

National Portrait Gallery

739th MEETING

Minutes of the Meeting of the Trustees held at the National Portrait Gallery on
Thursday 25 February 2010

Present: Professor Sir David Cannadine (Chairman)
Ms Zeinab Badawi
Sir Nicholas Blake
Dr Augustus Casely-Hayford
The Marchioness of Douro
Lord Janvrin
Sir William Proby
Mr David Ross

In attendance: Mr Sandy Nairne, Director
Mrs Pim Baxter, Deputy Director
Mr Jacob Simon, Chief Curator

1. Chairman's business

The Chairman reported that two new trustees had been selected following interviews, Professor Dame Carol Black and Dr Rosalind (Polly) Blakesley, subject to approval by the Prime Minister. A further vacancy would arise when Professor Sara Selwood completed her second term of office in May this year. It was suggested that a Trustee in the field of the arts should be recruited to replace her. The Trustees were pleased to learn that the Prime Minister had reappointed Sir David Cannadine as Chairman of Trustees for a further term of four years.

The Trustees approved the suggestion that Crispin Odey should be invited to become a trustee of the Portrait Fund.

Action point: Trustees to make suggestions to the Director concerning possible candidates for the Trustee vacancy

2. Apologies for absence and Declarations of interest

Apologies for absence were received from Ms Amelia Fawcett, Sir Nicholas Grimshaw, Mr David Mach, Lord Mandelson, Professor Sara Selwood and Professor Marina Warner. The Chairman reported that David Mach's wife was very unwell. Trustees agreed that the Chairman should write to David Mach on their behalf. As a formal requirement, they excused his absence from three successive Trustees' meetings.

Under Declarations of interest, relating to the partnership to acquire a portrait jointly with Tate (see minute 6 below), Sir William Proby reported that he had been a member of the Advisory Council, Tate Britain, but had now retired.

Action point: Chairman to write on behalf of Trustees to David Mach to express their best wishes for his wife's recovery

3. Minutes of the last meeting

The minutes of the meeting held on 5 November 2009 were approved.

4. Matters arising

The Director drew attention to the comments made by visitors to the *Gay Icons* exhibition appended to the Communications and Development report. He reported that the AHRC had declined our application for support for the project, *Making Art in Tudor Britain*; other funding sources were now being explored. Pim Baxter reported the good news was that Herbert Smith had agreed to act as Spring Season sponsor for a further three years, that Taylor Wessing would support the Photographic Portrait Prize for a further three years at a sponsorship level which would allow us to charge a modest entry fee, and that we hoped to secure FTI Consulting as sponsor for the Late Night opening programme for two years. The Chairman drew attention to the proposal to hold a more modest Trustees' dinner in the Portrait Restaurant this year on the evening of the October Trustees' meeting. It was suggested that each trustee should invite a guest who was not familiar with the Gallery. This proposal would result in a significant cost saving.

5. Director's report

The Director reported that there had been a very good response so far to the Irving Penn exhibition, both from the press and the public. He drew attention to Magda Keaney's successful curatorship of the exhibition. On the National Programmes, the Director reported that the Chandos portrait of Shakespeare would be included in the exhibition, *Writers to Lyricists*, which would be shown at four venues. At the first, Sheffield, the exhibition would be opened by the Permanent Secretary at the Department for Children, Schools and Families. The Director highlighted other initiatives: the publication of the catalogue, *Later Stuart Portraits*, by John Ingamells with support from the Paul Mellon Centre, the setting up of the Investment Committee, the publication of two external reports, *Museums Deliver* by the National Museums Directors' Conference and *Embedding Shared Heritage* by the Mayor's Commission on African and Asian Heritage, and the LED (Light Emitting Diodes) lighting trial on the top floor of the Gallery. The Chairman thanked Sir William Proby and Professor Sara Selwood for agreeing to review the Trustees' Handbook once a new draft was ready.

Action point: Trustees to have the opportunity to inspect the LED lighting in rooms 13 and 14

6. Merton Picture Store Resolution

Judith West, Head of Resources, drew attention to the report, Resolutions of the Board of Trustees, in which the Chairman reported that terms had been agreed whereby the lease of property which currently provides a picture store for the National Portrait Gallery would be extended for a further period from 17 May 2009 to 30 November 2011, with an option to break at 31 May 2011, at an annual rent of £67,000.

