

National Portrait Gallery

731st MEETING

Minutes of the Meeting of the Trustees held at the National Portrait Gallery on
Thursday 28 February 2008

Present: Professor David Cannadine (Chairman)
Sir Nicholas Blake
The Marchioness of Douro
Ms Flora Fraser
Professor Ludmilla Jordanova
Mr David Ross
Professor Sara Selwood
Sir John Weston

In attendance: Mr Sandy Nairne, Director
Mr Jacob Simon, Chief Curator

1. Chairman's business

The Chairman thanked Trustees for attending the events to mark the Randy Lerner gift.

2. Apologies for absence and Declarations of interest

Apologies for absence were received from Baroness Ashton of Upholland, Ms Zeinab Badawi, Professor Robert Boucher, Ms Amelia Fawcett, Sir Nicholas Grimshaw, Mr David Mach, Sir Christopher Ondaatje and Miss Alexandra Shulman. In relationship to agenda item 6, Professor Sara Selwood declared that she was a member of the Museums, Libraries and Archives Council, where a subcommittee, the Acceptance in Lieu Panel, would prospectively be considering two portraits on the Trustees' Offers List, and David Ross declared that he owned a print of a work by Marc Quinn.

3. Minutes of the last meeting

The minutes of the meeting held on 15 November 2007 were approved.

4. Matters arising

The Director drew attention to the notes from the meeting of the Editorial Advisory Board, agenda item 16, and to the paper on the appointment of an additional member to the board of the Gallery's trading company. He also drew attention to the paper on the conservation of the damaged portrait of Samuel Johnson, agenda item 12, and to the intention to host a seminar with external representation where the choices for conserving the portrait after lining could be discussed.

Individual trustees expressed concern about the discounting of publications in the Gallery shop and about the need for feedback from the Corporate Development Board to Trustees. On the latter, the Director said that he would check that sufficient information was being provided in the Communications and Development report to Trustees, agenda item 13.

5. Director's report

The Director thanked Trustees for their attendance at the record number of *Vanity Fair Portraits* exhibition private views, a sequence of events which had been important for the Gallery. Attendance was currently running 40% ahead of predictions and there were record

catalogue sales. Issues of overcrowding on the exhibition were being addressed. The Director drew attention to the fact that there had been slightly fewer visitors to the Gallery this financial year than last when the David Hockney exhibition had drawn record crowds but said that we were optimistic that we would meet the projected number of visitors in our agreement with DCMS. He referred to the success of the Subject Specialist Network for portraits, and reported on the rejection of a joint bid with Tate to the Heritage Lottery Fund for support for the National Art Collections Centre. This had been one of several schemes not supported by the HLF in the face of limited funding. Tate was very determined to find a way forward but there were other options for the National Portrait Gallery should this not prove possible.

There was a discussion about the Trading Company and on publishing. Of the three strands of activity in the Company, namely events, catering and retail, only the latter overlaps with the Trading Department which also includes publishing and the Picture Library. The Director would report back to Trustees once a review of the bookshop and wider space planning issues had been completed. Expertise in publishing was not a priority in selecting an external Director of the Trading Company, since this area did not currently form part of the remit of the Company. David Ross, Chairman of the Audit and Compliance Committee, indicated that the Trustees needed a better indication of the capital committed to publishing, as a particularly challenging area, to aid understanding and transparency. Individual trustees commented on the importance of publishing, and the expertise of staff in producing publications.

The Director stated that a fuller report on developing the Gallery's work for the Cultural Olympiad and around the Olympics would be brought to the next meeting of Trustees. He also drew attention to the Portrait Gala which was being planned for March 2009. Additionally, he welcomed the award of an OBE to John Wykeham, recently retired as Head of Administration, in the New Year's Honours List.

6. Portraits on offer

The Chief Curator drew attention to the state of negotiations on three possible acquisitions, of portraits of Sir Richard Arkwright, Mary Seacole and Nelson Mandela. The Trustees expressed their pleasure that the public appeal for the portrait of John Fletcher had been successfully concluded. In discussing the portrait of Charles Laughton, currently displayed in the *Vanity Fair Portraits* exhibition, they offered their congratulations on the success of the exhibition to Terence Pepper, Curator of Photographs. The Chief Curator drew attention to the fact that the acquisition of the Dacre portrait and that of Marc Quinn depended on finance and those of Violet Trefusis and Peter Cochrane depended on the completion of the acceptance in lieu process.

