

**Empire, Slavery & Scotland's Museums:
Addressing our Colonial Legacy
*Steering Group Terms of Reference***

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Steering Group Value Statement

Our purpose

The Steering Group exists to make concrete and sustainable recommendations to Scottish Government on how Scottish museums and galleries can better address the legacies of slavery, empire, and colonialism at every level.

The values that will guide the Steering Group

Simplicity – Less is more

Sustainability – We seek long-term solutions

Impact – Working to make significant changes

Shared Prosperity – Working together for the betterment of us all

Focus – We work with clear objectives

Accountability – We hold ourselves accountable to those affected by the legacies of slavery empire and colonialism

Challenge – We are not afraid to challenge existing structures

Open-Minded – We do not have any fixed answers for this process

Respect – We respect everyone involved in this process

Expertise – We place value on those with expert knowledge/experience

Code of Conduct

Introduction

The Steering Group is responsible for working with the Project Team in the development and delivery of the national review into the role of museum collections and spaces in addressing the legacies of slavery and colonialism in Scotland. The Steering Group's effectiveness is critical to the success of the review, and the behaviour of individual members is a major factor in the effectiveness of the Steering Group.

The Steering Group leads by example, promoting and upholding values and standards of behaviour for the project. Individual Steering Group member behaviour has a significant influence on the reputation of the review, the confidence and trust that communities affected by the legacies of slavery, empire and colonialism, museum and gallery professionals, and other stakeholders have in it, and the working relationships and morale within it.

A Code of Conduct defines a common standard of behaviour, setting out the rules for how Steering Group members are expected to behave both towards each other and when carrying out duties on behalf of the Steering Group.

Guiding Principles

However comprehensive the Code of Conduct aims to be, the Steering Group and its members will inevitably face situations for which the Code contains no specific guidance. In such a situation the Steering Group should be guided by the principles which underline this Code.

These guiding principles are derived from the seven principles for the conduct of people in public life that were established by the Committee on Standards in Public Life.¹ Known as the 'Nolan Principles', they are:

- Selflessness: Steering Group members should take decisions solely in terms of the review's values and mission. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends;
- Integrity: Steering Group members should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their duties;
- Objectivity: In carrying out Steering Group business, including making appointments and or recommending individuals for rewards and benefits, Steering Group members should make choices on merit alone;
- Accountability – Steering Group members are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office;

¹ <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

- Openness – Steering Group members should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when individual or organisational confidentiality clearly demands it;
- Honesty – Steering Group members have a duty to declare any private interests relating to their duties and to take steps to resolve any conflicts arising in a way that is lawful and protects the review's value and mission.
- Leadership – Steering Group members should promote and support these principles by leadership and example.

General Duties

If a Steering Group member reasonably believes that one of their colleagues has failed to keep to the Steering Group member Code of Conduct, they should report this, in writing, to the Project Manager as soon as possible.

All Steering Group information acquired during the Steering Group member's appointment is confidential to the review and should not be released, either during the appointment or later, to a third party without the prior consent of the Chair.

Steering Group members are expected to forward all project-related media enquiries to the Project Manager.

Attendance at Steering Group Meetings

Steering Group members are expected to:

- to attend approximately six to ten 2-hour meetings in 2021.
- Ensure that the Project Manager receives their apologies if they are unable to attend a meeting.
- Discuss with the Chair if circumstances arise in which they will be unable to attend regularly.
- Arrive promptly for the start of the meeting.
- Dress appropriately for the Steering Group meetings
- To make the meeting sufficiently quorate there must be at least 7 Steering Group members plus the Chair.

Preparation for meetings

Steering Group members are expected to:

- Read Steering Group papers in advance, and be sure they understand their contents and the decisions they are being asked to take;

- whenever there is a need for clarification on particular issues or papers, contact the Project Manager, or other designated member of the senior project staff team, in advance of the meeting and discuss any questions with them;
- contact the Project Manager or other designated member of the senior project staff team in advance of the meeting if there are aspects of the papers or issues on which the member has significant concern;
- come to the meeting with all relevant papers and any other necessary materials.

Meeting Conduct

NOTE: attendance and interaction are anticipated to be online until at least spring 2021.

Steering Group members are expected to:

1. observe the rules of good meeting behaviour:
 - a. start on time;
 - b. follow the agenda and keep on time;
 - c. be courteous to each other, allow each other the opportunity to speak and comment;
 - d. listen to each other and respect others' views;
 - e. make any points, or ask any questions, clearly;
 - f. keep contributions brief and to the point;
 - g. avoid jargon or explain what it means;
 - h. co-operate with the Chair in the conduct of the meeting;
 - i. raise a hand (real if in person or digital if online) to speak and go through the Chair who will encourage all members to participate. The Chair's ruling on who may or may not speak and on other 'points of order' is final. At the end of each item, the Chair will remind the meeting of the decision that has been reached;
 - j. only one person speaking at a time and no cross talking;
 - k. switch off mobile phones during the meeting;
 - l. not use offensive, provocative, abusive or racist language;
 - m. not use any aggressive or discourteous tone of voice or body language;
 - n. not make personal remarks;
 - o. not use threatening behaviour or violence or otherwise disrupt the meeting;
2. contribute to discussion and share responsibility for the Steering Group's decisions. The decision making process is a collaborative one. This means that even if a member is unhappy with a decision, provided it has been properly considered by the Steering Group as a whole, all members should stand by that decision and not undermine it;
3. when reaching decisions, take account of any relevant advice given by the review's legal advisers, the Project Manager and the Project Staff Team;
4. always act in the best interests of the project;
5. declare an interest if the Steering Group discusses an item which poses a conflict of interest to the individual Steering Group member, or which others might perceive as a conflict of interest. This would be minuted and the member should offer to withdraw from the meeting. If invited to remain, the member should refrain from voting on the matter;

6. act as a 'critical questioner'. This does not imply a lack of trust in the project staff team;
7. not accept an answer unless it is clear;
8. not be afraid to say that they don't understand something;
9. not be afraid to have a different view from other members (whilst being mindful, as per item (2) above, that the decision making process is a collaborative one).

