



Scottish Fisheries Museum
Boats, fish and folk...

Minutes of SFM Annual General Meeting Held via Zoom, 25 June 2022

Welcome – Kevin Dunion opened the meeting by welcoming everybody. KD Chairing in his role as Vice Chair. He thanked Karen Seath (KS) who stood down in December but is delighted to continue as a Trustee. The agenda and papers for the meeting have been circulated prior to the meeting. As per last year we still find ourselves in a situation where we felt it prudent to convene via Zoom. The meeting is being recorded for the purpose of minutes. All were content. There were no apologies.

1. Approval of Minutes of 26 June 2021 AGM - These were proposed by George Lyon (GL) and seconded by John Fern (JF). and accepted without amendment as an accurate record of the meeting.

2. Chair Statement – The Chair's report has been included in the Annual report previously circulated, but KD wished to highlight:

- Recognition that the Museum is coming out from two years of unprecedented restraints in all aspects of the Museum's operations. Levels of income remain lower than pre-pandemic, however, the strong reputation and high regard of the Museum has seen us able to secure high levels of financial support from Museums and Galleries Scotland (MGS) and Visit Scotland which have enabled us to safeguard our position and look forward.
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- KD Wanted to touch on some of the very positive aspects in past year that we can look back on with pride and gratitude to our staff and volunteers for what they have been able to achieve.
- Scotland's National Gansey Project 'Knitting the Herring' which engaged with 100,000 online participants. SFM were delighted to win the top prize over UK and Ireland from the Association for Heritage and Interpretation for engaging communities during lockdown. In addition, the curatorial team had success with 'Guts Galore' at a conference celebrating women in the fishing industry, this attracted participants from across the globe and now an annual event.
- A re-energized and revamped café Waves (now under new management of Karen Donaldson) has been a huge success with its new image and new menu, enjoying a roaring trade during harbor festival.
- Boats Club – Development of Reaper has had a huge leap forward with new 67ft tall mast – we look forward to the time when the boat can go back to sea but in the meantime it is an excellent Harbour attraction – KD would like to thank boats club (particularly John Fern and Ross Dougal in securing mast and the full restoration over years
- In October we were delighted to welcome Princess Anne who visited us on a private visit to mark the 50th Anniversary of the Museum. Princess Anne boarded Reaper to

unveil a plaque to commemorate her visit and to pay tribute to the late Dr Robert Prescott who was responsible for recovery of the boat.

- KD paid tribute to David Todd, former Chair. 40 years ago, almost to the day David Todd, who passed away earlier this year, had welcomed Her Majesty the Queen to the museum. David was a remarkable man, his contribution to the Museum is unrivaled, he was a founder member of the museum and set up the boats club to look after Reaper and is responsible for the St Ayles Skiff and our Rowing Club. David was a skilled model maker and indeed the Boats Club developed a pond in David's Garden so they and he could enjoy activity at home. David is a great loss to the Museum, and it is hoped that somehow, we can mark his contribution by way of memorial later this year.
- The Board have recently put in a good deal of work and have reviewed the focus and direction for the Museum over the next few years. Delighted to welcome new Trustees to the Board, Jane Ryder and Carol Anne Knight. KD wished to specifically thank KS for all her hard work as Chair, in particular her outreach to academic, scientific and commercial communities. Her unending positive approach and cheerfulness has been hugely appreciated.
- KD wished to thank Ian Goodyear (iG) who was appointed as Managing Director in 2021. Under the most trying circumstances, IG has steered the Museum through trying times into safe financial waters.

There were no questions

3. Financial Statement * – IG reported that it has been another challenging year with limited opportunities to achieve income. In support of the financial statement circulated with the papers IG made the below points:

- Grants worth £190,000 had been secured counteracting loss in income (coming from the Scottish Government, Fife Business Gateway, Museums & Galleries Scotland and Visit Scotland)
- Looking forward IG is confident that initiatives and plans are in place to address income, there will be a review of personnel structure within the museum, critically identifying what talents and skill sets are required to deliver the Museum's strategy and allow for necessary developments.
- IG would like to thank his team and the Finance Committee who have all worked hard to achieve the positive results represented in the figures, IG is confident it will be a more prosperous financial year.

There were no questions

*exact figures available in Full Finance Report

4. Appointment of Jane Ryder, OBE as Trustee – The Board proposed JR as a Trustee - This was unanimously approved by all attending the meeting – welcome aboard Jane!

5. Appointment of Jane Ryder, OBE as Chair – The Board proposed JR as Chair of the Board - This was unanimously approved by all those attending the meeting.

