

# National Portrait Gallery

## 737th MEETING

Minutes of the Meeting of the Trustees held at the National Portrait Gallery on  
Thursday 9 July 2009

**Present:**

Professor Sir David Cannadine (Chairman)  
Ms Zeinab Badawi  
Sir Nicholas Blake  
Dr Augustus Casely-Hayford  
The Marchioness of Douro  
Ms Amelia Fawcett  
Lord Janvrin  
Professor Ludmilla Jordanova  
Mr David Mach  
Sir Christopher Ondaatje  
Mr David Ross  
Professor Sara Selwood  
Professor Marina Warner

**In attendance:**

Mr Sandy Nairne, Director  
Ms Pim Baxter, Deputy Director  
Mr Jacob Simon, Chief Curator

### 1. Chairman's business

The Chairman welcomed Pim Baxter, who would attend Trustees' Meetings in her capacity as a Deputy Director. He noted with pleasure that Henry Keswick, former Chairman of Trustees, had been knighted and that Sir William Proby had been awarded a CBE. He welcomed David Ross as a returning Trustee and looked forward to welcoming Sir William Proby as a Trustee.

- THE TRUSTEES approved the appointment of David Ross as Chairman of the Audit and Compliance Committee

The Chairman thanked Sara Selwood for chairing the Audit and Compliance Committee. He noted that there were two further Trustee vacancies which would arise later in the year and identified history/art history and science/engineering as the two areas of expertise which we would be seeking to cover. He said that suggestions should be made to himself or the Director in time for the process to start in September.

*Action point: Trustees to make suggestions to the Chairman or the Director concerning possible candidates for two further Trustee vacancies*

Amelia Fawcett, Deputy Chairman, took the chair when the Chairman left the room. She reported that Sir David Cannadine would be coming to the end of his term of office as Chairman shortly and that he was eligible to serve a further term.

- THE TRUSTEES agreed to appoint Professor Sir David Cannadine for a further term of four years as Chairman of Trustees

### 2. Apologies for absence and Declarations of interest

Apologies for absence were received from Sir Nicholas Grimshaw, Lord Mandelson and Sir William Proby. Declarations of interest were made concerning the acquisition of

photographs by Dmitri Kasterine (see minute 6) by two trustees, Lady Douro and Professor Warner, who had sat to this photographer.

### **3. Minutes of the last meeting**

The minutes of the meeting held on 14 May 2009 were approved. The Chairman reported that he had sent a copy of the minute paying tribute to the late Robert Boucher to his widow, Rosemary.

Trustees accepted the suggestion that it would be helpful to include a list of matters arising or of action points in the minutes of Trustees' meetings.

### **4. Matters arising**

In response to a question concerning the generic marketing campaign, *Take another look*, Pim Baxter reported that visitor numbers had held up well during the campaign which was designed to attract visitors to see the Collection. There would be a further phase of the campaign in September/October and a report would be made to the Trustees in November.

*Action point: Pim Baxter to send Trustees information on the campaign and to report back in November*

### **5. Director's report**

The Director was very pleased to be able to report that BT had now confirmed its wish to sponsor the Gallery's 'Road to 2012' project, with a contribution of £850,000 over three years. The first commission for photographs, to be taken by Brian Griffin, should be ready by the time of the launch of the project, scheduled to be announced in October. Photographs would be brought to Trustees for consideration for inclusion in the Collection in due course.

The Gallery's position in the present economic conditions was discussed at the Senior Management Away Day in June and would be the subject of discussion at the Trustees' Away Day in September. On the appointment of investment advisers, the final choice would be postponed until the Investment Committee had been enlarged by the appointment of two external members.

The Director reported that staff had been circulated with advice on Swine Flu but currently we were not expecting there to be an impact on public services. He said that he had appeared on the Fourth Plinth the previous evening as a volunteer on the reserve list for Anthony Gormley's *One & Other* project. The Gallery is a partner in this project with a live feed viewable on a screen in the Main Hall. The Gallery's Youth Forum members would be making a visit to Gormley's studio.

In response to a question concerning the Information Commissioner's rejection of a complaint by Chris Hastings about the Gallery's response to his Freedom of Information request for information on portrait commissions of Tony Blair and Sir Michael Jackson, the Director emphasised the importance of confidentiality during discussions with artists and sitters but expressed the Gallery's wish to provide as much information as possible at the right stages. The Chairman identified this as a matter of confidentiality rather than secrecy.

