



# Trustees' Meeting

Meeting Room A&B, 2<sup>nd</sup> Floor, Tower of London  
13.30-16.30, 5<sup>th</sup> December 2018

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## Minutes

### Attending

Dr Lora Angelova, **(LA)**, Head of Conservation Research and Audience Development, The National Archives  
Gill Campbell **(GC)**, Head of Environmental Studies, Historic England  
Dr Paul Garside **(PG)**, Conservation Scientist, The British Library  
Professor Carl Heron **(CH)**, Director of Scientific Research, The British Museum  
John Jackson **(JJ)**, Science Policy Adviser, Natural History Museum  
Alastair McCapra **(AM)**, Chairman  
Dr Bronwyn Ormsby **(BO)**, Principal Conservation Scientist, Tate  
Dr Paola Ricciardi **(PR)**, Research Scientist, University of Cambridge Museums  
Katy Lithgow **(KL)**, Head Conservator, National Trust  
Dr Aurelie Turmel **(AT)**, Conservation Science Manager, Historic Environment Scotland  
Dr Constantina Vlachou **(CV)**, Senior Conservation Scientist, Historic Royal Palaces

### Apologies

Daniel Bone **(DB)**, Deputy Head of Conservation, Ashmolean Museum, University of Oxford  
Professor May Cassar **(MC)**, Director Institute of Sustainable Heritage, UCL  
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  
Professor David Watkinson **(DW)**, Professor (Conservation), Cardiff University

### In attendance

Professor Pip Laurenson **(PL)**, Head of Collection Care Research, Tate  
Caroline Peach **(CP)**, Preservation Matters Ltd

No.	Draft Minutes of Meeting of 5 <sup>th</sup> December 2018	Action
<b>1.</b>	<b>Welcome and apologies</b>	
1.1	The meeting started at 13.45. Alastair McCapra, chairing the meeting, welcomed everyone and roundtable introductions were made.	
1.2	Apologies were recorded as above.	
<b>2.</b>	<b>Trustee resignations and appointments</b>	
	<p>It was reported that Christina Duffy, Pip Laurenson and Alison Richmond were resigning as trustees. They were thanked for their contributions to NHSF.</p> <p>A resolution was proposed to appoint Paul Garside and Bronwyn Ormsby as trustees of the National Heritage Science Forum.  Proposer: John Jackson  Seconder: Paola Ricciardi  All trustees present voted in favour of the appointments. There were no votes against. There were no abstentions.</p>	
<b>3.</b>	<b>Declarations of interest and monitoring of private benefits to non-charitable organisations or individuals</b>	
	<p>Caroline Peach declared that she is Director of the company that currently holds the contract for provision of operations services to NHSF (item 6) and declared that the company is currently engaged to carry out a research project for E-RIHS UK (in which NHSF is a partner).</p> <p>Alastair McCapra declared that he is a current volunteer and past Board member of Wikimedia UK.</p>	
<b>4.</b>	<b>Minutes of the meeting of 3<sup>rd</sup> October 2018 and matters arising</b>	
4.1	The actions from the meeting of 3 <sup>rd</sup> October were reviewed. Actions are complete unless reported below.	
4.2	4.3 The draft roadmap for research infrastructure has not yet been published.	
4.3	4.9 A press release has been prepared on the strategic partnership between E-RIHS UK and NHSF. The E-RIHS UK steering group will meet in January 2019.	
4.4	6.3.3 The action to draft an anti-bribery policy is outstanding. <b>Action: CP draft anti-bribery policy.</b>	CP
4.5	6.3.4 The third partnership event with Wikimedia UK (to train on Wikipedia editing) has not taken place. It was agreed that future partnership working with Wikimedia UK should be reviewed.	
4.6	6.3.6 The development of the brief for an evidence collection project (greater clarity on outputs) has not been done. <b>Action: Policy Group to refine evidence collection project brief</b>	Policy group
4.7	6.3.8 No information has yet been received from the Council for British Archaeology about the 2019 British Archaeology Awards (sponsorship; assistance with programme development – theme of technology).	