There was a lengthy discussion on Marc Quinn's blood-head self-portrait, focusing on the merit of the portrait, its contribution to the Gallery, the exacting technical requirements for displaying and preserving it, the price and funding. The Trustees approved the acquisition, by a majority, subject to the Director satisfying the Chairman on our ability to meet the technical requirements and on negotiations on price. The Director agreed that there should be a further opportunity for Trustees and, indeed, potential funders to view the portrait

- THE TRUSTEES agreed to the acquisition of the portraits on the appended list

7. Commissions

The Trustees noted current commissions. The Director said that negotiations were also in process for commissions for portraits of Prince William and Prince Harry, and of Tony Blair. On future commissions, Sarah Howgate, Contemporary Curator, drew attention to the table of recent and current commissions and asked for suggestions for priority areas of achievement for future commissions. The Gallery's representation of the business world was

discussed. Sarah Howgate said that the usual procedure would be followed of asking Trustees for suggestions for individual sitters and then submitting the resulting list of names to Trustees to indicate their preferences in advance of the May Trustees' meeting, with a view to five sitters being selected for the 2008-9 period.

8. Proposed revised form of Rule 3

The Chief Curator said that the revised form of Rule 3 was intended to clarify that the voting procedure contained within the rule relates to portraits of the living.

- THE TRUSTEES agreed to the following revised form of Rule 3

The Trustees may consider the admission of portraits of persons of eminence, whether living or deceased within the previous five years. As to portraits of the living, if a person is not already represented in the collection, and if so many as three Trustees shall personally at the meeting, or previously by letter, state their dissent to the acquisition of a portrait, no portrait of that person should be considered by the Trustees for a period of three years from that date.

9. Finance and Planning

Nick Hanks, Head of Finance and Planning, outlined the key points from the January management report. He noted that although Trading department income as a whole continued to lag behind the budgeted income figure, Retail had recovered some ground during January. He stated that the Gallery hoped to do well in the remaining months of the financial year as a result of the success of the *Vanity Fair* exhibition. Gallery visitor numbers should exceed 1.575 million. The Key Performance Indicator, 'Would visitors recommend the Gallery to a friend?', has now recovered to the position it was a year ago. Credit control had also improved over the last year with the amount owed to the Gallery reduced by 9% and debts over 90 days old reduced significantly. The Trustees noted the Management Report to 31 January 2008.

The Corporate Plan was being presented in a simpler format. The detailed information previously included was being reserved for departmental plans with associated risk registers. David Ross welcomed the new format, as did other Trustees.

- THE TRUSTEES approved the Corporate Plan 2008-11
- THE TRUSTEES approved the 2008-11 Budget and agreed to commit to fund the Priority A Investment & Contingency Fund bids
- THE TRUSTEES approved the designation to the Portrait Fund of the first instalment of a legacy from Miss Eileen Gray Waddock totalling £31,000

10. Audit and Compliance Committee

Nick Hanks drew attention to the reduction in the number of outstanding audit recommendations from previous years and stated that two items relating to procurement, which remained outstanding from 2005-06, would be dealt with by the end of the financial year. The National Audit Office had agreed that related party transactions should not include trivial items below a certain limit.

Nick Hanks reported on the recent review of the Risk Management Register, in particular on two risks, namely *O2 Failure or breakdown of IT systems*, which risk had been reduced following the installation of new servers, and *O5 Failure in major project management* where it would be more appropriate to move the Portrait Fund to *B3 Governance and management effectiveness* as the risks no longer related to project failure but now to ongoing management. David Ross, Chairman of the Audit and Compliance Committee, noted that the Committee was satisfied that the risk management process was fundamentally sound, and stated that the Committee would be looking at trading stock levels. The Director added

that following recommendations from the National Audit Office, an annual report of the work of the Audit and Compliance Committee would be presented to Trustees for consideration in July.

11. Strategic Review Questions

The Director drew attention to the Strategic Review Questions which he suggested considering in draft at the July Trustees' meeting, reserving a full discussion to the September Trustees' Review Day. Trustees raised various matters, including the need for a focus on the outcomes we wish to achieve, the set of assumptions to be made about projecting finances into the future, the reality of finding more space in neighbouring sites, the importance of digital work, and the significance of Gallery research and sharing it widely. The Director drew attention to the need to establish a sense of the top priorities and to identify where there are opportunities for the Gallery. He agreed that more information should be provided for Trustees on the work of the National Programmes.

