

Minutes of the 794th Meeting of the Board of Trustees held in the NPG Learning Centre and via MS Teams on 1 November 2023

PRESENT:	David Ross	Chair of the Board of Trustees
	Roger Blundell FCA	
	Dr Mark Cecil	
	Marcus Harling	
	Bjorn Saven	
	Sir Peter Stothard	
	Rachel Wang	
	Professor Shearer West CBE	
	Jonathan Yeo	
	The Rt. Hon. Chris Grayling MP	
	Blake Shorthouse	
	Victoria Siddall	
IN ATTENDANCE:	Dr Nicholas Cullinan	Director
	Ros Lawler	Chief Operating Officer
	Dr Alison Smith	Chief Curator
	Sarah Tinsley	Exec. Director, Programmes & Partnerships
	Lesley Williams FCA	Chief Financial Officer
	Sarah Hilliam	Director of Development
	Anna Starling	Director of Commercial
	Liz Smith	Director of Learning and Engagement
	Denise Vogelsang	Director of Communications and Digital
	Rosie Wilson	Director of Exhibitions
	[INFORMATION REDACTED in accordance with section 40(2) of the Freedom of Information Act 2000 – Personal Data]	
	Anna Chambers	Head of Governance (Minutes)

0. CLOSED SESSION

- 0.1 A closed session of the Board of Trustees was held to consider the report presented by the Remunerations Committee for the Director's Appraisal. The recommendations from the report were APPROVED by the Board.

The Executive Team (Dr Nicholas Cullinan, Ros Lawler, Dr Alison Smith, Sarah Tinsley, Lesley Williams, Sarah Hilliam, Anna Starling, Liz Smith, Denise Vogelsang and Anna Chambers), [INFORMATION REDACTED in accordance with section 40(2) of the Freedom of Information Act 2000 – Personal Data] joined the meeting.

1. WELCOME AND APOLOGIES

- 1.1 The Chair welcomed the Board of Trustees to the meeting.
- 1.2 The Rt Hon Penny Mordaunt MP, Simon Sebag Montefiore, Inaya Folarin Iman and Rebecca Salter had sent apologies.
- 1.3 It was noted that a quorum was present.

2. STRATEGY DAY INTRODUCTIONS

- 2.1 The Director and the Chair of the Board of Trustees set out the purpose of the Strategy Day which formed the first portion of the meeting.

3. STRATEGY DAY DISCUSSIONS

- 3.1 The Board of Trustees held discussions relating to the Strategy Day agenda which was focused on the Gallery's ten year plan.

[INFORMATION REDACTED in accordance with section 40(2) of the Freedom of Information Act 2000 – Personal Data] *left the meeting.*

4. LEARNING AND ENGAGEMENT STRATEGY

- 4.1 Liz Smith, Director of Learning and Engagement, presented the latest Learning and Engagement Strategy for discussion, feedback and endorsement by the Board of Trustees.
- 4.2 The Director of Learning Engagement discussed the successes of the Activity Plan to date which had been a significant component for setting the vision of the strategy. The achievements of the schools programme since the Gallery re-opened were shared, with 11,000 pupils in the first 4-weeks – a threefold increase figures prior to closure. This would also be a specific area of focus for the strategy.
- 4.3 The overall ambition of the strategy was to provide an outstanding experience for audiences through the development of creative opportunities for engagement. This was underpinned by a framework which would inform how the Gallery works with audiences, such as the public programme or community networks.
- 4.4 The Director of Learning and Engagement highlighted some of the key outcomes of the strategy which would include the positioning of the Gallery as a nationally recognised provider for education, a strong and engaging family provision, and a public programme which would attract new audiences and be a source of income generation.
- 4.5 Trustees commended the success of the Activity Plan and other activities led by the Learning Department since the Gallery's reopening, and gave their support for the Learning and Engagement Strategy. It was noted that there had been a significant growth in schools and youth programme audiences which was a key ambition of *Inspiring People*.
- 4.6 Trustees discussed other opportunities to further extend the Gallery's reach and maximise income generation [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].
- 4.7 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].
- 4.8 It was confirmed that the current Activity Plan would conclude, as planned, in September 2024, however some activity would continue post 2024 where additional funding has been received.

5. GALLERY UPDATE

Director's Report

- 5.1 The Director presented the Director's report, highlighting the following information.
- 5.2 Visitor numbers – the Director noted that over the summer there had been an 80% increase in numbers from 2019, and that the Gallery was on target to meet its ambitious targets. An update was provided on current exhibition attendance figures.
- 5.3 Exhibitions, press and reviews – a summary of coverage was shared with Trustees, including reviews of the *David Hockney: Drawing from Life* exhibition. The *Taylor Wessing Photo Portrait Prize* was due to open on 9 November.

