party-piece to the peer review college was dismissed, citing a need for evidence that heritage science is not being funded at the same rates as everything else.	
<b>7.1.3</b>	NB suggested that prior to the September meeting with Rodney Harrison, the trustees need to formulate clear questions and be sure of desired outcomes from this meeting. It was noted that included in Rodney Harrison's role was a commitment to take forward the outcomes of the Heritage Science Programme.	
<b>7.1.4</b>	<p>NB also highlighted the need to work more closely with EPSRC, as previous focus has been on AHRC. Although AHRC has a heritage strategy which the others do not, funding will be difficult to obtain if the reality is 4 years of fixed funding. In order to get funding through AHRC, it was highlighted that heritage science needs to demonstrate its relevance to the Industrial Strategy. It was also noted that both MRC and NERC have responded to the Global Challenge Fund; whereas arts and humanities are not meeting the compliance test for leading global challenges.</p> <p><b>Action: NB to circulate compliance test rules from AHRC.</b></p>	<b>NB</b>
<b>7.1.5</b>	NB has spoken to AMcC and MR on revitalising the NHSS in order to align it with the 9 pillars from the Industrial Strategy (see 9). It was proposed that this revised strategy can be used by AMcC when approaching EPSRC and other research councils as a core document to underpin their own research bids (see 7.3).	
<b>7.1.6</b>	<p>AMcC thanked NB for having these conversations on behalf of the trustees. NB to summarise findings with AL/CP to ensure there is an accurate record of this conversation.</p> <p><b>Action: NB and AL/CP to ensure an accurate record of these conversations is made.</b></p>	<b>NB, AL, CP</b>
<b>7.1.7</b>	<p>NB and AMcC will be attending an AHRC workshop/event, at which Rodney Harrison is speaking.</p> <p><b>Action: NB/AMcC to report back on the key themes of this event.</b></p>	<b>NB, AMcC</b>
<b>7.1.8</b>	It was noted that previous successes with the Global Challenge Fund have been projects with a 'skills' focus, such as technical secondments and represented true	

	collaboration with partner countries, rather than 'aid'.	
<b>7.1.9</b>	The question of how to pass compliance testing was raised, as without this, funding cannot be accessed. <b>Action: NB to investigate how to pass compliance testing.</b>	<b>NB</b>
<b>7.1.10</b>	It was also noted that someone from AHRC will be joining a bid-writing training day hosted by Historic England. GC and DT will be attending, and will raise the issue of compliance testing if not already addressed. <b>Action: GC/DT to compliance testing at bid-writing workshop if appropriate.</b>	<b>GC, DT</b>
<b>7.1.11</b>	Alternative sources of funding were also noted, including the Research Infrastructure for Heritage Science (Italy). It was also noted that changes to the UKRI would need to be monitored, and that attempts to draw down European funding should be sustained as long as possible.	
<b>7.2</b>	<b>7.2 Health and Wellbeing</b>	
<b>7.2.1</b>	NB and PL have agreed an hypothesis for the Cultural Heritage and Health & Well-being seminar, to be explored by a panel: 'does exposure to cultural heritage make us healthier?'	
<b>7.2.2</b>	The session will be held Tate Exchange on 12 <sup>th</sup> September. Speakers and promotional plans need to be agreed by early July.	
<b>7.2.3</b>	The session will encourage people to think about the role of heritage science in arts and humanities, and social science research. NB and PL will continue to define programme and speakers. Trustees are asked to encourage CEOs, Heads of Research, Heads of Learning and other relevant colleagues to attend so that participation is broader than the traditional heritage science community. It was confirmed that there will be a small drinks reception afterwards (from existing budget). <b>Action: NB and PL to continue to define programme and speakers and work with CP on promotion.</b>	<b>NB, PL, CP</b>
<b>7.3</b>	<b>7.3 Industry and Innovation Proposal</b>	
<b>7.3.1</b>	AMcC introduced the paper setting out proposed objectives for, benefits of and format for, the agreed innovation and industry workshops.	
<b>7.3.2</b>	It was noted that a budget of £8000 had been agreed.	
<b>7.3.3</b>	Special interest groups were discussed as a model for the workshops. It was clarified that these workshops would take place outside of the NHSF. The workshops would aim to establish research questions of use to stakeholders and society; they would also enable the revision of the NHSS focusing on an applied strategy. AMcC suggested that the first meeting be held this autumn.	
<b>7.3.4</b>	The timescale of the NHSS (See 9) was discussed, as it was felt the NHSS and workshops should feed into one another. Agreed that NB and MR would complete the revised NHSS in autumn. AMcC suggested the first industry workshop provide input on the revised NHSS. <b>Action: NB to continue work on NHSS with MR, completing an outline by autumn.</b>	<b>NB, MR,</b>