14. Matters for report

Reports on Communications and Development, Building and Resources, Learning and Access and Loan requests were noted. Under item 13, Communications and Development, the Director drew attention to the potential sponsorship by Lehman Brothers of the Gerhard Richter exhibition. The Trustees offered their appreciation to Pim Baxter, Communications and Development Director, and her team.

15. Any other business

The Director stated that in the recent Annual Staff Review it had been decided to give both Pim Baxter and Jacob Simon the position of Deputy Director in addition to their existing responsibilities. This would not involve changes in line management.

Appended list of portraits on offer, 28 February 2008

6829 JOHN FLETCHER, playwright, painting by an unknown artist, circa 1620
Purchase for £218,000 completed with support from the Portrait Fund, The Art Fund, L.L. Brownrigg, Sir Harry Djanogly, Laurence Chase, the Garfield Weston Foundation, the Fletcher tearooms at Rye, E.A. Whitehead, the Dame Helen Gardner Bequest, Mrs A. Campbell, the Pidem Fund, proceeds of the 150th Anniversary Portrait Gala and numerous supporters of a public appeal

Confidential

MARY NEVILL, LADY DACRE and her son **GREGORY FIENES, 10th BARON DACRE**, painting by Hans Eworth, 1559

Purchase through James Miller Fine Art Consultancy at £936,600 approved, subject to contract and finance

P1298-P1308 Ten photographs by Angus McBean and a photograph of McBean by Robert Mapplethorpe

JAMES EVERSLED AGATE, drama critic, 1940s

QUENTIN CRISP, writer and actor, 1941

MARY ELLIS, actress, 1938

LESLIE LINCOLN HENSON, actor-manager, 1938

SIR BRUCE STIRLING INGRAM, journalist and newspaper editor, 1950

BEATRICE GLADYS LILLIE, actress, 1958

OLIVER HILARY SAMBOURNE MESSEL, designer, 1950

BERTO PASUKA, dancer and choreographer. Two prints on one mount, 1946

LUISE RAINER, actress, 1938

ANGUS McBEAN, photographer, by Robert Mapplethorpe

Purchase of photographs by McBean at £7,550, and gift by David Ball of photograph of McBean by Mapplethorpe, approved

P1309 CHARLES LAUGHTON, actor, photograph by Edward Steichen, 1935
Purchase from Howard Greenberg Gallery at \$20,000 approved

VIOLET TREFUSIS, writer, painting by Sir John Lavery, 1919
Allocation to the Gallery approved, subject to the completion of the acceptance in lieu process

6831 HUMBERT WOLFE, writer and civil servant, drawing by Sir William Rothenstein, 1931
Gift from the sitter's daughter, Ann Wolfe, accepted

6832 LEN HARVEY, boxer, painting by Thomas Burke, c.1938
Purchase at £12,000 approved

6833 STELLA ISAACS, MARCHIONESS OF READING, chairman and Founder of Women's Royal Voluntary Service, painting by Sir James Gunn, 1961-2
Gift from the Trustees of WRVS accepted

(JOHN) PETER WARREN COCHRANE, art dealer and collector, painting by Sir Howard Hodgkin, 1962-3
Allocation to the Gallery approved, subject to the completion of the acceptance in lieu process

6834 'HOUSE OF COMMONS, 24 JULY 1986', print by Chris Orr, 1986
Purchase from Chris Orr at £1500 approved

6835 CHRIS OFILI, artist, self-portrait painting, 1991
Purchase from Offer Waterman at £47,000 approved with possible support from a private benefactor

6836 SIR PETER MANSFIELD, physicist, painting by Stephen Shankland, 2008
Commission from Stephen Shankland at £4000 approved, with funding from BP

6837 SIR PAUL MAXIME NURSE, microbiologist and pioneer in cancer research, painting by Jason Brooks, 2008
Commission from Jason Brooks at £35,000 approved, with funding from JPMorgan through the Fund for New Commissions.

MARC QUINN, artist, self-portrait blood head, 2006
Purchase from White Cube approved, subject to negotiations on price and funding