

**Minutes of the 787th Meeting of the Board of Trustees
held at the Library Room, The British Academy, on 2 February 2022**

PRESENT:	David Ross Roger Blundell FCA Dr Mark Cecil The Rt Hon Chris Grayling MP Marcus Harling Inaya Folarin Iman Simon Sebag Montefiore Bjorn Saven Sir Peter Stothard Christopher Townsend CBE Rachel Wang Professor Shearer West CBE Jonathan Yeo	Chair of the Board of Trustees
IN ATTENDANCE:	Dr Nicholas Cullinan Alix Gilmer Sarah Hilliam Effie Koliou Ros Lawler Dr Alison Smith Anna Starling Sarah Tinsley Denise Vogelsang Lesley Williams FCA	Director <i>Inspiring People</i> Project Director Director of Development Head of Governance (Minutes) Chief Operating Officer Chief Curator Director of Commercial Exec. Director, Programmes & Partnerships Director of Communications and Digital 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 Dr Joanna Kennedy, Jacob Rees-Mogg MP, and Rebecca Salter PRA.

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 3 NOVEMBER 2021

- 3.1 The minutes of the 786th meeting held on Wednesday 3 November 2021 were agreed by the Trustees as a true and accurate record.

4. MATTERS ARISING AND ACTION SCHEDULE

- 4.1 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 the Chief Curator, Dr Alison Smith, for presenting at lunch before the meeting an overview of the plans for the rehang of the National Collection.
- 5.2 A verbal update was provided on current Trustee campaigns.

6. DIRECTOR'S UPDATE

- 6.1 The Director introduced his report noting good progress with the *Inspiring People* project. It was advised that detailed work was being undertaken on all aspects of the relaunch. Trustees welcomed the update.
- 6.2 Trustees were updated on several meetings with the DCMS which had taken place since the last Board, including site tours for the Secretary of State and the Minister for Arts. They were provided with an overview of activity in 2022 which included a celebratory publication for Her Majesty the Queen's Platinum Jubilee, to be published in February 2022, and an extensive national programme of activities comprising touring exhibitions and a youth participation project, *Creative Connections National*, which had been developed in partnership with the Herbert Art Gallery & Museum in Coventry, Sheffield Museums Trust, Newlyn Art Gallery & The Exchange and Southampton City Art Gallery.
- 6.3 Trustees received an update on fundraising noting increased focus on core fundraising priorities over the short, medium and long term. It was also advised that the Gallery's storage strategy was under review to ensure the best for the care of the Collection in the medium and long term.
- 6.4 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests] and [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication]

7. INSPIRING PEOPLE PROJECT UPDATE

- 7.1 The *Inspiring People* Project Director introduced this item noting that, since the last meeting, when the Trustees were presented with a summary of the additional works recommended for approval by the *Inspiring People* Project Board. [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] Trustees noted the opportunities digital offered to enhance the overall narrative and visitor experience in the new galleries noting plans to fundraise for this.
- 7.3 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

- 7.4 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 7.5 Trustees noted the strategy for managing future cost risks and the risks relating to the reinstallation of the Collection. The project financial summary to 31 December 2021 was also noted by the Board.
- 7.6 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 7.7 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 7.8 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 7.9 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]

[Items 9-12 and 14 were taken at this point in the meeting but have been minuted in agenda order.]

8. OUTLINE FUNDRAISING STRATEGY

[Item taken after item 14 on the agenda.]

- 8.1 The Development Director presented the short, medium and long-term priorities for fundraising. Trustees noted that whilst focus over the next 18 months would primarily remain on *Inspiring People* and a stretch target to fund future plans for the Collection and digital capabilities, it was equally important to consider medium and long-term fundraising ambitions in the context of developing the next 10 Year Plan.
- 8.2 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 8.3 The Director of Development drew the Trustees' attention to the main challenges to achieving future ambitions noting that the strategy was dependent on investment in research and due diligence and the Gallery being adequately resourced to support future fundraising growth. Trustees emphasised the importance of advocacy in developing a strong culture of giving and discussed the role of the renewed Development Council in this respect.
- 8.4 Trustees endorsed the overall direction of travel and illustrative targets for each stage noting that the strategy would be further developed in consultation with the Fundraising Trustee and presented to the Board at a future meeting.