The remarkable loyalty of BP in sponsoring the BP Portrait Award over 20 years was highlighted. It was agreed that the Chairman should express the Trustees' appreciation to BP's Chief Executive.

*Action point: Chairman to express Trustees' appreciation to BP's Chief Executive*

## **6. Portraits on offer**

The Chief Curator reported the successful acquisition of Thomas Lawrence's portrait of John Philip Kemble.

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

## **7. Commissions**

Rosie Broadley, Associate Curator, Contemporary Collections, reported that the portrait of General Sir Michael Jackson was close to completion and that of Sir Willard White was in process. The Director indicated that the focus of photograph commissions would be on the 'Road to 2012' project and, in response to questions, he stated that the Gallery intended to commission a range of photographers.

On future commissions, Trustees' preferences were discussed and it was agreed that a portrait should be commissioned of Sir James Dyson.

*Action point: Gallery staff to put in hand new commission*

## **8. Finance and Planning**

Nick Hanks, Head of Finance and Planning, drew attention to the tabled change to the 2008/9 accounts, meaning that the subscription element of membership income was now treated on an accruals basis, as required by the National Audit Office. This change had reduced the surplus in 2008/9, as some of the subscription income would now be recognised in 2009/10. The balance on the Investment and Contingency Fund had increased by £870,000 in the year 2008/9 and would be available to meet budgeted deficits. The reduction in the capital valuation for the Gallery's land and buildings resulted from the recent periodic revaluation. Sara Selwood, Chairman of the Audit and Compliance Committee, confirmed that the Audit and Compliance Committee had recommended approval of the Annual Report and Accounts.

- THE TRUSTEES approved the Annual Report and Accounts for the year ended 31 March 2009

The Chairman drew attention to the negative variances in areas of self-generated income, including venue hire, in the Management Report. The Trustees noted the Management Report for the year ended 31 March 2009. The Chairman reported that Sir William Proby had agreed to take on the role of Finance Trustee.

## **9. Audit and Compliance Committee**

Sara Selwood reported that the recent Audit and Compliance Committee was inquorate but that its decisions had been ratified by communication with absent members for their agreement. The Trustees agreed to identify a second external member to join the Committee.

*Action point: Nick Hanks to put in hand process for identifying a second external member*

The Trustees welcomed the Committee's Annual Report to the Trustees. Sara Selwood reported on the business which had been discussed at the Committee's meeting on 24 June. The Company accounts and the external auditors' audit findings report had been reviewed. The Company risk register, now in the same format as the Gallery risk register, was satisfactory and had been examined by the Company Board. The Committee had examined outstanding internal audit recommendations and the internal audit programme for the coming year. Matters raised by the National Audit Office, following the audit of the Gallery's 2008/9 accounts, included the more consistent treatment of the capitalisation of website redevelopment costs, the accounting and stewardship of fixed assets (Heritage

Assets in particular), and the simplification of the statutory accounts model. There were also minor recommendations relating to the controls governing the payment of grants to Strategic Commissioning partners, and the need to review the requirement to maintain an off-shore bank account. Trustees noted that the Committee had asked for a presentation on volunteering in the Gallery (as a subject featuring in the Peer Review recommendations) and to re-visit personal data protection.

On the recent review of the Risk Register, Sara Selwood drew attention in particular to five areas of risk:

- the change in management at Searcy's
- possible legal action against a Wikipedia administrator responsible for posting Gallery's images on the Wikipedia website without permission
- Freedom of Information requests on staff expenses where the risk could be about the Gallery's reputation rather than the expenses themselves
- the ageing telephone system, a risk which was being addressed
- falling self-generated income, where the current risk status was being kept under review.

#### **10. Annual Exhibitions Report**

Sarah Tinsley, Head of Exhibitions and Collections Management, drew attention to the success of the exhibition programme in the last year and made a presentation on future exhibitions. She highlighted a number of key strategic issues. In discussion, attention was drawn to the importance of examining the relationship between visitor numbers and income and to the significance of the programme to the Gallery's reputation.

#### **11. Collections Storage Strategy**

Sarah Tinsley updated the Trustees on the Collections Storage Strategy, following a meeting on 30 June with Julian Bird, Tate's Chief Operating Officer. It was clear that if Tate can provide us with the space we need now and in the future, then a partnership with Tate would be an attractive option since shared storage would be more convenient and less expensive. We would proceed with this option subject to resolution of outstanding issues but in the event of difficulty a report would be brought to the November Trustees' meeting on other options.

