

# National Portrait Gallery

## **730th MEETING**

Minutes of the Meeting of the Trustees held at the National Portrait Gallery on  
**Thursday 15 November 2007**

**Present:**

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

**In attendance:**

Mr Sandy Nairne  
Mr Jacob Simon  
Mr Danny Herbert (from item 2)  
Ms Diana Spiegelberg (from item 2)

### **1. Chairman's business**

The Chairman invited comments from Trustees on a draft letter of thanks to a potential benefactor. The Trustees approved the draft subject to legal advice from Farrers and considering what would happen if the gift could not be completed in case of death. The Chairman reported that three trustees would be retiring next year and he asked that any suggestions for suitable candidates should be made to the Director so that they might be considered within the DCMS process. He congratulated Nicholas Blake on his forthcoming appointment as a High Court judge. The Chairman reported that he had been invited to sit on the Prime Minister's committee to review the 30-year limit on releasing government papers. He announced that Danny Herbert from DCMS and Diana Spiegelberg, the Gallery's Senior Programme Associate, would be in attendance from item 2.

### **2. Apologies for absence and Declarations of interest**

Apologies for absence were received from Baroness Ashton of Upholland, Ms Zeinab Badawi, Ms Amelia Fawcett, Ms Flora Fraser and Sir Nicholas Grimshaw. There were no declarations of interest.

### **3. Minutes of the last meeting**

The minutes of the meeting held on 12 July 2007 were approved.

### **4. Matters arising**

The Director reported that rather than produce a briefing paper on related party transactions, mentioned in minute no. 9, appropriate reference would be made in the Trustees' Handbook once further advice had been received from the National Audit Office. In response to a statement by Ludmilla Jordanova concerning the Editorial Advisory Board, the Director reported that he was considering recent suggestions for change from Robert Carr-Archer.

## **5. Director's report**

The Director reported on the meeting with Philip Esler, Chief Executive of the Arts and Humanities Research Council and thanked Ludmilla Jordanova for her support. He said that the Trading Company directors had met earlier in the day and that trading was on track. A brief for the appointment of an independent director to the Trading Company would be circulated to Trustees. The attack on the portrait of Dr Johnson had been the subject of discussion concerning the appropriate risk level in the risk register at both the Audit and Compliance Committee and the Senior Management Meeting. Steps were being taken to monitor other attacks on works of art as a way of assessing whether or not this was an isolated incident.

The Director drew attention to the appendix to his report on the Cultural Olympiad. He also said that he proposed to bring questions on longer-term strategic development of the Gallery's work to the next meeting of Trustees. The Director said that a presentation would also be made on proposals for the Gallery's website, and that website user content was actively under consideration.

## **6. Portraits on offer**

The Chief Curator reported that the Trustees of the Portrait Fund had agreed to allocate £50,000 towards the purchase of the portrait of John Fletcher. The portrait had been featured in the Gallery magazine, *Face to Face*, and on the Gallery website and would shortly go on display as part of the appeal process. In discussing the portrait of David Ricardo, it was suggested that the Gallery should consider a display of leading economists. The Trustees asked that their thanks should be given to Sir David Scholey for facilitating the gift of the portrait of Sir Siegmund Warburg.

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

The Chief Curator drew to the attention of Trustees three portraits potentially on offer, portraying Sir Richard Arkwright, Mary Seacole and Nelson Mandela. The Trustees expressed interest in these portraits. It was suggested that further information was needed concerning the iconography of Mandela.

## **7. Commissions**

Sarah Howgate reported that several completed commissions would be coming to the next meeting of Trustees. Contact had been made with Sir Simon Rattle's agent and progress was being made with other commissions. The Chief Curator reported on Photograph Commissions. He drew attention to *The Road to 2012*, a project to create a definitive portrait of the Olympics. The Director said that further work on group commissions depended on resources but that news correspondents as a subject were a priority.

## **8. Living Sitters and Rule 3**

The Chief Curator reported on the admission of portraits of living sitters. The Trustees favoured a number of options:

- maintain Rule 3 but to give further consideration to whether it should apply to living persons only or also to those deceased within, say, the last five years
- objections should be made at the meeting, or possibly before the meeting by letter, but not subsequently
- once a portrait of a particular living person had been admitted into the collection, Rule 3 should not apply when considering subsequent portraits of this individual

A revised set of Terms of Acquisition incorporating these ideas would be brought for consideration to the next meeting of Trustees.

## **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 review. In particular, he drew attention to the following risks. O2 *Failure or breakdown of IT systems*: this will remain at Red until new servers are installed and tested. O4 *Loss or damage to NPG collections*: it was decided not to change the risk level since the attack on the Dr Johnson portrait appeared to be a random incident. The Director will look at the potential to carry out a test on the theft of a portrait to identify any weaknesses in procedures.

David Ross said that it was proposed to extend the internal audit contract for a further year to allow time for efficient retendering of the contract. He said that it was important that outstanding recommendations from audit reports should be resolved before the next meeting of the Audit and Compliance Committee. He reported that Trading Company stock levels were being kept under scrutiny. He would make a brief written annual report on the work of the Audit and Compliance Committee at the July Trustees meeting as a matter of best practice.

