

## **SEVEN HUNDRED AND FIFTEENTH MEETING**

Minutes of the Meeting of the Trustees held at the National Portrait Gallery on  
**Thursday 12 February 2004**

### **Present:**

Sir David Scholey (Chairman)  
Professor Robert Boucher  
Ms Flora Fraser  
Professor Ludmilla Jordanova  
Mr Tom Phillips  
Miss Alexandra Shulman  
Sir John Weston  
Baroness Willoughby de Eresby

### **In attendance:**

Mr Sandy Nairne  
Mr Jacob Simon

### **1. Apologies for Absence**

Apologies for absence were received from the Rt Hon Baroness Amos, Professor David Cannadine, Ms Amelia Fawcett, Sir Max Hastings, Professor Phillip King, Sir Christopher Ondaatje, Professor the Earl Russell and Ms Sara Selwood.

### **2. Minutes of the Last Meeting**

The minutes of the meeting held on 20 November 2003 were approved.

### **3. Matters Arising**

The Director reported that the National Gallery was unwilling to alter the stipulation in the lease of the East Wing that they could give one year's notice after three-years occupation; however, the Director of the National Gallery had assured us that they would give the earliest possible view of their future plans.

The report on Endowment would now come to the next Trustees meeting. On the subject of audience research, the Director reported that money has been set aside in the budget for further work in the coming year. He added that the report on the survey of long-term loans, with a list of current loans, would be coming to the July Trustees meeting.

### **4. Director's Report**

The Director commended the new edition of the Gallery's *Complete Illustrated Catalogue*, a significant achievement at a period when such collection catalogues were becoming rare in hard copy form. He apologised for the overcrowded nature of the Cecil Beaton private view, for which there had been a higher acceptance rate than usual, from which experience lessons would be learnt for the future; the exhibition promised to be very successful.

To fill the gap in the programme caused by the loss of the Francis Bacon exhibition, several ideas were being considered which needed both to be realisable within a short time frame and to produce a comparable net income to the Bacon exhibition which had formed the basis for the budget for next year. The Gallery is considering three options: an exhibition of work of one or more younger photographer, such as Nick Knight or Rankin, a retrospective of the work of Norman Parkinson, or an exhibition of portrait photographs of Frieda Kahlo, with the first option the front runner and the third as reserve.

Various ideas were put forward by Trustees for consideration for the future exhibition programme including a mixed show of practitioners using photographs, a show of 3-D items and a show with poetry as a unifying theme.

### **5. Treatment of Photograph Collections**

The Trustees welcomed the report, but emphasised that third parties should not be seen as commissioning photographs on behalf of the Gallery.

- THE TRUSTEES agreed that the preference should continue to be to include outstanding collections in the Primary Collection, subject to Trustee approval, even where there is a range of importance in the sitters within a collection
- THE TRUSTEES agreed that staff should continue to be responsible for commissioning groups of photographs for exhibition or display purposes, subject to the Trustees deciding whether the resulting photographs warranted inclusion in the Primary Collection

### **6. Portraits on Offer**

The Trustees welcomed the portrait of David Sylvester, for both sitter and artist: it was hoped that the Gallery's net contribution would not exceed £50,000. The Trustees approved the portrait of David Beckham but some concern was expressed concerning the restrictions placed on the use of the portrait by the sitter and his advisers.

- THE TRUSTEES agreed to the acquisition of the portraits on the attached list. The portrait of A.A. Gill would be included in the Photographs Collection

### **7. Commissions**

The Trustees welcomed the Report.

### **8. Financial Report**

Barbara Jotham gave a brief summary of the 2003/4 projected outturn and said that the surplus for the year was likely to exceed the forecasted £100,000. In response to a question concerning the end-December deficit on publications, it was stated that breakeven was projected for the year and that the deficit arose from the ongoing problem of ensuring publishing income and expenditure were properly matched, which was to be resolved by the end of the financial year.

### **9. Risk Management**

Sir John Weston, Chairman of the Audit and Compliance Committee, reported on the recent review of the Risk Management process, which had now been simplified so that the most highly rated risks would be reported to the Committee from the full register kept by the Management Team. He highlighted the difficulties the Gallery faced over insuring against identified risks, a matter which had now been outstanding for a year. There was reluctance on the part of Government to commit to meeting potential liabilities. In the face of instructions from the Gallery's sponsoring department not to take out insurance for most risks, we would need to seek assurance from any prospective insurer that any claim on a policy would not result in the insurer refusing payment on the basis of the Trustees being ultra vires.

### **10. Business Plan 2004-2007 and Budget 2004/5**

The Director stated that the Business Plan as presented needed some more work but was substantially complete. It was agreed that the attachments to the plan were not appropriate to include on the Gallery website. Certain drafting points were noted.

Barbara Jotham presented the Budget for 2004/5. In response to questions from Trustees, it was explained that the budgeted loss on our own publications related largely to one particular publication and that we were aiming to break even in following years. It may be possible to identify retail income made from the sale of publications at the Gallery to give a better understanding of their underlying profitability. There was a one-off increase in Picture Library income due to revenue from the New DNB project. In aiming to increase self-generated income, it was recognised that it was important that this responsibility should be embraced not only by the Public Relations & Development Department, but also by senior management and the Development Board.

- THE TRUSTEES approved the Business Plan in principle, and approved the Budget for 2004/5

### **11. Trading/Retail Refurbishment**

Robert Carr-Archer introduced his report by explaining that the Gallery needs to increase the conversion rate of visitors to customers. The Trustees noted the report and asked questions concerning the ambition of the target for average spend, the quality of service and the layout of the shop, the profitability of stock and staff training.

### **12. Beningbrough Project**

Lucy Peltz reported that the Gallery and the National Trust would use their contributions as matching funding for a Heritage Lottery Fund application. Casson Mann, the appointed designers, had been developing an outline concept. The Director emphasised the importance of a joint approach with the Trust and explained that this is a moment when the Trust is enthusiastic about embracing initiatives to increase access and understanding. A visit to Beningbrough would be arranged for Trustees.

### **13. Matters for Report**

Reports on Communication and Development, Building and Resources, Education and Access, Loan requests and Conservation were noted. The Director reported that some paintings had had to be brought back from Montacute last year for conservation as a result of problems with conditions on site which had now been overcome.

#### **Appended list of portraits on offer, 12 February 2004**

##### **BENJAMIN DISRAELI, EARL OF BEACONSFIELD**

Purchase approved

##### **SIR ALEXANDER FLEMING**

Loan for one year accepted

##### **(ANTHONY) DAVID BERNARD SYLVESTER**

Purchase approved subject to funding

##### **LEIGH BOWERY**

Purchase approved

##### **DAVID BECKHAM**

Purchase approved

##### **Fifty photographs by Tessa Traeger**

Transfer to the Primary Collection approved

##### **ADRIAN ANTHONY ('A.A.') GILL**

To be included in the Photographs Collection