

National Portrait Gallery

751ST MEETING

Minutes of the Meeting of the Trustees held at the National Portrait Gallery on
Thursday 21 February 2013

Present: Lord Janvrin (Chairing the meeting)
Professor Dame Carol Black (for part)
Sir Nicholas Blake
Dr Rosalind (Polly) Blakesley
Ms Kim Evans
Mr Stephan Shakespeare
Professor Marina Warner

In attendance: Mr Sandy Nairne, Director
Ms Pim Baxter, Deputy Director and Secretary to the Board
Mrs Helen Hillman, Manager, Director's Office (minutes)

1. Chairman's business

Lord Janvrin chaired the meeting in Sir William Proby's absence. He reported that Dr Augustus Casely-Hayford had been invited to join the Board of the National Portrait Gallery Company and that once this appointment began he would be released from his position on the Audit and Compliance Committee (A&CC). The appointment would be formalised at the next Company Board meeting on 28 March, and another Trustee would be invited to join the A&CC in due course. The Trustees confirmed that they were content with this.

2. Apologies and Declarations of Interest

Apologies were received from Sir William Proby, Dr Brian Allen, Ms C Allegra Berman, Dr Augustus Casely-Hayford, The Rt Hon Nick Clegg, Christopher Le Brun, Mary McCartney and David Ross. There were no declarations of interest.

3. Minutes of the previous meeting

The minutes of the meeting held on 1 November 2012 were approved as an accurate record and were signed by Lord Janvrin on behalf of the Chairman.

4. Matters arising

The Director updated Trustees on the Historian Trustee recruitment process. A sift meeting had taken place and four candidates had been invited to attend interviews on 21 March.

5. Director's Report

The Director reported that the unveiling of the first commissioned portrait of HRH The Duchess of Cambridge in January had generated much interest both from art critics and the popular press. Not all the press coverage had been positive, and there had been the minor issue of some critics making comments from photographs rather than from seeing the portrait in the Gallery. However, the portrait had proved very popular with visitors, and the postcard was already in its second reprint.

The Deputy Director reported that it had been decided to test a portrait commissions proposal put forward by a member of the Development Council to generate income for the Gallery and for the Portrait Fund. The idea would involve offering two

nominated individuals each year the opportunity to support the Gallery in exchange for having access to its expert advice and guidance to commission a portrait of themselves or an individual of their choice, painted by a previous *BP Portrait Award* exhibitor. The opportunity would include a private unveiling event at the Gallery. The trial would run for up to two years.

The Director informed Trustees that, following the relocation of the Cloakroom from room 39a on the Ground Floor to the Basement in early 2012, it had been proposed to trial the use of room 39a as an additional retail space. The space would be fitted out either during the summer, ahead of *Elizabeth I and Her People*, or in early 2014 to enable its use for *David Bailey Portraits*.

6. Offers for Consideration

The Chief Curator and curators reported on acquisitions and portraits on offer. Offers accepted included two photographs by Mario Testino of Prince William, Duke of Cambridge and TRH The Duke and Duchess of Cambridge; a watercolour of Sir George Elvey by William Corden and a commissioned portrait of Julia Donaldson by Peter Monkman.

The Trustees expressed their particular congratulations and appreciation to Terence Pepper, Curator of Photographs, on the *Man Ray Portraits* exhibition.

- THE TRUSTEES approved the acquisition of the portraits on the appended list.

7(a) Current Commissions

The Curator of Contemporary Portraits, Sarah Howgate, and Assistant Curator, Inga Fraser, had circulated a paper updating Trustees on commissions in progress. The Director updated Trustees on the most recent developments.

7(b) Future Commissions

Following a discussion at the previous meeting, Trustees had nominated a number of individuals whom they felt might become the subjects of commissioned portraits. Biographies of the nominees had been circulated and Trustees had then selected their first, second and third preferences from the list. The preferences had been collated and were tabled at the meeting. There was a discussion about the preferred sitters and it was agreed that a commissioned portrait of Dame Gail Rebeck should be taken forward. A series of commissioned drawings of British film-makers, as discussed at an earlier meeting, would also be taken forward with advice from Marina Warner.

The Director reported on a proposal made by the BBC for a documentary about the commissioning process which would result in a joint portrait commission for the Collection by the Gallery and the BBC. The BBC had drawn up a long list of suggested sitters, from which, following discussion with the Gallery, it would approach ten potential sitters. The public would then vote for its preferred choice from a shortlist of candidates. The Trustees confirmed that they were content with the process and the proposed names.

8. Finance and Planning

The Chairman welcomed Nick Hanks, Director of Finance and Planning, to the meeting.

8(a) Management Report for 10 months to 31 January 2013

Nick Hanks reported that the overall position to the end of January was ahead of the year to date budget, partly as a result of some under spends and partly as a result of

strong exhibition admissions income during the *Lucian Freud Portraits* exhibition. He believed that some savings might be realised by the year end, and that overall, the budget for 2012-13 would be delivered. The Gallery had struggled to attain its visitor figure targets since the closing of *Lucian Freud Portraits* in May 2012, which had created some pressures for the Company, but from January 2013 visitor numbers were back in line with budgeted numbers and the Gallery was on target to achieve 1.9 million visits by the year end. *Man Ray Portraits* had performed well so far.

