



Trustees' Meeting

National Trust, 20 Grosvenor Gardens,
London SW1W 0DH
13.30-16.30, 22 May 2018

Minutes

Attending

Gill Campbell (**GC**), Head of Environmental Studies, Historic England
Professor May Cassar (**MC**), Director Institute of Sustainable Heritage, UCL
Professor Carl Heron (**CH**), Director of Scientific Research, The British Museum
John Jackson (**JJ**), Science Policy Adviser, Natural History Museum
Alastair McCapra (**AM**), Chairman
Constantina Vlachou (**CV**), Historic Royal Palaces

Apologies

Daniel Bone (**DB**), Deputy Head of Conservation, Ashmolean Museum, University of Oxford
Dr Ewan Hyslop (**EH**), Head of Technical Research and Science, Historic Environment Scotland
Professor Pip Laurenson (**PL**), Head of Collection Care Research, Tate
Katy Lithgow (**KL**), Head Conservator, National Trust
Professor Mary Ryan (**MR**), Imperial College London
David Thickett (**DT**), Senior Conservation Scientist, English Heritage
Professor David Watkinson (**DW**), Professor (Conservation), Cardiff University
Dr Christina Duffy (**CD**), Conservation Imaging Scientist, The British Library
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

In attendance

Emma Duggan (**ED**), Wellcome Collection
Diane Gwilt (**DG**), National Museums Wales –
Caroline Peach (**CP**), Preservation Matters Ltd
Juergen Vervoort (**JV**), The National Archives

No.	Minutes of Meeting of 22 May 2018	Action
1.	Welcome and apologies	
<p data-bbox="164 342 209 371">1.1</p> <p data-bbox="164 488 209 517">1.2</p> <p data-bbox="164 557 209 586">1.3</p>	<p data-bbox="272 342 1335 443">The meeting started at 13.30. Alastair McCapra, chairing the meeting, welcomed everyone, including Emma Duggan, Juergen Vervoort and Diane Gwilt attending as observers.</p> <p data-bbox="272 488 699 517">Apologies were recorded as above.</p> <p data-bbox="272 557 1335 696">AMcC outlined the format of the afternoon’s meeting: three discussion sessions (National Heritage Science Strategy, Making use of NHSF resources, Careers in Heritage Science project) during which comments from observers are welcome, followed by the business of the trustee meeting.</p>	
2.	Declarations of interest	
	<p data-bbox="272 775 1335 842">AMcC declared that he is a past board member and current volunteer with Wikimedia UK.</p> <p data-bbox="272 848 1335 916">CPe declared that she is Director of the company that currently holds the contract to provide operational services to NHSF (item 9)</p> <p data-bbox="272 922 938 952">MC declared that she is a trustee of the Plowden Trust.</p>	
3.	Presentation of preliminary findings from the National Heritage Science Strategy consultation and subsequent discussion about making the best use of NHSF’s available resources	
3.1	<p data-bbox="272 1099 938 1128"><i>Discussion on response themes from NHSS consultation</i></p> <p data-bbox="272 1135 1335 1202">CPe reported that the National Heritage Science Strategy themes had been consulted on via an online survey throughout April.</p> <p data-bbox="272 1243 1027 1272">Most respondents agreed with the themes in the consultation.</p> <p data-bbox="272 1312 1335 1630">There were a number of free text comments about the ‘economic’ theme and the nature of these were discussed by trustees. Some survey responses indicate discomfort with a focus on the economic outcomes of heritage science. Trustees discussed benefit and agreed that the heritage sector makes major contributions to public benefit in terms of socio-economic impact including positive contribution to the economy. Heritage science needs to be recognised as a generator of both direct and indirect value. It was agreed that the theme should be presented in the new strategic framework as ‘socio-economic’ impact. Case studies could be used to demonstrate impact.</p> <p data-bbox="272 1671 1335 1738">It was noted that UKRI has a specific socio-economic impact strand that makes reference to archaeological examples.</p> <p data-bbox="272 1744 528 1774">Action: CP to review</p> <p data-bbox="272 1814 1335 1915">The group discussed relevance of the strategic themes to all four home nations. It was agreed that the strategy should be relevant to the policy environment of all four nations.</p> <p data-bbox="272 1955 1335 2056">There was discussion about the vision and its length with some feeling the existing vision (which it had been agreed should be carried forward to the new strategy) was too long and more like a mission. It was agreed that a short and more outward-facing</p>	<p data-bbox="1358 1744 1393 1774">CP</p>