	<b>AMcC and CP to arrange the first industry workshop for autumn.</b>	<b>AMcC, CP</b>
<b>7.4</b>	<i>7.4 Wikimedia Partnership Meeting.</i>	
<b>7.4.1</b>	It was confirmed that the National Galleries Scotland can host Wikimedia partnership meeting. Interest in a Wikipedia editathon in Scotland was noted, CD and JR to take this forward. <b>Action: CD and JR to take forward Wikimedia editathon in Scotland. AMcC/CP to put CD in contact with JR.</b>	<b>CD, JR, AMcC, CP</b>
<b>7.4.2</b>	It was noted that Univ. Cambridge Museums (PR) and the Bodleian (DB) can host, and that Oxford and Cambridge have active Wikimedians in residence. Icon cannot, but PR raised the possibility of creating 'champions' within the membership. <b>Action: PR and DB to investigate the possibility of hosting Wikimedian meetings in Cambridge and Oxford, respectively. AMcC/CP to put CD in contact with PR and DB.</b>	<b>PR, DB, AMcC, CP</b>
<b>7.4.3</b>	The need to determine and capture evaluative measures was noted.	
<b>7.4.4</b>	Short notice noted as an issue for previous Wikimedia session organised, potentially affecting turnout. The option of hosting session as webinars were discussed, but discounted as it was decided confidence, not technical skills prevented participation in Wikimedia: this could be better combated by having someone present to guide novices through the process.	
<b>8.</b>	<b>Working group – resource-sharing</b>	
<b>8.1</b>	KL and GC presented an oral report on the meeting on resource-sharing they attended.	
<b>8.2</b>	KL/GC reported that there has been no further work on the brief on heritage careers to date, but this is an action in progress with the goal of having a draft available for the July meeting. It was noted that the issue is linked to the industrial strategy.	
<b>8.3</b>	Resource-sharing was discussed in relation to the use and reuse of data. It was agreed it would be useful to know of examples of reuse and issues faced by NHSF members. The potential for data reuse was linked back to the industrial strategy and financial impact, although the trustees agreed the impact need not necessarily be measured in monetary terms.	
<b>8.4</b>	The possibility of extending the open access fund to include data was raised. However, it was pointed out that as many research councils make this mandatory in any case, there was an existing framework for doing so.	
<b>8.5</b>	CP is designing a survey to find out what trust members are currently doing with their data. This would be the commitment of all trustees' to complete. The possibility of expanding the questionnaire to not only trustees, but also members was raised – this was to be referred back to CP. It was also suggested that a survey of trustees only could be used as a steer, rather than a full sector comprehensive survey. <b>Action: GC and CP to draft questionnaire on reuse of data for completion by NHSF</b>	<b>GC, CP</b>

	<b>trustees. CP to decide whether survey will include just trustees or be expanded to members.</b>	
<b>8.6</b>	It was noted that one article had been published with the Gold Access fund, and that there were no more applications. Feedback from Icon suggested it was not clear if members of Icon could apply.	
<b>8.7</b>	It was questioned how the kit-catalogue's use was monitored: noted there were no analytics, but requests could be seen. It was suggested that people may be accessing materials through personal contacts. The need to record actual use was highlighted, as this could be used to justify purchases of new equipment to funding bodies.	
<b>9.</b>	<b>National Heritage Science Strategy</b>	
	Paper circulated in advance: <i>9_Briefing_Note_NationalHeritageScienceStrategy</i>	
<b>9.1</b>	Paper presented by NB and MR, on revision to the NHSS. It was noted most points of discussion had been covered in 7.3. NB and MR requested budget £3000, to cover admin support.	
<b>9.2</b>	Concern was expressed that archaeological science was not as visible in 'Filling the Gaps' as other areas, e.g. conservation science. One way to approach the refreshed NHSS may be to consider what are significant gaps in peoples' minds. Other areas to be revised included stated goals in the NHSS which had been achieved.	
<b>9.3</b>	The need to link the NHSS to the 'nine pillars' was raised, in order to repackage the NHSS in line with the Industrial Strategy.	
<b>9.4</b>	It was noted that the NHSS should be written in accessible, understandable language.	
<b>9.5</b>	As noted under 7.3, the draft paper will be timetabled alongside a meeting with industrial partners. In addition to this (whether subsequently or prior), the need to meet with existing stakeholders who drafted the original NHSS was raised. <b>Action: NB and MR to produce draft paper for discussion for early Autumn, date of which is to be confirmed with CP.</b>	<b>NB, MR</b>
<b>10</b>	<b>2017 workplan resourcing</b>	
	Paper circulated in advance: <i>10_Resourcing2017Workplan</i>	
<b>10.1</b>	CP has suggested a restructuring of resources, which would allow her to delegate certain tasks to someone under her communication.	
<b>10.2</b>	It was noted that CP's proposal did not require a great increase in resources. There was general support for further investment, especially since the forum had more funds than expected (See 5.2).	
<b>10.3</b>	The point was raised that previous discussion considered investing in a dedicated member of staff for PR. It was felt that there was not enough work for an in-house staff member, and that this could result in more work for trustees in requests for content.	