9. OPERATIONAL READINESS UPDATE

- 9.1 The Board received an update on key pieces of work in progress for successfully re-opening the Gallery and transforming the visitor experience which sat outside of the formal *Inspiring People* project scope. Trustees welcomed the update noting that it would be helpful to

establish clear deliverables and identify key risks for each of the work streams outlined in the report to ensure that progress is effectively monitored.

- 9.2 The Board considered the Launch Communications Strategy noting that this included extensive plans for encouraging broader engagement with a wider range of stakeholders across the UK and internationally. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests] and [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication]

10. STORAGE UPDATE

- 10.1 Trustees received an update on Gallery's storage strategy to 2025-26. It was noted that it had been developed in response to the growing demand for space to store the Collection and increasingly limited capacity at the Gallery's Collection stores. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests] and [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication]
- 10.2 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests] and [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication]
- 10.3 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests] and [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication]

11. CORPORATE PLAN AND 2022-23 BUDGET

2022-23 Corporate Plan

- 11.1 The Board considered the draft Corporate Plan noting that it covered one financial year only; a new Plan and Strategy reflecting the plans and ambitions post reopening, was being developed as part of a wider consultation process and would be presented to the Board for discussion in the autumn.
- 11.2 The Board APPROVED the 2022-23 Corporate Plan and KPIs for the period.

2022-23 Budget

- 11.3 The Chief Financial Officer presented the 2022-23 Budget noting that it had been reviewed by the Finance and Operations Committee and had been recommended for approval by the Board. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 11.4 The Chief Financial Officer drew the Trustees' attention to key financial issues and risks and the proposed mitigations noting that only the budget for 2022-23 was being presented for approval: further work would be undertaken on the 2023-24 budgets in the context of planning for the relaunch. Trustees emphasised the need for affordability given that future year's assumptions had not been tested yet and the long-term effects of the pandemic.

- 11.5 Trustees noted the importance of a digital-first strategy for the delivery of the Gallery's future ambitions and need for investment in this respect in larger digital initiatives beyond in-gallery digital plans, including the Gallery's website infrastructure. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 11.6 The Board APPROVED the 2022-23 Budget subject to review and sign off of the trading budgets by the Trading Board at its next meeting.

12. FINANCE UPDATE

- 12.1 The Board reviewed the Management Information Pack as at 31 December 2021.
- 12.2 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests] and [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication]

13. OFFERS FOR CONSIDERATION

[Item taken after item 8 on the agenda.]

- 13.1 Dr Alison Smith, Chief Curator, presented the works on offer.
- 13.2 The Board 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 Everlyn Nicodemus; an etching and aquatint self-portrait by Chila Burman and [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication].
- 13.3 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]
- 13.4 [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication]

Due to the meeting overrunning, the Board agreed to consider the remaining works on offer at a future meeting of the Board.

14. ADMINISTRATIVE AND STATUTORY MATTERS

- 14.1 An administrative and statutory matters report was taken as read.
- 14.2 [INFORMATION REDACTED in accordance with section 31 of the Freedom of Information Act 2000 – Law Enforcement]
- 14.3 [INFORMATION REDACTED in accordance with section 31 of the Freedom of Information Act 2000 – Law Enforcement]
- 14.4 [INFORMATION REDACTED in accordance with section 31 of the Freedom of Information Act 2000 – Law Enforcement]

14.5 Trustees APPROVED the revised Grants and Donations Policy

15. COMMITTEE REPORTS

15.1 Trustees noted the reports of Committees.

16. QUARTERLY REPORTS

16.1 The quarterly reports were noted by the Trustees.

17. FORWARD BOARD AGENDA

17.1 Trustees noted the forward agenda plan.

18. ANY OTHER BUSINESS

18.1 There was none.

19. DATE OF NEXT MEETING

19.1 Trustees noted the date of the next meeting as Wednesday 11 May 2022.

David P. J. Ross

Chair

11 May 2022

Date

Appendix

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

Self-portrait ('Aphrodisiacs Being Socially Constructed') By Chila Burman, 1988
Etching and aquatint, 56 x 71 cm, acquired with support from the CHANEL Culture Fund

Självporträtt, Åkersberga ('Self-portrait') by Everlyn Nicodemus, 1982
Oil on canvas, 82 x 62 cm, acquired with support from the CHANEL Culture Fund

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

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 on offer ACQUIRED Under the Chairman's Authority

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

David P. J. Ross

11 May 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.*