<p>3.2</p>	<p>vision or strapline would help with external engagement in the strategy.</p> <p>The group discussed the concerns expressed in the consultation responses that the themes are vague. The group agreed that the strategy is not intended as a detailed work plan, but as a framework through which NHSF and others can advocate for change: to be used to encourage the sector to take action.</p> <p>It was noted that DCMS has recently published its areas of research interest which features the use of evidence to understand the impact of industry on place. It was noted that Historic England is about to publish its place-making strategy.</p> <p>Action: use heritage science as a link to place; build link to DCMS areas of research interest.</p> <p>The group discussed the strategy's focus on cultural heritage and whether this should be broadened to include natural heritage. It was agreed that it should include natural heritage.</p> <p><i>Discussion on making use of NHSF resources</i></p> <p>The Chair introduced the discussion topic. NHSF faces constraints in terms of CP's time and volunteer (trustee) time. The current social, economic and political environment demands that NHSF is able to speak up and move things forward, particularly over the next year. If the organisation wants to achieve more, it must collaborate with others more: how should it approach this?</p> <p>Members of the group suggested the need for a clear vision of where NHSF sees heritage science in 10 years time and its impact on the wider world. Suggestions: frame the strategy 'by the end of 10 years would like to have...'; NHSF operate as a think tank.</p> <p>Others cited the need to bring more organisations in to the membership and a need to reduce fees to encourage more people to join.</p> <p>The publication of the new strategic framework for heritage science could be allied to a new focus on increasing the number of members, based on a different membership structure. Think about heritage science and science for heritage.</p> <p>The role of NHSF's policy work will be increasingly important and the organisation will need to be 2-3 times more productive in this area.</p> <p>Trustees need to think about how to use the role of the Consultant Development Director and what other tasks could be carried out by others (e.g. honorary secretary, honorary treasurer).</p> <p>Question: do all trustees need to be members?</p> <p>Action: CP draft paper to explore fundamental issues of working groups and role of trustees.</p> <p>NHSF should act as a convenor and bring together ideas. The ways in which people operate are still fragmented and NHSF should aim to bring together a regular community.</p>	<p>CP</p> <p>CP</p>
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	Action: AMcC to explore recruitment of volunteer secretary/ treasurer. MC left the meeting.	AMcC
4.	Presentation of draft report on 'Careers in Heritage Science' (Culture Syndicates)	
4.1	Hollie Davison of Culture Syndicates talked through the process of data collection, major themes of the report, and issues that the research had uncovered. Trustees discussed 'career pathways' and what role NHSF might play in supporting moves in and out of research roles through an individual's career. It was agreed that there is a need for a general edit of the draft report. Hollie to send a word version of the report and trustees to provide comments to CP for feeding back to Culture Syndicates. Action: Trustees to provide comments to CP by 8 June.	Trustees
5.	Minutes of 27 February 2018 and matters arising	
	As a trustee had needed to leave the meeting at the start of the previous discussion session, the meeting from this point onwards was not quorate. It was proposed that business in hand would be reported and items requiring a vote would be addressed after the meeting electronically.	
5.1	Papers circulated in advance: <i>5_2018 02 27 DraftMinutes_v2</i>	
5.1.1	The draft minutes were reviewed for accuracy. There were no amendments.	
5.2	Matters arising	
5.2.1	2.2.2 The action to contact the publisher of 'Heritage Science' about Gold Open Access fees (and commitment to payment required prior to possible NHSF award) is carried forward. Action: CP to contact Heritage Science publisher and to follow up outstanding action to alert Taylor & Francis to journals they publish (other than the Journal of the Institute of Conservation) that might receive articles eligible for NHSF support.	CP
5.2.2	4.1.4 The action for CP and MR to discuss 'partnership group' activity is carried forward. Action: CP to follow up meeting to discuss the future of the Partnerships group	CP,MR
5.2.3	4.1.5 The action to review the trustee role description after the May meeting is not yet due and is carried forward. Action: CP to update trustee role description after May 2018 board meeting	CP
5.2.4	4.1.6 The British Library anti-bribery policy has been shared. Action: CP to draft an NHSF anti-bribery policy.	CP
5.2.5	7.1 The third partnership event with Wikimedia UK has not yet taken place. Action: CP to ask CD to take forward	CP
5.2.6	8.6 Discussion with NB about pilot for research abstracting Action: AMcC to provide feedback from February meeting and discuss with NB	AMcC
5.2.7	11.7 Suggestions for next Chair Alice Roberts, Carolyn Butler and Simon Cane have been suggested.	