The Trustees reviewed the key performance indicators and were pleased to note that the great majority were positive, and in particular that overseas visitors in the last quarter made up 51% of the Gallery's overall visitors. The number of visits by children, families, NS-SEC 5-8 adults and visitors from BAME backgrounds had increased year-on-year.

8(b) 2013-16 Corporate Plan

The Director reported that the main impetus behind the 2013-16 Corporate Plan had been the Gallery's awareness of the need for restructuring in a number of areas. The Trading department restructure had taken place in 2012, and the Communications and Development department restructure was in progress. In addition, a review of the Buildings and Facilities and IT departments was underway. The Trustees recognised that with government support decreasing, it was essential for the Gallery to increase its ability to earn self-generated income, both through major exhibitions and through attracting increased footfall. They acknowledged that, despite excellent continuing support from corporate sponsors including BP, Taylor Wessing and Herbert Smith, exhibition sponsorship continued to be extremely difficult to secure. This also seemed to be a common issue amongst other museums and galleries at present.

The Trustees noted that the Gallery would be incurring two years of deficit budgets, partly as a result of the restructures, which would take time for the benefits to accrue. They were in agreement with the key performance indicators identified within the Plan.

- THE TRUSTEES approved the 2013-16 Corporate Plan.

8(c) 2013-16 Budget

The Director of Finance and Planning presented the 2013-16 Budget. He said that it had been put together in the context of pressure from a consistently high number of visitors, and that in order to maintain the Gallery's strong programme and its ability to generate its own income, it would be necessary to invest in restructuring certain departments and in exhibition resources over the next three years. Further cuts to the Gallery's Grant-in-Aid had been confirmed in 2013-14 and 2014-15, with the potential for an additional significant cut in 2015-16. The Trustees were content that the Gallery should draw on its reserves and invest in the right areas to ensure that a strong and sustainable financial position was secured by the end of the Budget period.

- THE TRUSTEES approved the 2013-16 Budget.

8(d) Portrait Trust update

At the previous meeting, Trustees had considered a grant to the Trust of up to £500,000 to cover costs relating to Project 2020 and to the Gallery's outreach work

with its partner organisations. A grant agreement between the Gallery and the Trust had been signed, and a first transfer of £100,000 was being made. The Trustees agreed that a second transfer of up to £300,000 could be made from the Gallery's reserves.

- THE TRUSTEES approved the transfer of up to £300,000 from the Gallery's reserves to the Portrait Trust.

8(e) Reserves Policy

Nick Hanks presented the Reserves Policy, to which he proposed no changes on this occasion.

- THE TRUSTEES approved the Reserves Policy.

8(f) Investment Report

The Investment Committee had not met since the last Board meeting so there was no Committee business to convey, but Nick Hanks was pleased to report that the Investment and Contingency Fund portfolio was performing ahead of its benchmark, having increased by 1.9% during the last quarter (since September 2012) and by 5.1% in the current financial year (since 1 April 2012). The Portrait Fund portfolio had also performed well, having increased by 2% in the last quarter and 4.4% in the current financial year. The next meeting of the Investment Committee would take place on 7 March.

9(a) Risk Management

The Director of Finance and Planning reported that at the last meeting of the Audit and Compliance Committee, the Committee had reviewed the Corporate Risk Register. A number of changes had been made following the departmental risk management workshops held in the autumn, and the biggest risk remained the likelihood of further reductions in the level of Government funding. Several new risks relating to exhibitions and departmental restructures had been identified and included in the register. The Chairman thanked Nick Hanks for the reports.

10. Draft Project 2020 Plan

The Director introduced a paper which outlined the key themes which would form the backbone of the 2020 Plan. Workshops would take place in March during which Trustees and Senior Management Team staff would have the opportunity to discuss each theme in detail, but the Trustees confirmed that they were content with the key points identified and with the direction overall. Further workshops with a broader range of managers would take place during April. A draft 2020 Plan would be put together for discussion at the May Board meeting, and the final version would be presented to Trustees at the July Board meeting. The Trustees' Review Day in September 2013 would focus on how the plan was being implemented.

11. Matters for report

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

12. Any other business

There was no other business.

Appended list of portraits on offer

6957 SIR GEORGE JOB ELVEY with his wife, organist and composer, watercolour by William Corden, c.1882
Gift from Michael Wilson accepted

6958 SIR ROBERT McALPINE, 1ST Bt, civil and engineering contractor, oil painting by Harrington Mann, 1921
Purchase from Alden Bennett for £10,000 accepted

P1820 PRINCE WILLIAM, DUKE OF CAMBRIDGE, 21st Birthday Portrait, digital gelatin silver print by Mario Testino, 2003
Gift from Mario Testino accepted

P1821 PRINCE WILLIAM, DUKE OF CAMBRIDGE and CATHERINE, DUCHESS OF CAMBRIDGE, Engagement Portrait, digital gelatin silver print by Mario Testino, 2010
Gift from Mario Testino accepted

6959 ISHBEL MYERSCOUGH and CHANTAL JOFFE, artists. *Two Girls*, oil painting by Ishbel Myerscough, 1991
Bequest of Stanley James Ellwood and Shirley Anne Ellwood accepted.

6960 JULIA CATHERINE DONALDSON, writer and playwright; Children's Laureate, oil painting by Peter Monkman, 2013
Commissioned by the Trustees at £4,000, accepted