

National Portrait Gallery

728th MEETING

Minutes of the Meeting of the Trustees held at the National Portrait Gallery on
Thursday 17 May 2007

Present:

- Professor David Cannadine (Chairman)
- Mr Nicholas Blake
- Professor Robert Boucher
- The Marchioness of Douro
- Ms Amelia Fawcett
- Ms Flora Fraser
- Professor Ludmilla Jordanova
- Sir Christopher Ondaatje
- Mr David Ross
- Professor Sara Selwood
- Miss Alexandra Shulman
- Sir John Weston

In attendance:

- Mr Sandy Nairne
- Mr Jacob Simon

1. Apologies for Absence

Apologies for absence were received from Baroness Amos, Ms Zeinab Badawi, Sir Nicholas Grimshaw and Mr David Mach.

2. Chairman's Business

The Chairman reported on a letter from the Secretary of State concerning Diversity, Public Appointments and Public Value, which he understood had been sent to other institutions as well as the National Portrait Gallery. While the Gallery can claim a good record, it was important to give this matter careful consideration. In recent years, the better oversight of governance and the introduction of a limit of two four-year terms of service by trustees has helped widen the range of Board membership but has led to a lack of long-term experience of the Gallery's affairs unthinkable at any other period in the Gallery's 150 year history and has made succession planning more difficult. The Chairman said that he would draw his views to the attention of the Secretary of State. The Trustees were of the opinion that the composition of the Board should be considered in the wider context of the developing framework of good governance. It was suggested that legal experience should be included in the skill/experience list for the National Portrait Gallery board as a whole and that consideration should be given to 'whole board development' offered by the Clore Foundation.

The Chairman reported that the recommendations of the Remuneration Committee on the Director's salary would be brought to the next meeting of Trustees.

3. Minutes of the Last Meeting

The minutes of the meeting held on 1 March 2006 were approved.

4. Matters Arising

There were no matters arising.

5. Director's Report

The Director reported on exhibitions. He showed the Trustees the banner of the confederacy of the Iroquois peoples which had been presented to the Gallery on the occasion of a reception to mark the return to England of Verelst's paintings of the 'Four Kings' for the *Between Worlds* exhibition. The Trustees offered their thanks for this gift. The Director reported that the number of visitors in the first month of the financial year were slightly less than in the previous year. The opening of the exhibition, *Great Britons*, at the National Portrait Gallery of America had been marked by a very successful and well-supported set of events. The Trustees offered their thanks to the Director and staff.

The Director reported on changes in staff and said that a new Head of Finance had been chosen, subject to contract. He also reported on correspondence with the Charity Commission which clarifies that the Commission will not pursue the 'conflict of interest' represented by the instances when serving artist Trustees had work commissioned or acquired from them. Some amendments to the Trustees' Handbook would be made once the Charity Commission had agreed its draft guide to conflicts of interest policies for charitable museums and galleries. The Director also referred to sponsorship and the need to avoid even the appearance of a conflict of interest by appropriate reporting.

The Director also referred to arrangements for the management of the Gallery during his Visiting Fellowship at the Clark Art Institute in the summer.

6. Portraits on Offer

A report would be made to the next meeting of Trustees. The Trustees viewed a simulation of the Duncan Goodhew multi-monitor video portrait and considered how it would be shown to the public. The Trustees welcomed the Bernard Schwartz collection.

The Chief Curator reported on possible acquisitions at forthcoming auctions of a painting by Joseph Wright of Derby of Jedediah Strutt, and photographs by John Deakin of Elizabeth Smart and of Robert Colquhoun and Robert Macbryde (together with two single portraits by Daniel Farson). These acquisitions at auction were approved in principle, subject to viewing and the Chairman's approval for the maximum bid level.

- THE TRUSTEES agreed to the acquisition of the portraits on the appended list

The Chief Curator also drew the attention of Trustees to a painting by Silvia Sleigh of the Situation Group, which the Trustees agreed to view at the July meeting.

7. Commissions

Sarah Howgate reported on commissions. The Director reported that he had now approached Tony Blair concerning a commissioned portrait. In discussing Photograph Commissions, the Director said that further suggestions from Trustees for subjects for group commissions would be welcome. The idea for photographs of research groups was broadly welcomed and a suggestion was made that explorers should be considered as an area of interest. In response to interest in marking the Cultural Olympiad, the Director reported on the six-month placement of Diana Spiegelberg as Cultural Leadership Programme fellow, with a remit to advance appropriate proposals which would be brought back to a subsequent meeting.