- 5.4 In October, Footballer Raheem Sterling visited the Gallery to celebrate *Making of Me*, a youth engagement project supported by the Raheem Sterling Foundation which aimed to raise the career aspirations of young people interested in expressing themselves through art. [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication].
- 5.5 [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication].
- 5.6 Staff update – recent changes to staffing were discussed and it was confirmed that the pay awards had now been made following agreement at the previous meeting. A pulse survey was due to be circulated to all staff, the feedback from which would be shared with the Finance and Resources Committee.
- 5.7 Inspiring People – it was noted that further snagging and defects works were ongoing and that a Planned Preventative Maintenance schedule was in place for general ongoing maintenance of the building which was overseen by CBRE.

Commercial Performance Update

- 5.8 The Director of Commercial provided an update on retail performance since the Gallery's reopening. The Gallery shop had been listed as one of the 22 best museum shops in the world in *The Financial Times* and spend per visitor and average transaction values had significantly increased from pre-closure.
- 5.9 Detailed discussions had been held with the Trading Company Directors regarding the product range and introducing limited edition items. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]. Further analysis was underway to enhance first floor shop sales.
- 5.10 It was reported that there has also been a year on year increase in ecommerce sales. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].
- 5.11 Trustees were updated on future priorities for retail. The Director of Commercial also updated on ongoing conversations with existing and prospective partners regarding new retail ranges. Updates would continue to be provided at the Trading Company Board.
- 5.12 The Director of Commercial provided an update on hospitality performance, reporting that the Gallery's restaurant had received positive press coverage and visitor feedback, including positive reviews of the Portrait Restaurant in the *Mail on Sunday* and *The Times*. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].
- 5.13 An update was provided on hospitality KPIs and a discussion held regarding closure of some hospitality spaces for urgent remedial works. Relationships with both hospitality operators had been very positive and collaborative.
- 5.14 Future priorities for hospitality were discussed and it was confirmed that the Gallery would continue to benchmark its performance for retail and catering against other museums and galleries in the sector.

Financial Position

[INFORMATION REDACTED in accordance with section 40(2) of the Freedom of Information Act 2000 – Personal Data]

- 5.15 The CFO provided an update on the Gallery's current financial position. [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].

- 5.16 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].
- 5.17 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests]. The CFO outlined that various objectives for the ten year plan had been focused on increasing self-generated income, though many of those projects would require investment and would take time to produce returns.
- 5.18 [INFORMATION REDACTED in accordance with section 43 of the Freedom of Information Act 2000 – Commercial Interests].

[INFORMATION REDACTED in accordance with section 40(2) of the Freedom of Information Act 2000 – Personal Data] *left the meeting.*

Collections Management Update

- 5.19 The Trustees were presented with an update on the Gallery's position regarding collection security, following an in-depth review at the Audit and Risk Committee and Curatorial Committee. The update was noted by the Trustees.

6. APPROVALS AND MATTERS FOR NOTING

- 6.1 Offers for consideration – the Trustees considered and APPROVED in accordance with the Gallery's Acquisitions Strategy the following works presented for the Primary Collection:
- Sydney Savory Buckman by Percy W. Buckman (1907) – Approved
 - Khadija Saye ('Peitaw') by Khadija Saye (2017) – Approved
- 6.2 The Board APPROVED the minutes of the previous meeting (5 July 2023) as an accurate record of the meeting.
- 6.3 On the recommendation of the Chair's Group, Trustees AGREED to reappoint Pim Baxter and Laura Burlington, Countess of Burlington, as Trustees of the Portrait Fund.
- 6.4 On the recommendation of the Audit and Risk Committee, Trustees AGREED the amendments of the Modern Slavery Statement and Policy. On the recommendation of the Curatorial Committee, Trustees AGREED the amendments to the following policies: Collections Care and Conservation, Collections Information and Access, Collections Due Diligence, and Loans Out.
- 6.5 Trustees were asked to approve two separate corporate sponsorship contracts with [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication] and Herbert Smith Freehills. Both proposals had been reviewed by the Ethics Committee. [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication]. Trustees AGREED the contracts and for signature to be delegated to the Director.
- 6.6 Trustees were asked to approve in principle the latest version of the Framework Agreement as shared by DCMS. It was noted that further changes may be made by HM Treasury and that these would be communicated to the Board. Subject to these changes, on the recommendation of the Audit and Risk Committee, Trustees APPROVED the Framework Agreement and AGREED for the final document to be signed by the Chair of the Board of Trustees and the Director.
- 6.7 [INFORMATION REDACTED in accordance with section 22 of the Freedom of Information Act 2000 – Future publication].
- 6.8 Other matters contained within the report were noted and a verbal update was provided on a complaint, escalated to the Board of Trustees, which had been investigated and resolved.

7. REFLECTIONS ON THE DAY

7.1 *Item not used.*

8. ANY OTHER BUSINESS

8.1 Executive Director of Programmes and Partnerships – on behalf of the Board, the Chair thanked Sarah Tinsley for her extraordinary service to the Gallery and wished her the best for the future.

Meeting closed 16.30.