

Minutes of the 786th Meeting of the Board of Trustees held at the Library Room, The British Academy, on 3 November 2021

PRESENT:	David Ross	Chair of the Board of Trustees
	Roger Blundell FCA	
	Dr Mark Cecil	
	The Rt Hon Chris Grayling MP	
	Marcus Harling	
	Inaya Folarin Iman	
	Dr Joanna Kennedy OBE	
	Rebecca Salter PRA	
	Bjorn Saven	
	Sir Peter Stothard	
	Rachel Wang	
	Professor Shearer West CBE	
	Jonathan Yeo	
IN ATTENDANCE:	Dr Nicholas Cullinan	Director
	Alix Gilmer	<i>Inspiring People</i> Project Director
	Effie Koliou	Head of Governance (Minutes)
	Ros Lawler	Chief Operating Officer
	Dr Alison Smith	Chief Curator
	Anna Starling	Director of Commercial
	Denise Vogelsang	Director of Communications and Digital (items 1-10)
	Lesley Williams FCA	Chief Financial Officer

1. WELCOME AND APOLOGIES

- 1.1 The Chair welcomed everyone to the meeting and noted that a quorum was present.
- 1.2 Apologies had been received from Jacob Rees-Mogg, Simon Sebag Montefiore and Christopher Townsend.

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 MEETINGS HELD ON 7 JULY 2021

- 3.1 The minutes of the 785th meeting held on Wednesday 7 July 2021 were agreed by the Trustees as a true and accurate record.

4. MATTERS ARISING AND ACTION SCHEDULE

- 4.1 The Trustees congratulated David Ross on his reappointment as Gallery Trustee in September 2021 noting that his re-appointment had confirmed his re-election as Chair by

the Board of Trustees, as previously agreed by the Trustees and in line with the Museums and Galleries Act 1992.

- 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 of the Board of Trustees thanked Dr Gabriele Finaldi, National Gallery Director, for presenting at lunch before the meeting an overview of the National Gallery's future strategy and plans to mark its bicentenary.

- 5.2 A verbal update was provided on current Trustee campaigns.

6. DIRECTOR'S UPDATE

- 6.1 The Director introduced his report noting that focus remained on both delivering the *Inspiring People* project on time and budget and ensuring operational readiness on reopening. Trustees noted progress with the development of plans for the Collection rehang and interpretation and the digital offer in the new building. They were advised that the review of the Gallery's vision, values and brand was progressing well and an update would be provided at the next meeting.

- 6.2 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

- 6.3 Trustees received an update on fundraising noting that the next phase of fundraising for the *Inspiring People* project would focus on areas with the greatest impact for the Gallery upon reopening, [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication], the redisplay of the Collection and the Gallery's digital ambitions.

- 6.4 Trustees noted and welcomed the forthcoming opening of the *Taylor Wessing Photographic Portrait Prize 2021* at Cromwell Place in South Kensington and the recent announcement of two new major exhibitions across four national venues: *The Tudors: Passion, Power and Politics* at the Holburne Museum in Bath and the Walker Art Gallery in Liverpool, and *Beyond Bloomsbury: Life, Love and Legacy* at the Millennium Gallery in Sheffield and York Art Gallery.

7. INSPIRING PEOPLE PROJECT UPDATE

- 7.1 The *Inspiring People* Project Director introduced this item noting that, since the last meeting, the main contract had been signed. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].

- 7.2 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].

- 7.3 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].

- 7.4 Trustees endorsed the overall direction of travel and management of risk and requested that an update on the overall project cost be provided at the next meeting.

Action: COO/ IP Project Director

- 7.5 The project financial summary to 31 September 2021 was noted by the Board. It was advised that since the papers had been circulated, two outstanding pledges had been received bringing actual income to date in line with the budget.
- 7.6 Trustees received an update on the catering tender. It was noted that the tender had closed on 29th October. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 7.7 The Director of Commercial provided an update on the retail design noting that since his appointment, Alex Cochrane had held planning meetings with the members of the broader *Inspiring People* and Commercial teams to review draft plans and consider the options developed and actions needed in relation to the retail spaces. The Board was presented with some very early design concepts for the main ground floor shop and the ground floor and first floor exhibition shops noting that these would be further developed and presented to the Trading Company Board in November.
- 7.8 Trustees welcomed the update noting the importance of considering customer flow and fully embedding digital to the layout and design of the shops. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].