- THE TRUSTEES resolved to:
 1. accept a contracted out lease excluding security of tenure under the Landlord and Tenant Act 1954;
 2. authorise the execution of the lease [and any associated instruments] under the seal of the Board of Trustees of the National Portrait Gallery and authorised the Director, Sandy Nairne, to sign the lease to authenticate the fixing of the seal;
 3. authorise Michelmores LLP (solicitors acting on behalf of the National Portrait Gallery in this lease matter) to: (a) accept service (on behalf of all the Trustees) of the Notice excluding security of tenure; and (b) swear the statutory declaration (on behalf of all the Trustees) excluding security of tenure.

7. Portraits on offer

The Chief Curator and the Director reported on negotiations and fund raising for the *Self-portrait* by Anthony van Dyck as a joint acquisition with Tate. A reduction in price to £9.3 million had been agreed. The Art Fund had offered a grant of £500,000 and the Portrait Fund of £450,000 subject to approval by absent Trustees. It was proposed to work with Tate to fund raise privately and to take a funding application to the April meeting of the National Heritage Memorial Fund with a view to launching a public appeal thereafter and to completing funding by 9 June. The considerable challenges in this process were acknowledged. The Trustees supported the acquisition, subject to funding, and agreed that the Chairman and the Deputy Chairman should be authorised to take any funding decisions required before the next Trustees' meeting.

The Chief Curator reported on a portrait of Ayuba Suleiman Diallo by William Hoare. The portrait might become available shortly for acquisition by the National Portrait Gallery, possibly acting in partnership with another museum. Funding would largely come from sources not available to support the Van Dyck *Self-portrait*. The Trustees supported the acquisition, subject to funding.

Sarah Howgate, Curator, Contemporary Portraits, introduced the portrait of Anna Wintour by Alex Katz. It would be included in the Gallery's forthcoming Alex Katz display. Funding would need to be found from individuals with a particular interest in Alex Katz and his work.

- THE TRUSTEES agreed to the acquisition of the portraits on the appended list, subject to funding as indicated

8. Commissions

Sarah Howgate introduced the discussion paper on future commissions. She drew attention to the eleven commissions in progress and to the possible areas of national achievement for consideration for commissions. The Director said that some areas of achievement might be the subject of group photograph commissions after 2012, once the current round of commissions for the *Road to 2012* project had been completed. Discussion focused on the difficulties of inviting the public to vote for their choice for a commission, the inclusion of engineering, business and diplomacy as areas of interest and the possibility of commissioning a portrait of the Queen for 2012.

A note would be circulated to Trustees so that they could make suggestions for individuals to consider for future commissions which would then be circulated to test preferences, followed by discussion at the May Trustees' meeting.

Action point: a note to be sent to Trustees to elicit suggestions for future commissions

9. Finance and Planning

Sir William Proby said that the draft budget had been prepared in a difficult environment, which was coloured by the general economic outlook and the accompanying uncertainties, particularly in relation to future government support. Sir William noted the freeze in grant-in-aid. He drew attention to the work by Nick Hanks, Head of Finance and Planning, and his team, in reducing expenditure across the board by 2% in 2010/11 and 5% in the following year, with further targeted savings identified against certain departments, which had been secured following a consultative process with relevant budget holders. There was an acceptable budget deficit of more than £500,000 forecast for 2010/11 with small but increasing surpluses in the following two years. As to how to respond to a reduction in grant-in-aid, Sir William noted that careful consideration had been given to possible savings and that contingencies had been made in the event of a cut. Nonetheless, he noted that a large reduction in grant-in-aid would cause very significant difficulties. The Director stated his wish to be as prepared as possible should circumstances be better or worse than planned and that it was important to communicate our enthusiasm for our work and its

economic and educational benefits. David Ross said that our auditors thought we were more optimistic than some other DCMS sponsored bodies.

The Trustees noted the Management Report to 31 January 2010 and that the latest figures suggest that the outcome may be a modest surplus. Trustees also noted the draft Corporate Plan and the proposed Reserves Policy.

- THE TRUSTEES approved the draft 2010-13 Budget, the draft Corporate Plan 2010-13 and the Reserves Policy for the 2009-10 Annual Report and Accounts

10. Audit and Compliance Committee

David Ross, Chairman of the Audit and Compliance Committee, reported on the recent review of the Corporate Risk Register, noting that the Committee had raised the risk status of a 'Reduction in funding levels from DCMS' from Amber to Red. 'Failure of Road to 2012 project' had been added as a new risk, rated Green. He drew attention to the merger of our internal auditor, AHL, with accountancy firm, Moore Stephens. The Audit and Compliance Committee had reviewed data handling and data security at its meeting. The Director reported that David Ross had asked for a separate paper on risk and the processes around recession planning and progress to date, which had been presented and discussed at the meeting. Sir William Proby drew attention to reputational risk if we fail to deliver during a recession due to reductions in spending. The Director said that we needed to be able to report on the cost savings that the Gallery was making in response to the economic and public funding climate. These included economies achieved by the recent framework agreement with other museums and galleries for media buying and the potential savings in overheads once we share a store with Tate.