If a Steering Group member has concerns about the way in which meetings are conducted or chaired, they should raise their concerns with the Chair and/or the Project Manager.

Representing the Review

Steering Group members are expected to:

- Represent the review and act as the public face of the review, with support from MGS's Communications department.
- Show a willingness to advocate for the project and to engage with any relevant press enquiries that the project staff send on to members.
- Uphold and promote the values and objectives of the review. In representing the review, particularly at social events, the Steering Group member needs to be mindful that their behaviour and general demeanour will be scrutinised and will reflect on the review. Members should act in a way so as not to bring the project into disrepute.

Registering of Declaring Interests

- Steering Group members have a duty to act, and to be seen to act, only in the best interests of the review and not:
 - for any personal interest or benefit; and not
 - for the interest or benefit of friends or relatives
- Steering Group members must make sure that all relevant interests are declared.
- In order to maintain the independence of the Steering Group, members cannot be active political representatives or work for the Scottish Government.
- Steering Group members must not use their position to secure an advantage or disadvantage for themselves or someone else.

Resignations or Dismissals

- Any members resignations should be first communicated to the Chair, who will then pass this to the Project Manager.
- Members may be removed from the Steering Group by the Chair in discussion with the Project Team if they do not adhere to the Steering Group member Code of Conduct.
- After any member leaves the Steering Group there will be a minuted conversation about whether the Steering Group is still sufficiently quorate and representative to allow it to continue its work.

Roles, Responsibilities and Membership

(a) Role of the Steering Group

- The Steering Group's role is underpinned by the Steering Group Value Statement
- The Steering Group's remit is outlined in the Project Overview document.
- The Steering Group is independent of Scottish Government.
- The Steering Group will meet over a year-long period after which its remit and membership will be reviewed.
- The Steering Group will agree recommendations to the Scottish Government.

(b) Role of the Chair

- The lead and tone of the Steering Group come from the Chair.
- The Chair is the main point of contact with regards to membership of the Steering Group.
- The Chair will be required to attend additional meetings and events.

(c) Role of Museums Galleries Scotland

- The secretariat will be provided by Museums Galleries Scotland (MGS). After approval from the Steering Group, Summary Minutes of meetings will be published on the MGS website following each meeting. Full minutes will be circulated to the Group.
- MGS will provide venues (digital or otherwise) for meetings and limited expenses of members. Locations to be agreed by members.
- MGS Communications staff can offer support on the development of a professional biography for Steering Group members, and on procuring a headshot or other image for publicity use.
- MGS staff are available to support Steering Group members with any hostile or abusive media coverage as a result of their work on the project.
- The Steering Group members' main point of contact will be the Project Manager for any access to information e.g. paperwork, technical questions, etc.
- Before each meeting the Project Manager will send:
 - Agenda with venue information (digital or otherwise)
 - Minutes from previous meeting
 - Any documents to review

(d) Role of Sub-Groups

- The Steering Group may establish topic-specific or short-life sub-groups.
- Some Steering Group members may be asked to lead sub-groups for specific thematic priorities.
- Such groups will be set an objective or objectives by the Steering Group and provide a progress report to each of the meetings.
- The provision of the secretariat for the subgroups will be agreed by discussion with Steering Group members and the Chair.

(e) Membership

- The Steering Group will review its membership to ensure that it has wide expertise and is inclusive.
- Steering Group members will be chosen in an open and transparent manner.

- Steering Group members will be chosen for their knowledge and experience in relation to the subject matter concerned.
- Membership of the Steering Group will number a maximum of 14 and a minimum of 8 members to be quorate, including the Chair.
- The Steering Group may co-opt members with specific expertise to attend meetings on an *ad hoc* basis, and/or nominate experts for the ESSM Advisory Panel.

(f) Expenses

- Membership of the Steering Group for ESSM is on a non-remunerated and non-pensionable voluntary basis. It is not a public appointment and is not subject to the public appointments process.
- The proposals set out below may also apply to reimbursement of Advisory Panel² members who are invited to attend specific thematic meetings or short life sub-groups as applicable. They will be considered on a case-by-case basis.

Museums Galleries Scotland will:

- Reimburse all reasonable receipted expenses required in helping members carry out their duties effectively, including carer expenses such as childcare, travel and subsistence.
Note: If members are already employed in the public sector and are attending meetings or carrying out duties in work time, we would not normally expect to reimburse any expenses. In these cases, however, we will consider claims for travel and subsistence from out with the central belt.
- Cover loss of earnings for any freelancers and SME creative/equalities businesses using a day rate of £250.

² The Advisory Panel for Empire, Slavery & Scotland's Museums will comprise of professionals and community representatives with specialist areas of expertise that we know that we will need to draw on as part of this process. We will actively solicit advice from this panel on a range of areas as they are revealed by the consultation work. Panel members may be asked to lead or to sit on focus groups that explore specific questions that arise from the consultation.