

# National Portrait Gallery

## 752<sup>ND</sup> MEETING

Minutes of the Meeting of the Trustees held at the National Portrait Gallery on  
**Thursday 16 May 2013**

**Present:**

- Sir William Proby (Chairman)
- Dr Brian Allen
- Ms C Allegra Berman
- Professor Dame Carol Black
- Sir Nicholas Blake
- Dr Augustus Casely-Hayford
- Ms Kim Evans
- Ms Mary McCartney
- David Ross
- Mr Stephan Shakespeare
- Professor Marina Warner

**In attendance:**

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

### 1. Chairman's business

Following the meeting of the Senior Staff Remuneration Committee meeting, which had taken place earlier in the day, the Chairman thanked the Director on behalf of all the Trustees for his excellent performance and leadership throughout the year.

The Chairman reported that an announcement was expected shortly on the appointment of a Historian Trustee. The appointment process had not been straightforward and the Chairman requested that Pim Baxter investigate the possibility of the Gallery taking on the administrative work relating to future Board appointments.

*Action point: PB to investigate transferral of administration of Trustee appointments from the DCMS to the Gallery.*

### 2. Apologies and Declarations of Interest

Apologies for absence were received from Dr Rosalind Blakesley, The Rt Hon Nick Clegg, The Rt Hon The Lord Janvrin and Mr Christopher Le Brun. Allegra Berman announced that she would be taking up a new position at HSBC Bank in June, and confirmed that although the custodianship of the Gallery's assets had been transferred to HSBC several months ago, her appointment had been made at a much later date. Brian Allen, as a member of the Arts Council's Acceptance-in-Lieu Panel, declared an interest in two offers being considered at the meeting.

### 3. Minutes of the previous meeting

The minutes of the meeting held on 21 February were approved as an accurate record and would be signed by Lord Janvrin, who had chaired the meeting.

#### **4. Matters arising**

The Director reported that it had been decided to go ahead with using Room 39a as a retail space. Conversion of the space would take place in time for the *Elizabeth I and Her People* exhibition in October 2013. The Director was also pleased to report that during the 2012-13 financial year the Gallery achieved over two million visits. It was hoped that *Man Ray Portraits* would achieve its target by the time it closed on 27 May.

#### **5. Director's Report**

The Director reported that the Gallery's 2013 London Marathon runners had raised a total to date of £7,287 in support of the proposed Family Arts Hub. He updated Trustees on space negotiations with the National Gallery over the East Wing, and hoped to be able to bring more information to the next meeting. The Director also reported on a visit which had taken place during April by Trustees of the Terra Foundation for American Art, which had supported the *American Indian Portraits by George Catlin* exhibition. The Terra Trustees had been delighted to see the exhibition, and the Director had also received a positive letter from the Secretary of the Smithsonian Institution, which had loaned the portraits. In March Mary McCartney had joined colleagues from the Gallery for the launch of the National Funding Scheme's DONATE mobile giving platform.

The Director was pleased to report that the Weiss Gallery would support the *Elizabeth I and Her People* exhibition. A short report would be submitted to the Chairman of the Audit and Compliance Committee as the Gallery was also in discussion with Mark Weiss over the acquisition of a portrait (to be discussed under item 6). The Deputy Director reported that BP had been presented with an outstanding achievement award at the Arts and Business Awards 2013 for their work with arts organisations, including the Gallery, over the last 25 years.

#### **6. Offers for Consideration**

The Chief Curator updated the Trustees on portraits purchased since the last meeting, including a portrait of Jonathan Swift by Rupert Barber; a number of photographs including several of Beatrix Potter, and Chris Levine's lenticular print of Queen Elizabeth II, *Lightness of Being*. Curators reported on portraits on offer, and offers accepted included a panel portrait of Lady Anne Clifford by William Larkin; a set of five medallions by Theodore Spicer-Simson representing literary figures and two portraits by Humphrey Ocean.

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

#### **7. Current Commissions**

The Curator of Contemporary Portraits, Sarah Howgate, reported good progress on a number of commissioned portraits.

#### **8. Draft Project 2020 Proposition**

The Director and Deputy Director updated Trustees on the consultation process which had been undertaken with Trustees and staff which had resulted in a 2020 Plan 'Propositions' paper. There was a discussion about the propositions in which the Trustees were keen to note the importance of careful phasing and resourcing of the Plan. It was agreed that putting together a strong case for fundraising would be of great importance.