4.8	7.1 A proposal to use some of the NHSF policy group budget for working with E-RIHS UK to engage UKRI on the roadmap for heritage science infrastructure has not been developed.	
4.9	9.1 CP has not followed up with MR about an EPSRC representative to invite to speak at an NHSF meeting about opportunities for engagement. <b>Action: CP follow up with MR</b>	CP
4.10	11.4 No names of key invitees to the data seminar (to be held on 11 February 2019) were sent to CP. The resources group is in the process of finalising the abstract for the event.	
4.11	13.1 The contract between NHSF and Preservation Matters Ltd for operational support to 31 <sup>st</sup> December 2018 is outstanding. <b>Action: AMcC to extend contract.</b>	AMcC
4.12	14.1 Facilities/systems that enable remote participation in meetings were discussed. It was agreed that video conferencing facilities tend to work for one or two remote attendees but are generally not good for greater numbers. An alternative suggestion was two centres communicating with each other.	
5.	<b>Executive Group report following meeting of 11 October 2018</b>	
	Paper circulated in advance: <i>5_2018 10 11 ExecutiveGroupDraftMinutes</i>	
5.1	Membership renewals continue to be received. All have been invoiced. <b>Action: CP follow up outstanding membership renewals</b>	CP
5.2	It was reported that the application to open the Unity Trust bank account has now been paused due to changes in trustees, and the implications of a prospective new operating structure.	
5.3	The Charity Commission has issued a new 'declaration of eligibility' form that relates to its updated guidance on 'disqualification' criteria. All trustees will be asked to complete the declaration of eligibility and non-disqualification form. <b>Action: CP to contact trustees to complete form.</b>	CP
5.4	The Chair reported on correspondence with the JPI for cultural heritage. He wrote to the JPI for cultural heritage to express interest in the second of two seats on the governing board; he also wrote to AHRC to inform it of NHSF's interest in the position. AHRC has replied indicating that it does not see that it is necessary for NHSF to occupy the second seat but has expressed a willingness to meet with AMcC in the New Year. <b>Action: AMcC to meet with Prof Roey Sweet of AHRC</b>	AMcC
5.5	Trustees agreed to delegate signing-off of the Annual Return to the Executive Group.	
5.6	Trustees agreed that Carl Heron and Aurelie Turmel should be added as authorised signatories to the CAF Bank account online and through the bank mandate.	
6.	<b>NHSF structure</b>	
	Paper circulated in advance: <i>6_MembershipStructure_ToRs_Roles</i>	

6.1	<p>The Chair introduced the paper which sought to address questions that emerged from Trustees' discussion on a proposed new operating structure for NHSF at the meeting of 3<sup>rd</sup> October. In particular, the paper outlines possible terms of reference for the Member Council and Task Groups, and role descriptions for Council Officers, Trustees, Honorary Treasurer and Honorary Secretary.</p> <p>A separate paper showing a possible fee structure (based on information about annual turnover received from member organisations, or sourced from the internet).</p>	
6.2	<p><i>Structure</i></p> <p>The structure paper was discussed first and it was agreed that:</p> <ul style="list-style-type: none"> <li>• Attendance at one teleconference should be added to the trustee role description.</li> <li>• The role descriptions for the Treasurer and Honorary Secretary should be updated to include attendance at the AGM.</li> <li>• The groups named 'task groups' in the paper should be called 'working groups' in the future.</li> <li>• There should be a working group for each theme of the new strategic framework.</li> <li>• Each working group should include at least one trustee.</li> <li>• Subgroups to the working groups should be formed as needed.</li> <li>• Member meetings are fluid groups (of attendees) and up to three representatives of a member organisation can attend any meeting.</li> <li>• Fixed attendees of Member Meetings are: the Chair, Trustees, Council Officers</li> <li>• The trustee leading each theme is responsible for driving the agenda and ensuring notes are taken. Member meetings are less formal than trustee meetings and there is no requirement for minutes, but decisions and actions should be recorded.</li> <li>• The Honorary Secretary will be responsible for taking minutes of trustee meetings.</li> <li>• Member Council Officers are the voting representative of their member organisation. There is a need to be clear about how Member Council Officers are nominated.</li> </ul> <p>Trustees voted to agree the proposals above.  Proposer: Paola Ricciardi  Secunder: Lora Angelova  All trustees present voted in favour of the proposals. There were no votes against. There were no abstentions.</p>	
6.3	<p><i>Fees</i></p> <p>Trustees discussed the increasing difficulty in making the case for the £3000 membership fee.</p> <p>They asked what a change in membership fee structure sought to achieve (e.g. a doubling in membership numbers?)</p> <p>It was confirmed that membership income receipts should aim to be at least comparable to current levels as the current budget involves spending from reserves.</p> <p>A number of different turnover thresholds and associated fee levels were discussed.</p> <p>Following discussion, a new fee structure was proposed as follows:  Organisations with an annual turnover &lt; £1 million – annual fee of £500  Organisations with an annual turnover of £1 million - £20 million – annual fee of £1000  Organisations with an annual turnover of &gt; £20 million – annual fee of £2500</p>	