8. Finance and Planning

Barbara Jotham presented the Management Report to 31 March 2007. She drew attention to the release of £320,000 from the Investment & Contingency Fund, following the success of *Face of Fashion*, and to the write-offs totalling £170,000 of slow selling trading stock and of old picture library debts. Robert Boucher commended the prudent approach to financial

management and Amelia Fawcett commended the results and the clarity of the presentation of Key Performance Indicators. Trustees noted the contents of the Management Report.

9. Audit and Compliance Committee

David Ross, Chairman of the Audit and Compliance Committee, reported on the recent review of the Risk Management Register, noting that the Committee was satisfied that risks were being kept under regular review. Barbara Jotham drew attention to the changes in scoring of risks on the risk register, with several risks now marked as decreasing or stabilised, as recorded in the circulated minutes of the Audit and Compliance Committee.

- THE TRUSTEES noted the progress made during 2006/07 in developing the effectiveness of the Gallery's risk management processes, and approved the re-adoption of the 2006/07 Risk Management Policy for 2007/08; and the annual Risk Management report, to be used as the basis of the Statement on Internal Control in the 2006/07 published accounts.

The Trustees expressed their warm thanks to Barbara Jotham for her excellent work as Head of Finance and Planning and wished her well in her new position.

10. Collection Centre

Sarah Tinsley reported that she had just received advice from Farrers that the proposed Heads of Terms between Tate and the National Portrait Gallery relating to shared facilities at the Tate Collection Centre were sound. Farrers had made some comments on matters of detail. In response to a concern about how access to facilities would be prioritised in case of disagreement, Sarah Tinsley emphasised the importance of planning to the success of the partnership and said that at the next stage we would need to draw up a more detailed agreement.

- THE TRUSTEES authorised the Director to finalise Heads of Terms with Tate and, on the basis of the cost analysis, to commit to joining the partnership

11. Exhibitions and Displays Policy

Sarah Tinsley reported on the Exhibitions and Displays Policy, which was based on a policy approved by Trustees in 2003. On the policy itself, Trustees drew attention to the need to refer to risk in the paper, to explain the function of the Exhibitions Committee at the point it is first mentioned in the policy, and to refer to the need to understand and evaluate audiences and to consider their sustainability. On the role of the Trustees in formulating and evaluating exhibitions, the Director drew attention to the section on exhibitions in the Director's Report at each Trustees' Meeting and to the annual forward view of exhibitions at the July meeting of Trustees, which provided an opportunity for a considered review of exhibitions. The Director was responsible for carrying out the policy set by Trustees and he was anxious both to provide the information required to facilitate discussion at meetings and to be ready to respond to Trustees who approached him individually.

It was agreed to bring the policy back to the July meeting of Trustees and to review it at three yearly intervals.

12. Review of 150th Anniversary Year

Pim Baxter reported on the very positive experience of the 150th anniversary year for the Gallery and its work. The Trustees welcomed the report and paid tribute to the contribution of staff to the success of the anniversary year.

13. Review of Research Programmes

Peter Funnell reported on progress since the last report to Trustees. The Gallery would like to take forward the idea of a small advisory group for research and to arrange a meeting

with the Chief Executive of the Arts and Humanities Research Council. There was some concern among Trustees about the bureaucracy of the AHRC application procedure. There was interest in a visit to see the *Making Art in Tudor Britain* project in more detail. The choice of Leverhulme Fellows was welcomed. There was some concern that the role of applied research should not be forgotten. The Trustees welcomed the report.

14. Matters for Report

Reports on Communications and Development and Loan requests were noted.

15. Any Other Business

The attention of Trustees was drawn to the publisher's book announcement reproducing a portrait of Herbert Spencer without acknowledgement to the National Portrait Gallery, which the Chief Curator agreed to follow-up. It was suggested that it would be helpful for Trustees to meet staff at working lunches or on other appropriate occasions.

