

Minutes of the 784th Meeting of the Board of Trustees held via Video-Conferencing on 12 May 2021

PRESENT:	David Ross	Chair of the Board of Trustees
	Roger Blundell FCA	
	Dr Mark Cecil	
	Rob Dickins CBE	
	The Rt Hon Chris Grayling MP	
	Marcus Harling	
	Dr Joanna Kennedy OBE	
	The Rt Hon Jacob Rees-Mogg MP	
	Dr Andrew Roberts	
	Rebecca Salter PRA	
	Bjorn Saven	
	Sir Peter Stothard	
	Christopher Townsend OBE	
	Rachel Wang	
	Professor Shearer West CBE	
	Jonathan Yeo	
IN ATTENDANCE:	Dr Nicholas Cullinan	Director
	Sarah Hilliam	Director of Development (items 7 -10)
	Effie Koliou	Head of Governance (Minutes)
	Ros Lawler	Chief Operating Officer
	Dr Alison Smith	Chief Curator
	Sarah Tinsley	Exec. Director, Programmes & Partnerships
	Denise Vogelsang	Director of Communications and Digital (items 8-10)
	Lesley Williams FCA	Chief Financial Officer
	Alix Gilmer	<i>Inspiring People</i> Project Director (items 9-10)
	[INFORMATION REDACTED in accordance with section 40(2) of the Freedom of Information Act 2000 – Personal Data]	

1. WELCOME AND APOLOGIES

- 1.1 The Chair welcomed everyone to the meeting and noted that a quorum was present.

2. DECLARATIONS OF INTEREST

- 2.1 Except as previously declared by Trustees, there were no conflicts of interest to be declared in respect of the business of the meeting.

3. MINUTES OF THE MEETING HELD ON 3 FEBRUARY 2021

- 3.1 Minor amendments were requested to the minutes of the 783rd meeting held on Wednesday 3 February 2021. It was noted that the revised minutes would be presented to the July Board for approval.

Action: Head of Governance

4. MATTERS ARISING AND ACTION SCHEDULE

- 4.1 There were no matters arising from the minutes of the last meeting.
- 4.2 The action points log was reviewed by the Board and it was noted that all actions were completed, in hand or covered elsewhere on the agenda.

5. CHAIR'S BUSINESS

- 5.1 The Chair thanked the Gallery's former Human Resources Director for presenting to the Board over lunch on last year's objectives and future priorities. Trustees noted the importance of diversity and inclusion for attracting and retaining talent and enhancing organisational performance and culture. It was noted that the Equality and Diversity Action Plan was being updated and would be presented to Trustees at a future meeting.

6. DIRECTOR'S UPDATE

- 6.1 The Director introduced his report. He provided an overview of activity over the recent months noting that focus remained on project delivery and strategic planning for the relaunch. Trustees noted the successful launch of the partnership with the CHANEL Culture Fund: *Reframing Narratives, Women in Portraiture*, to coincide with Women's History Month.
- 6.2 An update was provided on national and international programmes and the forthcoming openings of *Tudors to Windsors* at Royal Museums Greenwich, Cecil Beaton's *Bright Young Things* at Millennium Gallery, Sheffield, and *Icons and Identities: Masterpieces from the National Portrait Gallery* at the National Museum of Korea.
- 6.3 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

Actions: Chief Operating Officer

The Director of Development joined the meeting.

7. DIRECTOR OF DEVELOPMENT – FIRST IMPRESSIONS

- 7.1 Trustees welcomed the Director of Development who presented her initial impressions and early reflections on future areas of priority.
- 7.2 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

The Director of Communications and Digital joined the meeting.

8. VISION, VALUES AND BRAND UPDATE

- 8.1 A verbal update was provided on the project to refresh the National Portrait Gallery Vision, Values and Brand led by Edit Brand. Trustees noted that, as part of the project, consultation with key stakeholder groups was underway and that a further update would be provided to the Board in the summer.

- 8.2 The Director of Communications and Digital presented the audience framework. Trustees were reminded that extensive, multi-year research across various audience groups and areas of activity, plus data analysis and external benchmarking had informed its development. Trustees were advised that consultation with key groups such as the Youth Forum, the work around vision, values and the brand, the interpretation scheme and evaluation of the *Inspiring People* project would further inform the Gallery's future audience strategy. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 8.3 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

The Inspiring People Project Director joined the meeting.

9. INSPIRING PEOPLE PROJECT UPDATE

- 9.1 The Chief Operating Officer introduced this item noting that, since the last meeting, the main contract had been issued for execution by Gilbert Ash. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 9.2 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 9.3 The Board were updated on the timeline for the delivery of the Activity Plan. Trustees noted progress with the F&B procurement process and the tender for the retail design, with the appointment of retail designer expected in the summer. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 9.4 The *Inspiring People* Project Director provided an update on interpretative and curatorial planning noting that during the next stage of the project, plans and elevations for all the Gallery spaces and the public spaces on the ground floor would be drawn. The approach for digital in the gallery and public spaces would be equally confirmed in consultation with the Digital Advisory Group, to feed into the base build requirements. In addition, visitor journeys would be further refined reflecting how the building would be used in future. Trustees encouraged the project team to raise the bar for ambition and consider how digital technology would transform the visitor experience and engage with different audience groups.
- 9.5 Trustees noted that in conjunction with the architect and the engineering consultants, work was underway to review the impact of daylight in the galleries and to confirm lighting track locations, to ensure high quality lighting throughout. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 9.6 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

Action: Chair of the Board

Rebecca Salter PRA and Inspiring People Project Director left the meeting.