6.	Working group report – Policy	
	<i>Paper circulated: 6_NHSF Survey Brief_socio-economic impact</i>	
6.1	MC had drafted a brief, on behalf of the policy group, for the project to collect evidence of socio-economic impact as agreed at the February board meeting. The Chair asked trustees for views on the paper.	
6.2	It was agreed that the outputs needed to be defined more clearly. It was suggested that the list of courses from the heritage science careers project could be used alongside ‘heritage science’ (which is not yet sufficiently widely used) as search terms. Trustees questioned why the brief is not pitched at a student as discussed at the last meeting. Action: Policy group to refine brief	Policy gp
7.	Working group report – Resource-sharing	
	<i>Paper circulated: 7_NHSF-Resources WG -minutes -8th May 2018_CP_GC_KL_Final</i>	
7.1	The group’s most recent meeting included discussion on: Kit-Catalogue and presentation of cost-benefit analysis of access to equipment to existing and future members (i.e. cost of maintenance of one piece of kit can be the same as membership of NHSF).	
7.2	Data seminar – scheduled for 20 th November. Envisaged as a joint NHSF, Icon HSG, E-RIHS, SEAHA event. To be an opportunity to share experience and explore ‘heritage science data’ issues, and to network.	
7.3	Gold Open Access – continues to be promoted. Scheme due to be reviewed shortly	
7.4	Careers brief – covered in earlier presentation. CP to speak about emerging themes as contribution to Icom-CC roundtable at SEAHA conference.	
8.	Working group report – Partnerships and networks	
	No report	
9.	Report of Executive Group meeting (6 April 2018)	
	Paper circulated in advance: 9a_2018 04 06 ExecutiveGroupDraftMinutes 9b_NHSF_AnnualReport2017-18_DRAFTv1 9c_cc16a_NHSF_2017-18	
9.1	The actions in the draft minutes were reviewed for matters arising 1.2.3 The action to discuss the operations contract and fee with the Executive Group has taken place but the contract has not yet been reviewed because of the scheduled May trustee meeting discussion about making use of NHSF’s resources.	
9.2	Appointment of Independent Examiner The NHSF Executive Group agreed that CP should contact Plummer Parsons for a quote for independent examination and trustees should be asked to vote on the appointment of Plummer Parsons as independent examiner. As this meeting is not quorate this matter will be addressed by an electronic vote to all trustees after the meeting.	

9.3	<p>Action: CP to circulate proposal to appoint Plummer Parsons as independent examiner to trustees for electronic vote.</p> <p>Draft Trustees' Annual Report 2017-18 There were no comments on the draft trustees' annual report. CP highlighted that the trustees declarations of related parties transactions must be completed before the report can be passed to the independent examiner.</p> <p>Action: CP to remind trustees to complete declarations of related transactions for 2017-18.</p>	CP
10.	Risk register	
10.1	<p>Paper circulated in advance: <i>10_NHSF Risk Register 2018 05 16</i></p> <p>The risk register was agreed. It was agreed that a risk should be added around the failure to recruit a new Chair by the 2018 AGM.</p> <p>Action: CP update risk register</p>	CP
11.	Chair succession planning	
11.1	<p>It was agreed that the current Chair role description and suggested names should be circulated to all trustees for comments and additions by 8 June.</p> <p>Action: CP to circulate</p>	CP
11.2	<p>It was agreed that the person who had suggested the names of potential chairs should ask those people whether they would like to have an informal conversation with the current Chair about the role.</p> <p>Action: AMcC to contact people who had suggested names</p> <p>JJ left the meeting.</p>	AMcC
12.	AOB	
12.1	<p>British Archaeology Awards It was reported that there is a category for innovation and the Awards is looking for sponsorship next year.</p> <p>Action: GC to bring a formal proposal to the Board for the September meeting</p>	GC
12.2	<p>Apprenticeships There is a consultation event on the level 7 archaeological apprenticeship in Birmingham. People who are interested can sign up via Eventbrite.</p>	

Dates of next meetings:

18 September 2018, 13.30-16.30 – Fitzwilliam Museum Cambridge

6 December 2018, 13.30-16.30 – venue tbc (NB timings may change to accommodate AGM and any associated event).

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