8. GALLERY REHANG UPDATE

- 8.1 The Chief Curator presented an update on the plans for the rehang of the national Collection. It was advised that the Indicative Overview of the Rehang had been reviewed since the annual Board Strategy Day in response to feedback and circulated with the papers.
- 8.2 The Board considered the revised floor plans. [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication].
- 8.3 The Chief Curator provided an overview of the narrative thread [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication].
- 8.4 Trustees noted the plans for regularly rotating works on display as an opportunity to showcase the wealth of the Collection and introduce new themed displays. They emphasised the role of digital and interpretation in transforming visitor experience and enhancing the stories behind the portraits.
- 8.5 The Board considered the timeline for interpretation noting the speed at which content was being developed. It was advised that gallery furniture, labels and AV would need to be developed alongside the room layouts to ensure that the project is delivered on time. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].

Action: Chief Curator

9. GALLERY RE-HANG AND INTERPRETATION DECISION MAKING

- 9.1 The Board considered a report outlining the timeline for the development of the gallery schemes and sign-off points.
- 9.2 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 9.3 The Board endorsed the programme and review process outlined in the report.

Rebecca Salter PRA left the meeting. The Head of Exhibitions joined the meeting.

10. OPENING EXHIBITION PROGRAMME

- 10.1 The Director presented the proposals for the spring 2024 slot in the opening exhibition year. [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication]
- 10.2 Trustees noted that the concept had been considered by the Curatorial Committee which had fully endorsed the proposals [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication].
- 10.3 [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication].

Rebecca Salter PRA re-joined the meeting. The Head of Exhibitions left the meeting.

11. DIGITAL IN-GALLERY EXPERIENCE UPDATE

- 11.1 The Board considered a report summarising key initiatives for enhancing the digital in-gallery experience noting that a holistic approach was being proposed on reopening, capturing the journey from visitors' arrival to after their visit. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 11.2 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 11.3 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

12. FINANCE UPDATE

- 12.1 The Board reviewed the Management Information Pack as at 30 September 2021. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

13. OFFERS FOR CONSIDERATION

- 13.1 Dr Alison Smith, Chief Curator, presented the works on offer.
- 13.2 The Board reviewed and approved the revised Collections Development Policy.

- 13.3 Trustees APPROVED the acquisition of [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication]; an oil on canvas self-portrait by Celia Paul; and a portrait miniature of Lucy Harington, Countess of Bedford, attributed to Isaac Oliver, generously supported by Sir Harry Djanogly. Trustees expressed their gratitude to Sir Harry Djanogly for his continued unwavering support.
- 13.4 [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication] and [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

Items 14-20 were considered at this point in the meeting but have been minuted in the order of the agenda.

David Ross declared a conflict and left the meeting. Jo Kennedy took the chair.

- 13.5 [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future Publication] and [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

14. ADMINISTRATIVE AND STATUTORY MATTERS

- 14.1 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].
- 14.2 Trustees APPROVED the appointment of Simon Sebag Montefiore to the Curatorial Committee and of Inaya Folarin Iman as Lead Safeguarding Trustee, both for the duration of their term as Trustees. The appointment of Inaya Folarin Iman as a member of the Digital Advisory Group was endorsed by the Board.
- 14.3 Trustees reviewed and APPROVED the revised Finance Policy, Safeguarding Policy, and Modern Slavery Statement.
- 14.4 Trustees received a verbal update on staffing matters [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]. It was advised that this had been reflected in the corporate risk register and reported to the Audit and Risk Committee.

15. ANNUAL RESEARCH 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 There was none.

20. DATE OF NEXT MEETING

20.1 Trustees noted the date of the next meeting as Wednesday 2 February 2022.

David P. J. Ross

Chair

2 February 2022

Date

Appendix

List of works on offer ACCEPTED by the Board

Lucy Russell (née Harington), Countess of Bedford, attributed to Isaac Oliver, c. 1610 - 1615
Watercolour and bodycolour heightened with gold on vellum, turned wood frame, 53 x 44 mm
Acquired with support offered by Sir Harry Djanogly

List of works on offer ACCEPTED by the Board UNDER RULE THREE¹

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

Portrait, Eyes Lowered by Celia Paul, 2019
Oil on canvas, 25.4 x 25.4cm

List of works on offer IN PRINCIPLE ACCEPTED by the Board

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

List of works offered as a long-term loan ACCEPTED by the Board

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

David P. J. Ross

2 February 2022

Chair

Date

¹ *The Trustees may consider the admission of portraits of persons of eminence, whether living or deceased within the previous five years. As to portraits of the living, if a person is not already represented in the [Primary] Collection, and if so many as three Trustees shall personally at the meeting, or previously by letter, state their dissent to the acquisition of a portrait, no portrait of that person should be considered by the Trustees for a period of three years from that date.*