- Kevin was delighted to hand over to Jane for the rest of the meeting

6. **Board's nomination for re-appointment of Kevin Dunion as Vice-Chair** for coming year – The Board proposed KD as Vice-Chair - by show of hands this was unanimously approved.
7. **Confirmation of Board's nomination of Carol Anne Knight as Trustee** – The Board proposed Carol Anne Knight and by show of hands this was unanimously approved.
8. **Retirement of Trustee Ross Dougal** – JR wished to express the Museum and Board's thanks to Ross Dougal (RD). RD has been the Scottish Fisheries Federation nominee for last six years and has been an enormous supportive. A replacement has not yet been identified but RD has agreed to act as an observer until the SFF will nominate somebody else.
 - Ross would like to say on record that it has been a privilege to be involved with the museum and that he is very happy to continue to do so wherever he can.
9. **Retirement of Trustee Linda Holt** – Linda Holt (LH) was the Fife Council nominee and JR thanked her for support throughout her time on the Board. The Board look forward to working with a new Council nominee when appointed.
10. **Staff** – JR wished to thank Hazel Morran (Office Manager) who has just retired. Vicki Brody has taken on the role of Office Manager. She also thanked Amanda Root who has stood down as volunteer Minute Secretary and welcomed Mary Walls who has taken over.
11. **Re-appointment of auditors** - The continued appointment of Henderson B was approved by a unanimous show of hands.
12. **Re-appointment of Lord Ming Campbell of Pitenween as President** – The Board are delighted to invite Lord Campbell to remain as President. Lord Campbell was delighted to accept, . Lord Campbell wished to acknowledge the hard work that has gone into the Museum by all those working there to ensure it continues to succeed.
13. **Looking ahead and plans for the future (JR)**

The new Chair drew on recent Board discussions and set out a view looking to the future. It is clear that this It is a pivotal time for the Museum, in terms of challenges but also opportunities. Many of the challenges faced even before the last two years remain, The Board and Staff at SFM have spent significant time considering the current position and looking forward to what is needed for the future.

 1. **Revenue** – The operational model is under a degree of strain and that is as we emerge from Covid and begin to see the impact of Brexit on tourism market, in addition the situation in Ukraine has put all business and consumers under increasing strain. It is acknowledged that the Museum would never be able to generate enough operating profit to cover capital investment needed and with that in mind, there has been a need to test out all assumptions and plans
 2. **Reaper** – now an exciting harbor attraction, will hopefully be able to operate at sea in future Engaging a skipper and ongoing support will require additional funding
 3. **Estate** – The most difficult area, A detailed feasibility study provided valuable background material and will be useful in future but was unrealistic in the cost implications (even before current inflationary pressures). The strategic questions we asked ourselves were, therefore, what is the scale and scope of development, what are the priorities short, long and medium term and finally, what is our understanding of what customers expect and what would improve the visitor experience. The Board looked at a number of options

Do nothing – puts Museum's future at risk

Try and do everything at once – too ambitious and would have the same result in the Museum being at risk

Identify realistic parameters and reset focus – The Board were unanimous that this was the way forward. Focusing on the visitor experience, health and safety (electrics are 50 years old), updating displays, upgrade of IT facilities. These workstreams will be developed with the aim of achieving 5-star Accreditation within three years – this in turn providing credibility for future 5 – 10-year planning.

4. **Visitor experience** – This is currently poor/patchy. There are a lot of great ideas, but we come nowhere near to meet visitor expectations of modern visitors. especially for a museum that aspires to be a National Museum. So, the visitor experience is at the heart of our thinking and focus for the immediate future

The challenge is close to overwhelming, and it is by no means an easy road, but we are in a strong starting position. The range of Trustees has been widened and we can draw on enormous, good will. We intend to do this not just by way of conventional fundraising but also in terms of more practical assistance, knowledge and connections. These improvements will not happen overnight, but we have a plan for next 3 – 10 years. We are confident we can achieve that and look forward to members and others being a part of that journey

JR would be delighted to answer any questions and encouraged members to please get in touch.

14. Any Other Business

1. John Fern (JF) Karen Seath (KS) wished to say on behalf of everybody that they are delighted JR has joined the Board. With a new positive approach, they feel everybody can look forward to the next steps in the Museum's development.
2. Alasdair Hutton raised the question of whether there is a formal register of those involved in the set-up of the Museum. It was thought that this would be a good project to consider in the future.
3. The Board and President had received a letter from a group urging greater engagement with issues of environment damage, and sustainability of eco systems. There was a lively discussion of the issues this raised. It was acknowledged by Board members present that Board and staff have recently been considering these issues and how the museum deals with these appropriately. There are already plans for some of the suggestions mentioned in the letter as part of the plans outlined earlier. In addition, the Board recognizes the need to expand engagement, and consider a range of different views in different areas. However, as a museum it was agreed by all present there is a need to achieve a balance not reflecting any single voice. The Chair thanked everyone for a stimulating debate and confirmed these are important issues which will be further discussed by the Board of Trustees, including at the next meeting the week after the AGM

The Chair closed the meeting by thanking every one for their efforts throughout a difficult year, and with a degree of optimism for the future