The initial phasing and resourcing of the Plan would be discussed at the July Board meeting, after which point it was expected that the Plan would begin to be shared externally and individual projects drawn from it. The Trustees would focus on the implementation of the Plan at their Review Day in September.

The Trustees were content to move forward with the propositions as outlined in the discussion paper.

## **9. Finance and Planning**

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

### **9(a) Management Report for the twelve months to 31 March 2013**

The Chairman reviewed the Management Report for the twelve months to 31 March 2013. The Trustees were pleased to note the positive result at the year end, which was ahead of budget. The greatest concern for the forthcoming year was the continued uncertainty over government funding, particularly in 2015-16, when it was likely that there would be a substantial reduction in the Gallery's grant-in-aid. The Trustees acknowledged that robust forward planning was even more critical because of this, and in particular recognised the need for continued work on the Gallery's commercial operations. The Key Performance Indicators were positive overall, and visitor satisfaction remained high. The Director of Finance and Planning reported that the Gallery had performed well and had delivered the majority of the objectives set out in the Corporate Plan for 2012-13.

### **9(b) Investment Committee report**

Allegra Berman reported that all Gallery interests had now been transferred to HSBC Bank as the new custodian bank for the Gallery's invested reserves. Both the Investment and Contingency and Portrait Fund portfolios had increased in value during the last quarter, and both had outperformed their respective benchmarks. She reported that in view of the poor prospects for bonds, the Committee had considered investments in quality equities. However, the fund proposed by the investment advisors had significant exposure to tobacco companies. For this reason the Committee rejected the proposal and instead asked the investment advisors to investigate other funds which did not have exposure to tobacco or other industries which were contrary to the Gallery's Investment Strategy.

*Action point: Members of Investment Committee and investment advisors to be invited to meet Trustees at the Review Day in September.*

### **9(c) Portrait Trust report**

The Director of Finance and Planning reported that the Portrait Trust's first set of accounts had been prepared and had been independently examined. The Trust had recently approved two small grants for projects which would support the Gallery's own *Making Art in Tudor Britain* project and the *Elizabeth I and Her People* exhibition.

### **10(a) Risk Management**

David Ross, Chair of the Audit and Compliance Committee (A&CC), reported that the Committee had reviewed the Corporate Risk Register and that the risk which remained most critical was that of a future reduction in grant-in-aid funding.

**10(b) Risk Management Annual Report**

The Trustees reviewed the annual report on Risk Management which summarised the work of the A&CC during the last year in reviewing risk management and internal control. Trustees noted that a staff survey would take place towards the end of 2013.

**10(c) Annual Review of Risk Appetite**

The Trustees were content with the review of risk appetite as proposed by the A&CC, including the minor changes that had been proposed to the risk evaluation criteria.

**10(d) Minutes of 2 May Audit and Compliance Committee meeting**

The Trustees noted the minutes of the Audit and Compliance Committee meeting held on 2 May.

The Chairman thanked Nick Hanks, Allegra Berman and David Ross for the reports.

**11. Matters for Report**

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

**12. Any other business**

The Director reported that the portrait of Ayuba Suleiman Diallo by William Hoare, on loan from the Qatar Museums Authority and currently being displayed in the New Walk Museum and Art Gallery, Leicester, would return to the Gallery in September. He also reported that the launch of the Gallery's Choir in Residence would take place on the afternoon of Friday 28 June.

**Appended list of portraits on offer**

**6961 JONATHAN SWIFT**, satirist and divine, pastel drawing by Rupert Barber, c.1744-1745

Purchase at Bonham's for £13,750 noted

**P1822 RUPERT POTTER, BEATRIX POTTER and BERTRAM POTTER**, barrister, photographer and father of Beatrix Potter; children's writer and book illustrator; artist and brother of Beatrix Potter, albumen print by Rupert Potter, 1894  
Purchase at Bloomsbury Auctions as group of five photographs for £5,152 noted

**P1823 BEATRIX POTTER, RUPERT POTTER and HARDWICKE DRUMMOND RAWNSLEY**, Rawnsley: Canon of Carlisle, albumen print by Rupert Potter, 1906  
Purchased at Bloomsbury Auctions noted (see above)