The updated Anti-Fraud policy had been reviewed by the Audit and Compliance Committee and by our internal auditors.

- THE TRUSTEES approved the revised Anti-Fraud policy

11. The website and digital provision

David Saywell, Head of Digital Programmes, drew attention to the importance of the website and other digital programmes to the work of the Gallery. For example, 95% of entries for this year's BP Portrait Award had been made online and entries were at a record level. Three criteria had been highlighted as priorities in developing the website further, namely content in depth, user interaction and user friendliness.

There was a positive and lively response from Trustees. Matters raised included identifying website users, the importance of 'e-engagement' with visitors, the importance of providing a framework which allowed our users to employ their own imagination, the possibility of engaging with large numbers of website visitors and substantially increasing income, and the huge opportunities which the internet provided to reach out to users. The possibilities for the Gallery of sponsorship were discussed, as well as partnership funding models. There was a feeling that there was an opportunity for a philosophical gear-shift as an organisation which would transform the nature of our relationship with visitors. The Director said that at a time of financial cut backs, we would need to consider rebalancing resources over the next few years. The Chairman said that the website and digital provision was an area to which the Trustees attached particular importance. The Trustees should see a further paper dealing with specifics, risks and opportunities, including resource implications and partnership possibilities.

Action point: Dr Augustus Casely-Hayford and Sir William Proby to meet with staff to discuss the website and digital provision further

12. Matters for report

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

13. Any other business

The Director drew attention to a press announcement relating to the display of the portrait of Anna Wintour.

Appended list of portraits on offer

SIR ANTHONY VAN DYCK, artist, self-portrait, oil on canvas, c.1640-1
Joint purchase with Tate from Philip Mould Ltd in partnership with Alfred Bader at £9.3 million approved, subject to funding

AYUBA SULEIMAN DIALLO, called JOB BEN SOLOMON, freed slave, Quranic scholar and visitor to England, oil on canvas by William Hoare, 1733
Purchase approved in principle, subject to funding, if stopped at export

P1352-1352 LYDIA LOPOKOVA, dancer; wife of Baron Keynes, two silver gelatin prints by Emil Otto Hoppé, 1919
Purchase from Terence Pepper at £350 approved

6889 DUNCAN GRANT, painter and decorative artist, bronze head by Stephen Tomlin, 1924
Bequest from the late William Milo Keynes approved

6890 SIR GEOFFREY KEYNES, surgeon and literary scholar, pencil drawing by Sir Stanley Spencer, 1956
Bequest from the late William Milo Keynes approved

6891 GEORGE BERNARD SHAW, playwright, critic and political activist, pencil drawing by Clare Winsten, 1949
Gift from Rupert James Edward Youle, in memory of his grandfather, approved

P1353 LADY CYNTHIA BLANCHE MOSLEY, politician and society figure; first wife of Sir Oswald Mosley, gelatin silver print by Cecil Beaton, 1931
Purchase at Bloomsbury Auctions, 10 November 2009, for £877 approved

P1354-1362 Nine C-type colour photographs by Mary McCartney, commissioned for the exhibition, *Gay Icons*, 2008

WAHEED ALLI, BARON ALLI, media entrepreneur and politician

ALAN HOLLINGHURST, writer

JACKIE KAY, poet and novelist

BILLIE JEAN KING, tennis player

SIR IAN McKELLEN, actor

CHRISTOPHER ('CHRIS') SMITH, BARON SMITH, politician

BEN SUMMERSKILL, campaigner and rights commissioner; Chief Executive of Stonewall

SANDRA ('SANDI') TOKSVIG, writer and comedian

SARAH WATERS, writer

Commissioned for £8,000 from Mary McCartney; transfer to the Primary Collection approved

6892 SIR WILLARD WHITE, singer and actor, ink and wash drawing, study for NPG 6886, by Ishbel Myerscough, 2009
Purchased from Ishbel Myerscough at £600 approved

ANNA WINTOUR, fashion journalist and editor; editor of American Vogue, oil on linen, by Alex Katz, 2009
Purchase from Alex Katz at \$300,000 approved, subject to funding