*Action point: Gallery staff to work to resolve outstanding issues around shared collections storage with Tate*

#### **12. Space planning**

Trustees welcomed the report on space planning presented by Judith West, Head of Resources. The Chairman reported that he and the Director had met the National Gallery's Chairman and Director for an informal discussion concerning the use and possible reconfiguration of spaces and the possibility of a collaborative research centre. The Director said that the intention was to try to get more out of our restricted site and that we should work through the dependencies involved in ideas such as using the East Wing as gallery space or reconfiguring education spaces. Judith West identified the Learning Centre as a potentially a very large project but one which could relieve pressure on existing facilities.

*Action point: Gallery staff to work through dependencies within the space planning report and create an outline plan*

#### **13. Matters for report**

Reports on Communications and Development, Resources, Learning and Loan requests were noted.

#### **14. Any other business**

There was no other business.

#### **Appended list of portraits on offer**

**6869 JOHN PHILIP KEMBLE AS CATO**, actor and theatre manager, painting by Sir Thomas Lawrence, 1812  
Purchase from John Philips through Joseph Friedman Ltd at £178,500 completed, with support from The Art Fund, Gift Aid donations on exhibition tickets and the Garrick Club

**P1318 GILBERT KEITH CHESTERTON**, poet, novelist and critic, photograph by Herbert Lambert, 1920s  
Purchase at Bloomsbury Auctions for £192 approved

**6870 WILLIAM COBBETT**, writer, politician and agriculturalist, pastel by John Raphael Smith, 1812  
Purchase from Ben Elwes Fine Art at £21,000 approved

**6871 EDWARD JAMES ('TED') HUGHES**, Poet Laureate, oil painting by Barrie Cooke, 1980-3  
Purchase from Purdy Hicks Gallery at £10,000 approved

**P1319-1340** Twenty-two modern silver and colour prints from original negatives by Dmitri Kasterine

**Al(fred) Alvarez** (b.1929), poet, broadcaster and critic

**Martin Louis Amis** (b.1949) and **Sir Kingsley William Amis** (1922-1995), novelists

**Francis Bacon** (1909-1992), painter

**Dame Beryl Bainbridge** (b.1934), novelist and actress

**Samuel Barclay Beckett** (1906-1989), playwright

**Sir Dirk Bogarde** (1921-1999), actor

**Roald Dahl** (1916-1990), writer

**Dame Margaret Drabble (Lady Holroyd)** (b.1939), novelist and critic

**Lawrence George Durrell** (1912-1990), novelist

**John Robert Fowles** (1926-2005), writer

**Robert Ranke Graves** (1895-1985), poet and writer

**Graham Greene** (1904-1991), novelist

**David Hockney** (b.1937), artist

**Sir Jonathan Miller** (b.1934), physician, theatre and opera director, television presenter

**David Niven** (1910-1983), actor, producer and writer

**Harold Pinter** (1930-2008), playwright, actor and director. Photograph present at the meeting but not on offer list; acquisition approved by Chairman's action

**Anthony Dymoke Powell** (1905-2000), novelist and writer

**John Boynton ('J.B.') Priestley** (1894-1984), writer

**Sir Victor Sawdon ('V.S.') Pritchett** (1900-1997), writer and critic

**John Richardson** (b.1924), art historian

**Dame Muriel Sarah Spark** (1918-2006), novelist

**Sir Tom Stoppard** (b.1937), playwright and novelist

Purchase from the photographer at \$4400 plus transportation costs approved

**6872 ISABELLA BLOW**, fashion journalist and muse, 'The Head of Isabella Blow', mixed media installation by Tim Noble and Sue Webster, 2002

Gift from the artists, Tim Noble and Sue Webster, approved

Two pencil drawings by Michael Landy

**6873 MICHAEL CRAIG-MARTIN**, artist, 2008

**6874 MICHAEL LANDY**, artist, self-portrait, 2008

Purchase from Thomas Dane Gallery at £9,600 approved

**6875 SIR VIDYADHAR SURAJPRASAD NAIPAUL**, novelist, oil painting by Paul Emsley, 2009

Commission from Paul Emsley at £4000 approved as part of the BP Portrait Award 2007

**6876 PRINCE WILLIAM OF WALES** and **PRINCE HENRY OF WALES**, sons of Charles, Prince of Wales, oil painting by Nicola Jane Philipps, 2009

Commission from Nicola Phillipps at £11,000 approved