**P1824 BEATRIX POTTER and WILLIAM HEELIS**, Heelis: solicitor, husband of Beatrix Potter, sepia toned print on photographer's studio mount by C E Fry, 1913  
Purchased at Bloomsbury Auctions noted (see above)

**P1825 BEATRIX POTTER**, bromide print by Charles King, c.May 1913  
Purchased at Bloomsbury Auctions noted (see above)

**P1826 BEATRIX POTTER**, bromide print by Charles King, c.April/May 1913  
Purchased at Bloomsbury Auctions noted (see above)

**P1828 AUBREY VINCENT BEARDSLEY**, illustrator, platinum print by Frederick Hollyer, 1893  
Purchased at Bonhams as group of three photographs for £5,187.50 noted

**P1827 SIR THOMAS BEECHAM, 2<sup>ND</sup> Bt**, conductor, gelatin silver print by Man Ray, c.1923  
Purchased at Bonhams noted (see above)

**P1829 RUPERT BROOKE**, poet, gelatin silver print by Sherrill Schell, April 1913  
Purchased at Bonhams noted (see above)

**6963 QUEEN ELIZABETH II**, Queen Regnant, *Lightness of Being*, lenticular print by Chris Levine, 2007  
Purchased from the artist at £30,000 noted

[Accession number tbc] **ANNE CLIFFORD (known as LADY ANNE CLIFFORD), COUNTESS OF DORSET, PEMBROKE AND MONTGOMERY**, landowner and diarist, oil panel portrait by William Larkin, 1618  
Purchase from The Weiss Gallery at £275,000 approved

**6964 MARY COURTHOPE GREENUP (née BALLARD, also known as MARY ENGLISH)**, adventurer and businesswoman in Columbia, oil portrait by William Armfield Hobday, 1818  
Gift from members of the sitter's family in memory of Drusilla Scott accepted

**P1830 AUGUSTUS EDWIN JOHN, AMBROSE McEVOY, and PHILIP WILSON STEER**, painters, albumen cabinet card by Frederick Cole, c.1900  
Gift from Seán and Briony Marriott by wish of their mother, the late Mrs Pamela McEvoy Marriott (Ambrose McEvoy's granddaughter) accepted

**[Accession number tbc] SIR WILLIAM BLAKE RICHMOND**, painter; son of George Richmond, charcoal drawing by John Singer Sargent, 1910  
Bequest through the Acceptance in Lieu Scheme by the executors of the late Sam Richmond accepted

**Five bronze medallions by Theodore Spicer-Simson: 6965 ROBERT BRIDGES**, Poet Laureate, 1922; **6966 JOSEPH CONRAD**, novelist, 1921; **6967 JOHN DRINKWATER**, poet and playwright, 1921; **6968 THOMAS HARDY**, novelist and poet, 1921 and **6969 JOHN MASEFIELD**, Poet Laureate, 1922  
Purchase from Christopher Eimer as a set at £4,000 approved

**P1836 SIR GEORGE ROBEY**, comedian, gelatin silver print by Angus McBean, 1949  
Purchased at Lacy Scott & Knight by Terence Pepper for £60.50 and offered to the Gallery at cost, approved

**6962 ANGUS McBEAN**, photographer, oil portrait by Roy Hobdell, 1951  
Purchased at Lacy Scott & Knight by Terence Pepper for £3,940.59 and offered to the Gallery at cost, approved

**Five photographs by Kate Peters: P1831 NICOLA VIRGINIA ADAMS**, Olympic boxer; **P1832 JESSICA ENNIS**, Olympic heptathlete; **P1833 MOHAMMED ('MO') FARAH**, Olympic runner and record holder; **P1834 SIR CHRISTOPHER ANDREW ('CHRIS') HOY**, Olympic cyclist and record holder, and **P1835 DAVID WEIR**, Paralympic wheelchair racer, all dated 2012  
Purchase from the Institute Gallery at £1,750 approved

**6970 NICK HORNBY**, writer, gouache drawing by Humphrey Ocean, 2007  
Purchase from the artist at £10,000 approved

**6971 SIR TOM COURTENAY**, actor, gouache drawing by Humphrey Ocean, 2012  
Gift from the artist accepted