<p><b>10.4</b></p> <p><b>10.5</b></p>	<p>It was agreed that appointing someone CP knew was ideal, as it would minimise time spent by CP liaising. Additionally, it was noted that an additional person would secure future management of the project, should CP no longer be able to continue for whatever reason.</p> <p>A trial period of 6 months was suggested for the agreed proposal. It was felt that this would not be long enough, so this was revised to be the end of the financial year to see the benefit of improved communications strategy.</p> <p><b>Action: CP's proposal approved for trial period, until the end of the financial year (2018)</b></p>	<p>CP</p>
<p><b>11</b></p>	<p><b>2017 engagement plan</b></p>	
<p><b>11.1</b></p> <p><b>11.2</b></p> <p><b>11.3</b></p> <p><b>11.4</b></p>	<p><i>Paper circulated in advance: 11_Engagement2017_2017 05 18</i></p> <p>Paper circulated in advance by CP shows planned workshops and events until Dec 2017.</p> <p>Potential for an additional workshop to be held at Cambridge. Fitzwilliam Museum intended to bring a conference on museums and the digital to the UK (originally hosted at Stanford) - the potential to make this wider than Cambridge was raised. It was noted that hosting in Cambridge could be an advantage in demonstrating that NHSF is not London-centric.</p> <p>It was noted that the Big Data event in December could be held in September. It was also noted that the Wikipedia editathon in June is to be held later in the year. The Heritage Challenge workshops are also to be later in the year. Speakers invited to address the Board include Rodney Harrison in September, and potentially Paul Manners, the Director of National Coordinator Sector for Public Engagement.</p> <p>NHSS engagement 1, 2, 3 and relaunch also need to be revised. These will be much later, starting in October/November. It was suggested that it would be worthwhile to look at research council timelines, in order to fit NHSS relaunch around these.</p> <p><b>Action: AMcC to discuss engagement plan with CP</b></p>	<p>AMcC, CP</p>
<p><b>12</b></p>	<p><b>Review of risk register</b></p>	
<p><b>12.1</b></p> <p><b>12.2</b></p> <p><b>12.3</b></p>	<p><i>Paper circulated in advance: 12_NHSF Risk Register 2017 05 10</i></p> <p>The highest risks were reviewed, as were any risk the trustees felt were currently underestimated. Risk 2.4 was dramatically reduced by switching to a new website; risk 2.1 was also reduced, by increasing capacity and employing a second person under CP.</p> <p>Risks 3.1 remains high. Attempts to mitigate this includes increasing capacity and revising the NHSS strategy. It was noted that if these attempts are proving unsuccessful they cannot be allowed to drift. If this occurs, either more people will need to be brought in, or people should be reallocated from other tasks.</p> <p>4.3 and 1.1 also remain high. It was noted that these could be reduced through the work done on linking to the industrial strategy. The need for the forum to remain a funding pipeline was highlighted.</p>	

<b>12.4</b>	It was noted that overall the highest risks are largely reduced. Critical risks currently underestimated were thought to be objectives, delivery, and maintaining momentum. <b>Action: AMcC to discuss numbers on the risk register with CP.</b>	<b>AMcC, CP</b>
<b>13</b>	<b>Research round-up</b>	
	The research round-up was discussed.	
<b>14</b>	<b>AOB</b>	
	<b>No other business.</b>	
<b>15</b>	<b>Dates of next meetings</b>	
	12 September 2017, 13.30-17.00, Tate Modern 28 November 2017, 13.30-17.00, timings and location tbc  The meeting finished at 16.50	

-End-