Appended list of portraits on offer, 17 May 2007

6813 **SIR DAVID SCHOLEY**, drawing by Rupert Bathurst, 2005
Gift by Sir David Scholey accepted

6814 **LOUIS JACOBS**, drawing by Suzi Malin, 2007
Gift by Suzi Malin accepted

6815 **DUNCAN GOODHEW**, multi-monitor video portrait by Marty St James and Anne Wilson, 1990
Partial gift by Marty St James and Anne Wilson accepted

P1133 **OSCAR WILDE**, albumen photograph by Napoleon Sarony, 1883
Transfer to Primary Collection approved from Photographs Collection for which purchased on eBay for \$2521 (£1301)

P1134-P1272 **138 colour photographs by Bernard Schwartz, 1975-78**
Transfer to Primary Collection approved from Photographs Collection to which given by the Bernard Schwartz Foundation

LAWRENCE CECIL ('LARRY') ADLER

CONSTANCE MARY KATHERINE APPLEBEE

ROBERT ARMSTRONG, BARON ARMSTRONG OF ILMINSTER

DAME EDITH MARGARET EMILY ('DAME PEGGY') ASHCROFT

SIR FREDERICK ASHTON

SIR ALFRED JULES AYER

DAME JANET ABBOTT BAKER

ANTHONY WEDGWOOD ('TONY') BENN

SIR ISAIAH BERLIN

SIDNEY LEWIS BERNSTEIN, BARON BERNSTEIN OF LEIGH

ALMA LILLIAN BIRK, BARONESS BIRK OF REGENT'S PARK

CLAIRE BLOOM

RICHARD AUSTEN BUTLER, 1ST BARON BUTLER OF SAFFRON WALDEN

JAMES CALLAGHAN, BARON CALLAGHAN OF CARDIFF

(RICHARD) MICHAEL POWER ('MIKE') CARVER, BARON CARVER

SIR HUGH MAXWELL CASSON

LORD DAVID CECIL

PRINCE CHARLES

KENNETH CLARK, BARON CLARK

DONALD COGGAN, BARON COGGAN

ALISTAIR COOKE

FLEUR COWLES

DOUGLAS ALBERT VIVIAN ALLEN, BARON CROHAM

JOHN ANTHONY CURRY
SIR CLIFFORD MICHAEL CURZON
SIR COLIN REX DAVIS
ALFRED THOMPSON ('TOM') DENNING, BARON DENNING
DAME NINETTE DE VALOIS (EDRIS STANNUS)
SIR ANTHONY JAMES DOWELL
(CHARLES) GARRETT PONSONBY MOORE, 11TH EARL OF DROGHEDA
(ISRAEL) MAURICE EDELMAN
SIR GERAINT LLEWELLYN EVANS
DAME MARGOT FONTEYN
CHARLES FORTE, BARON FORTE
(JOHN) BARRY FOSTER
CLARE MARY FRANCIS
DAME ELISABETH JEAN FRINK
GERALD AUSTIN GARDINER, BARON GARDINER
SIR JOHN GIELGUD
SIR WILLIAM FREDERICK GLOCK
ARNOLD ABRAHAM GOODMAN, BARON GOODMAN
SIR ALEC GUINNESS
QUINTIN McGAREL HOGG, 1ST BARON HAILSHAM OF ST MARYLEBONE
GEORGE HENRY HUBERT LASCELLES, 7TH EARL OF HAREWOOD
(WILLIAM) MICHAEL BERRY, BARON HARTWELL
JACQUETTA HAWKES
SIR EDWARD HEATH
DAVID HOCKNEY
SIR ALAN LLOYD HODGKIN
ALEXANDER FREDERICK DOUGLAS-HOME, BARON HOME OF THE HIRSEL
LESLEY HORNBY ('TWIGGY')
(GEORGE) BASIL HUME
(HENRY CECIL) JOHN HUNT, BARON HUNT
IMMANUEL JAKOBOVITS, BARON JAKOBOVITS
ROY HARRIS JENKINS, BARON JENKINS OF HILLHEAD
ANN MAUREEN JENNER
DAME GWYNETH JONES
JAMES LARKIN ('JACK') JONES
JENNIFER ('GEMMA') JONES
SIR OSBERT LANCASTER
JANET ('JENNIE') LEE, BARONESS LEE OF ASHERIDGE
(NORMAN) HAROLD LEVER, BARON LEVER
DAME MOURA LYMPANY
SIR FITZROY HEW ROYLE MACLEAN
DONALD WHYTE MACLEARY
SIR ROBERT MARK
DAME ALICIA MARKOVA
JOHN GEORGE VANDERBILT SPENCER-CHURCHILL, 11TH DUKE OF MARLBOROUGH
JOHN GEORGE VANDERBILT SPENCER-CHURCHILL, 11TH DUKE OF MARLBOROUGH and ROSITA
SPENCER-CHURCHILL, DUCHESS OF MARLBOROUGH
SIR ROBERT MAYER
SIR PETER BRIAN MEDAWAR
YEHUDI MENUHIN, BARON MENUHIN
HENRY MOORE
CLAUS ADOLF MOSER, BARON MOSER
LOUIS MOUNTBATTEN, EARL MOUNTBATTEN OF BURMA
(THOMAS) MALCOLM MUGGERIDGE
BENEDICT NICHOLSON
DIANA, VISCONTRESS NORWICH (LADY DIANA COOPER)
RUDOLF HAMETOVICH NUREYEV
LAURENCE KERR OLIVIER, BARON OLIVIER
DAVID ANTHONY LLEWELLYN OWEN, BARON OWEN
VIJAYA LAKSHMI PANDIT
DAME MERLE FLORENCE PARK
SIR (ERNEST) JOHN PARTRIDGE
LESTER KEITH PIGGOTT
JOHN EGERTON CHRISTMAS PIPER
SIR JOHN HAROLD PLUMB
CARMICHAEL CHARLES PETER ('MICHAEL') POCOCK
JOHN BOYNTON ('J.B.') PRIESTLEY