	<p>Trustees voted to adopt the new fee structure for 2019-20.  Proposer: Constantina Vlachou  Seconder: Katy Lithgow  Of the trustees present there were nine votes for the proposal, two abstentions and no votes against.</p>	
<b>7.</b>	<b>Strategic framework launch</b>	
<b>7.1</b>	The Chair outlined plans for the evening's launch of the new strategic framework for heritage science in the UK. This includes identifying what NHSF is doing as an organisation, the changes to membership structure that have just been agreed, and announcing the 2019 data event.	
<b>7.2</b>	<p>The launch is to be used to also highlight what individual member organisations are doing that aligns to the framework. Trustees were asked for examples that could be shared at the launch.</p> <p>The National Trust will be applying for IRO status, with the strategy for heritage science referenced in its own strategy.</p> <p>University of Cambridge Museums is co-organising an event with NHSF that seeks to bring heritage science skills and understanding to new people.</p> <p>Historic Environment Scotland is developing a research strategy, and the strategic framework will feed into it. It is also organising an E-RIHS dissemination day in January and would like to talk about the framework as part of this day.</p>	
<b>7.3</b>	Attendees at the launch will be encouraged to fill out post-it or padlet notes that show what they can do to contribute to the framework. Trustees are also asked to contribute.	
<b>7.4</b>	<p>Trustees discussed the activity of the current working groups and how this would fit with or align to the new framework. It was agreed that there should be a period of transition, starting at the beginning of the new membership year. All trustees are asked to think about what they/ their organisation can align to in the new framework.</p> <p><b>Action: AMcC to talk to trustees about how their work and organisational priorities align to the framework themes.</b></p>	<b>AMcC</b>
<b>8.</b>	<b>Resources group report</b>	
	Paper circulated in advance: <i>8_DRAFT NHSF-WG -Minutes -20-11-18_v3.4</i>	
<b>8.1</b>	Gold Open Access	
<b>8.1.1</b>	<p>Applications to the Gold Open Access (GOA) publication fund remain low. CP has reviewed a select number of publications to see how many papers over the past year would have been eligible for NHSF GOA support and has also talked to a publisher of an open access journal. It is thought that restricting eligibility to NHSF members may be too limiting. The resources group seeks trustee view on options for increasing use of the GOA fund.</p> <p>a) trustees could suggest articles they feel should be GOA (regardless of date) to form a list to be taken to an NHSF resources group working group meeting, to test appetite and agree funding.</p> <p>b) open up the fund to everyone, national or international, as long as the article is relevant to the NHSF strategy and see what impact this has on the number of applications.</p>	