## **10. Finance and Planning**

Nick Hanks was welcomed as Head of Finance. He presented the Management Report to 30 September 2007 and reported that there was currently a positive variance but that the future position would depend on meeting the income targets for *Pop Art Portraits* and *Vanity Fair Portraits* and on such matters as achieving the major donors target. On the Business Plan and Budget 2008-11, he reported that the indicated overall 2.7% increase per annum in revenue funding from government was welcome in the circumstances but that our case for additional revenue grant-in-aid had not been accepted in this Comprehensive Spending Review. Furthermore, the outcome of our capital bid had not yet been determined, and in this respect it was not yet possible to provide Trustees with a meaningful set of figures for the 2008-11 budget. The business plan would focus on our corporate objectives in summary form for external purposes and would be supplemented by departmental plans for internal purposes. Robert Boucher supported this strategy.

## **11. Future exhibitions presentation**

The Director gave a presentation on future exhibitions which was welcomed by Trustees.

## **12. Health and safety**

the Trustees welcomed the annual report on health and safety, which set out priorities for the next 12 months.

- THE TRUSTEES approved the Health and Safety Statement.

## **13. Sustainability and environmental impact**

The Trustees welcomed the report.

## **14. Trading department review**

Robert Carr-Archer reported on trading activities. In Retail he noted that the *Pop Art Portraits* shop was doing well, that it remained a priority to convert visitors into customers and to get them to spend more and that the stock system would need replacing. In Publishing he reported on successful work producing the *Brilliant Women* catalogue, a *Mario Testino* reprint, the short *Guide to Tudor & Jacobean Portraits* and the *Vanity Fair* catalogue and book; the latter project was rewarding but very demanding. In the Picture Library the supply end of *Capture*, the new management system, was now working and the front-end web interface was now being planned. Picture library business was changing rapidly with publishing developments. Robert Boucher commented on the diversity of the trading

operation and hoped that the Trading Company board could help bring in different expertise from time to time.

#### **15. Matters for report**

Reports on Communications and Development, Resources, Learning and Access (including Interpretation) and Loan requests were noted. The Director said that a fuller report on Learning and Access would be coming to the next meeting of Trustees.

#### **16. Any other business**

There was no other business.

### **Appended list of portraits on offer, 15 November 2007**

**L241 DAVID RICARDO**, political economist, painting by Thomas Phillips, exh. 1821  
Loan from Christopher Ricardo for five years approved

**6820 SIDNEY ('SID') JAMES**, actor, painting by Ruskin Spear, 1962  
Purchase from private vendor at £15,000 approved

**6821 SIR SIEGMUND GEORGE WARBURG**, banker; founder of S.G. Warburg, merchant bank, painting by Raymond Skipp, 1972  
Gift from UBS Warburg approved

Four paintings and one drawing by Tom Phillips

**6822 SIR HARRISON BIRTWISTLE**, composer, 1995

**6823-4 BRIAN ENO**, musician and artist, 1984-5, two portraits

**6825 ROBERT McCREDIE MAY, BARON MAY**, zoologist, 2005

**6826 RICHARD EDWARD MORPHET**, art historian, drawing, 1972-3  
Purchase from the artist at £35,000 approved

**6827 'Heads'**, silent black-and-white film by Peter Gidal, with 31 time-based portraits, 1969  
Transfer from the Archive to the Primary Collection approved

**P1292 The Sidney and Beatrice Webb Photograph Album** (92 photographs), various photographers  
Purchase from Jeffrey Stern at £3,512 approved

**P1293 'The Dreadnought Hoax'**, photograph by Lafayette, 1910  
Purchase from private vendor at £2,500 approved

A collection of photographs by Angus McBean

**P1294 CECIL BEATON**, photographer, designer and writer, 1949

**P1295 AUDREY HEPBURN**, actress, 1951

Other subjects to be included in the Photographs Collection

Purchase from the Trustees of The Gardens of Easton Lodge at £2,500 approved

**P1296 SIR DAVID ATTENBOROUGH**, naturalist and broadcaster, 2007, photograph by Richard Boll  
Commissioned for £1,300; transfer from the Photographs Collection to the Primary Collection approved

**'Blair at War'**, five photographs by Nick Danziger, 2003

*The 'den', 10 Downing Street* (14 March 2003). Depicting Tony Blair and Alastair Campbell.

*Outside the Cabinet Room, 10 Downing Street* (20 March 2003). Depicting Jack Straw, Gordon Brown, Tom Kelly, Joan Hammell, David Blunkett, Lord Goldsmith and John Reid.

*Press Quarters of PM's Boeing 777 en route to Washington* (26 March 2003). Depicting Tony Blair, Tom Kelly, Alastair Campbell, Nick Robinson and Trevor Kavanagh.

*The Road to Camp David Heliport* (27 March 2003). Depicting George Bush and Tony Blair. **P1297**

*Helicopter flight from RAF Lyneham to Battersea* (3 April 2003). Depicting Tony Blair. Purchase from the photographer at £500 each approved for the Photographs Collection, excepting *Helicopter flight from RAF Lyneham to Battersea* for the Primary Collection

**6828 MARC QUINN**, artist, 2006, self-portrait, handpainted photograph, 2006  
Purchase from the Paragon Press at £4,000 approved

**6829 JULIAN OPIE**, artist, 'Julian with T-shirt', self-portrait, LCD screen, 2005  
Purchase from the Lisson Gallery at £24,000 approved, subject to funding

**THOMAS PERCY, 7th EARL OF NORTHUMBERLAND**, painting by unknown artist, 1566  
Purchase at auction at Sotheby's, 22 November 2007 approved at bid level of up to £45,000 (£54,500 with premium), subject to viewing and condition assessment [post-meeting note: the Gallery did not bid for the portrait owing to its poor condition]