WILLIAM REES-MOGG, BARON REES-MOGG
ZANDRA LINDSEY RHODES
GORDON RICHARDSON, BARON RICHARDSON OF DUNTISBOURNE
SIR RALPH DAVID RICHARDSON
ANGELA RIPPON
LIONEL CHARLES ROBBINS, BARON ROBBINS
ERIC ROLL, 1ST BARON ROLL OF IPSDEN
AMSCHEL MAYER JAMES ROTHSCHILD
DOROTHY DE ROTHSCHILD
(NATHANIEL MAYER) VICTOR ROTHSCHILD, 3rd BARON ROTHSCHILD
NATHANIEL CHARLES JACOB ROTHSCHILD, 4TH BARON ROTHSCHILD
SIR FRANCIS EDWIN PRESCOTT SANDILANDS
BERNARD LEE SCHWARTZ
(DAVID) PAUL SCOFIELD
DAME ANTOINETTE SIBLEY
MARCUS JOSEPH SIEFF, BARON SIEFF
CHARLES PERCY SNOW, BARON SNOW
SIR DAVID EDWARD CHARLES STEEL
SIR ROY STRONG
MICHAEL MEREDITH SWANN, BARON SWANN
DAME KIRI TE KANAWA
MARGARET HILDA THATCHER (NEE ROBERTS), BARONESS THATCHER
ALEXANDER ROBERTUS TODD, BARON TODD
BURKE FREDERICK ST JOHN TREND, BARON TREND
HUMPHREY TREVELYAN, BARON TREVELYAN
SIR SIEGMUND GEORGE WARBURG
ARTHUR GEORGE WEIDENFELD, BARON WEIDENFELD
SHIRLEY VIVIEN TERESA BRITAIN WILLIAMS, BARONESS WILLIAMS OF CROSBY
(JAMES) HAROLD WILSON, BARON WILSON OF RIEVAULX
SIR ISAAC WOLFSON, 1ST BT
SIR HUGH WALTER KINGWELL WONTNER
SOLLY ZUCKERMAN, BARON ZUCKERMAN
Isaac Stern Concert Group

JEDEDIAH STRUTT, painting by Joseph Wright of Derby, circa 1790
Purchase at Sotheby's 6 June 2007 approved in principle, subject to viewing and the
Chairman's approval for the maximum bid level

ELIZABETH SMART, photograph by John Deakin, circa 1952
Purchase at Christie's 31 May 2007 approved in principle, subject to viewing and the
Chairman's approval for the maximum bid level

ROBERT COLQUHOUN and **ROBERT MACBRYDE**, photograph by John Deakin, 1950s,
together with two single portraits by Daniel Farson
Purchase at Christie's 31 May 2007 approved in principle, subject to viewing and the
Chairman's approval for the maximum bid level