<b>8.1.2</b>	Trustees agreed to option a) and to defer a decision on option b) until 6 months after May 2019 (i.e. November 2019).	
<b>8.2</b>	Conferences	
<b>8.2.1</b>	The need for a policy on NHSF support to conferences was identified at the trustee meeting of 3 <sup>rd</sup> October. The resources group was asked to draft options for NHSF support to conferences that are in line with NHSF's charitable purpose.	
<b>8.2.2</b>	The proposal from the resources group is: NHSF contribute up to £500 to a conference organiser for it to distribute as bursaries on the condition that recipients produce a blog/report for NHSF and take over NHSF's twitter account during the conference (to tweet about it).	
<b>8.2.3</b>	Questions for decision by trustees: Who can apply for the £500? (do conference organisers have to be NHSF members; can any conference organiser apply so long as the conference is relevant to heritage science; do recipients of the bursaries have to be members of NHSF?)	
<b>8.2.4</b>	It was agreed that: <ul style="list-style-type: none"> <li>• The goal of the support is to enable people to attend conferences/workshops/seminars who otherwise wouldn't be able to attend.</li> <li>• Conference organisers do not need to be members of NHSF but supported conferences should be held in the UK.</li> <li>• Contributions of up to £500 can be made towards bursaries at a conference that aligns to the strategic framework. The conference organiser should provide a report on the beneficiaries and the beneficiaries should contribute via NHSF's blog or Twitter account.</li> <li>• Initial overall budget of £1000. Trustees to delegate financial authority to allocate funds within this budget to the relevant working group.</li> </ul>	
<b>9.</b>	<b>Policy group report</b>	
<b>9.1</b>	The UKRI infrastructure roadmap has not yet been published. Please stay alert to a request for contributions once it is published.	
<b>10.</b>	<b>Partnerships group report</b>	
<b>10.1</b>	An update was provided (by email) on the launch of the Oxford University Heritage Network (OUHN) in November. It is funded by the John Fell Fund to provide a focus for research, innovation and knowledge exchange across all divisions of the University within the broad area of heritage. The network also looks outside the University for researchers and industry partners working within the field of Heritage and Heritage Science. A partnership has already been established with the National Trust that looks to be a good model. It may be work approaching the Network to develop links and collaboration, particularly following the launch of the strategic framework.	
<b>11.</b>	<b>Heritage Science task force</b>	
	Paper circulated in advance: <i>11_HeritageScienceTaskForce</i>	
<b>11.1</b>	An outline for a Heritage Science Task Force was discussed (an idea that originally emerged during an email exchange on ideas for one-off funding initiatives). Trustees were asked whether the idea is one that NHSF should investigate further or develop and take to other funders.	

11.2	It was noted that IROC has been working with AHRC on a strategic bid to work across collections. This initiative could work well as part of a collaborative approach to heritage/collections at risk.	
11.3	The group questioned what other funding streams are in place following the Science and Heritage programme and what opportunities there are to leverage activity out to the wider sector. This idea could help AHRC to fill the gap in its heritage strategy around heritage science.	
11.4	It was agreed that NHSF should focus on the launch of the framework and engagement with it, and its recently established partnership with E-RIHS UK. The Forum should then develop the proposal into something that can be discussed with others.	
12.	<b>Chair succession update</b>	
12.1	The position of Chair had been advertised as agreed at the last trustee meeting. No applications were received. The recruitment group is now talking to two potentially interested candidates.	
12.2	Alastair McCapra has agreed to continue in the role of Chair until April 2019. Trustees thanked Alastair.	
13.	<b>Risk register</b>	
	Paper circulated in advance: <i>13_NHSF Risk Register 2018 11 28</i>	
13.1	Updates to the risk register for this meeting are shown in red. The changes were noted by trustees.	
13.2	New areas of risk were discussed. These include financial risk (of reduced income) due to changes agreed to the membership structure and fee levels; risks associated with the adoption of the strategic framework and delivery of it. <b>Action: CP to update the risk register for the next Board meeting.</b>	CP
13.3	It was noted under risk 3.4 that the conflicts of interest policy was reviewed in November 2017 and the monitoring actions should be updated to reflect this. <b>Action: CP to update the risk register for the next Board meeting.</b>	CP
14.	<b>AOB</b>	
14.1	IROC (Independent Research Organisations Consortium) is running a pilot for a British Library digital repository. A representative could speak about this initiative at the forthcoming data event. <b>Action: PL and GC to discuss.</b>  The meeting closed at 16.30	PL, GC

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