The Head of Exhibitions joined the meeting.

10. OPENING EXHIBITION PROGRAMME

- 10.1 The Executive Director of Programmes and Partnerships updated Trustees on developing plans for the Gallery's exhibition programme from 2023. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 10.2 Trustees considered the proposed opening exhibition programme noting a balanced approach that could appeal to a wide range of audiences. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 10.3 It was agreed that further thought would be given as to what the reopening Exhibition Programme might look like reflecting the Trustees feedback, for discussion by the Board in July. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

The Director of Communications and Digital, the Director of Development and the Head of Exhibitions left the meeting.

Rebecca Salter PRA re-joined the meeting.

11. FINANCE UPDATE

- 11.1 The Board reviewed the Management Information Pack as at February 2021 noting that the year-end position had improved since this was issued as a result of additional Government support received in March 2021 and in-year savings achieved during the last quarter. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 11.2 Trustees were advised that the Trading Company accounts were being finalised. A small deficit was projected for 2020-21 as a result of loss of income in Q1 due to the early closure of the Gallery in March 2020.
- 11.3 Trustees were informed that £3m had been allocated to the Gallery by the DCMS for 2021-22 to cover urgent repairs that are outside the scope of *Inspiring People*.

12. OFFERS FOR CONSIDERATION

- 12.1 Dr Alison Smith, Chief Curator, presented the works on offer.
- 12.2 Trustees APPROVED the acquisition of a portrait of Sir Charles Oman and a portrait of Carola Oman both by Brian Hatton; a bronze portrait of Dr Chaim Weizmann by Sir Jacob Epstein; [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication]
- 12.3 Trustees NOTED and ENDORSED the acquisition of a portrait of Constance Wilde and a portrait of Oscar Wilde acquired at auction prior to the meeting via the Portrait Fund under Chairman's Authority.

13. ADMINISTRATIVE AND STATUTORY MATTERS

- 13.1 Trustees noted that the 2021-22 Budget had been approved following the approval of the e-commerce budget by the National Portrait Gallery Company Limited Board in February 2021, as agreed by the Board in February.
- 13.2 Trustees APPROVED the establishment of a Curatorial Committee and the appointment of those listed in the Terms of Reference as Members of the Committee.
- 13.3 Trustees reviewed and APPROVED the Reserves Policy.
- 13.4 Trustees reviewed and APPROVED the deed of covenant between the Gallery and the Trading Company and authorised the Chair to sign this on the Board's behalf.
- 13.5 Trustees APPROVED the revised IS Security Policy and Scheme of Delegation.

14. TRANSFORMATION OF THE VISITOR EXPERIENCE

- 14.1 The update was noted by the Board.

15. ANNUAL HUMAN RESOURCES REPORT

- 15.1 The report was noted by the Board.

16. COMMITTEE REPORTS

- 16.1 Trustees noted the reports of Committees.

17. QUARTERLY REPORTS

- 17.1 The quarterly reports were noted by the Trustees.

18. FORWARD BOARD AGENDA

- 18.1 Trustees noted the forward agenda plan.

19. ANY OTHER BUSINESS

- 19.1 On the occasion of their last Board meeting prior to stepping down, thanked Dr Andrew Roberts and Rob Dickins CBE for their service as Trustees.

20. DATE OF NEXT MEETING

- 20.1 Trustees noted the date of the next meeting as Wednesday 7 July 2021.

____ David P. J. Ross _____
Chair

__7.7.2021_____
Date

Appendix

List of works on offer ACCEPTED by the Board

Sir Charles William Chadwick Oman, Leadpoint & watercolour on white paper by Brian Hatton, 1912
Offered as a gift by Sir Roy Strong

Dr Chaim Azriel Weizmann, Bronze by Sir Jacob Epstein, 1934
Offered as a gift by David Lyons

Carola Mary Anima Lenanton [née Oman], Lady Lenanton, Leadpoint & watercolour on blue paper
by Brian Hatton, 1912
Offered as a gift by Sir Roy Strong

[INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000
Future Publication]

List of works on offer ACQUIRED UNDER CHAIRMAN'S AUTHORITY

Constance Lloyd Wilde, Cabinet photograph mounted on card with photographer's label, by
Frederick Kingsbury Studios, Knightsbridge, London, 1892

Oscar Wilde, Cabinet photograph mounted on card with photographer's label, by W. & D. Downey
Photographers, London, 1889

___David P. J. Ross___
Chair

___7.7.2021___
Date