

**Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 17 November 2010 at Tate Modern, Meeting Room, 9 am**

Present:	Lord Browne Helen Alexander Tom Bloxham Jeremy Deller David Ekserdjian Mala Gaonkar Maja Hoffmann Patricia Lankester Elisabeth Murdoch Franck Petitgas Monisha Shah Bob & Roberta Smith Gareth Thomas Wolfgang Tillmans	Chairman
Staff present:	Sir Nicholas Serota Alex Beard Masina Frost	Director Deputy Director Head of the Director's Office and Secretary to the Board of Trustees
Additional staff:		
Report 8 and 8.1	Sue Cambridge	Director of Finance
Report 8 until end	Caroline Collier	Director, Tate National
Report 8 until end	Dr Penelope Curtis	Director, Tate Britain

Christopher Jonas joined the meeting.

**1 Apologies**

There were no apologies.

**2 Confirmation of Minutes**

**Minutes of the Meeting held on Wednesday 15 September 2010**

- a. The Trustees

CONFIRMED the minutes as a true record and the minutes were signed by the Chairman after the meeting.

**3 Matters Arising**

- a. There were no matters arising.

## **4 Conflict of Interest Declarations**

- a. There were no conflict of interest declarations.

## **5 Director's Report**

Bob and Roberta Smith joined the meeting.

### **5.1 Collection Care Review Update**

- a. Trustees were updated on the progression of the Collection Care review since it was last discussed in July 2010. It was noted that changes have been made to match gallery needs and resources and that this would continue in response to the evolving programme.

### **5.2 Plus Tate Update**

- a. Trustees were updated on the launch of the Plus Tate scheme on 21 October, at which Secretary of State Jeremy Hunt was present. It was noted that there was a positive response to the initiative, which consolidates and gives visibility to Tate's national activities. It was emphasised that the Plus Tate network is helping to consolidate the position of many galleries which have opened across the UK in the past ten years, and is a useful network for sharing and support. The degree of local authority and regional development agency funding for regional galleries, and the associated risks to these income streams for Plus Tate partners, was highlighted.

### **5.3 Ai Weiwei and *Sunflower Seeds* Update**

- a. Trustees were updated on testing being undertaken to determine whether there might be opportunities to allow the public to interact with the work, while also managing Tate's responsibilities.

Elisabeth Murdoch and Franck Petitgas joined the meeting.

### **5.4 Trustee Appointment Update**

- a. It was reported that the short lists for the two Trustee vacancies are strong and that the selection panel would meet on Friday 19 November to interview candidates, the results of which would be reported to Trustees. The Chair also thanked those Trustees who had agreed to serve on the selection panel.

### **5.5 Family Conference – Wednesday 1 December 2010**

- a. It was reported that, in order to make best use of non-executives' time, the day would now finish at 14.30. It was highlighted that a strong line-up of guests were scheduled to speak including Dame Liz Forgan, the Chair of Arts Council England, and Victoria Pomery and John Kampfner, the Director and Chair respectively of Turner Contemporary in Margate. It was also reported that Penelope Curtis and Chris Dercon would have an

opportunity to outline their plans for Tate Britain and Tate Modern, and that more than 80 attendees and non-executives had confirmed their attendance to date.

Wolfgang Tillmans joined the meeting.

## **5.6 Staff Update**

- a. It was reported that Sue Cambridge had been appointed Executive Director of Finance and Administration at the Associated Board of the Royal Schools of Music, and would take up her new position in the first few months of 2011. It was also reported that the selection panel for the currently vacant Chief Operating Officer role, chaired by Mala Gaonkar, would interview candidates on 23 November.

The Trustees discussed item seven on the agenda.

## **5.7 Tate Programme Schedule 2010**

- a. The Trustees noted the Programme Schedule.

## **5.8 Sponsorships and Donations**

- a. The Trustees noted the Sponsorships and Donations report.

## **5.9 Key Papers for Forthcoming Meetings**

- a. The Trustees noted the key papers for forthcoming meetings.

## **6 Key Points from Minutes of Councils and Committees**

- a. The Trustees noted the new Chair of the American Patrons of Tate and the key points from the minutes of the Councils and Committees.

## **7 Transforming Tate Modern**

- a. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*

---

<sup>1</sup> *Section 43 (2) of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would, or would likely to, prejudice the commercial interests of any person (including the public authority holding it).*

- b. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- c. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*

Christopher Jonas left the meeting. The Trustees considered items 5.7, 5.8, 5.9 and 6 on the agenda prior to considering item 8. Sue Cambridge, Caroline Collier and Dr Penelope Curtis joined the meeting.

## **8 Finance Report**

- a. The mid-year finance report was presented by the Director of Finance. It was noted that Tate is in a comparably strong position for this time of year. It was reported that attendance at the Gauguin exhibition remains strong as do associated retail sales. It was also reported that levels of attendance for Muybridge and Whiteread had been less strong. The performance of Tate St Ives was highlighted. It was noted that the St Ives Council had discussed ways to gain a better sense of the economic drivers and situation in Cornwall. It was also noted that the team in St Ives had agreed to gather comparable attendance figures for other attractions in the southwest area.

### **8.1 Comprehensive Spending Review and Financial Planning 2011/12 to 2014/15**

- a. It was reported that the headline reduction of 15% in DCMS funds is lower than the actual amount that Tate will need to save because of the 3% cut sustained in the current year, the low inflation assumption used by government, and the impact of the carbon scheme.
- b. Trustees noted the principles guiding the scenario planning work. It was reported that a detailed budget would be put together for 2011/12 and it was hoped that this would be ready for discussion in January 2011. The draft list of initiatives being tested to achieve the required savings for 2012/13 to 2014/15 was noted. It was agreed that Trustees would receive a further progress update on these at the January board meeting.

---

<sup>2</sup> *Section 22 of the Freedom of Information Act provides that:*

- (1) *Information is exempt information if –*
  - (a) *the information is held by the public authority with a view to its publication, by the authority or any other person, at some future date (whether determined or not),*
  - (b) *the information was already held with a view to such publication at the time when the request for information was made, and*
  - (c) *it is reasonable in all the circumstances that the information should be withheld from disclosure until the date referred to in paragraph (a).*
- (2) *The duty to confirm or deny does not arise if, or to the extent that, compliance with section 1(1)(a) would involve the disclosure of any information (whether or not already recorded) which falls within subsection (1).*

<sup>3</sup> *Section 43 (2) of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would, or would likely to, prejudice the commercial interests of any person (including the public authority holding it).*

- c. The Chair of the Finance and Operations committee reported that, while more work needs to be done, the committee is pleased overall with the progress that has been made. It was also reported that the Committee had advised the executive to focus on costs, to provide more clarity around reductions in fixed vs. variable costs, and to clarify responsibility for the different streams of the implementation programme. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>4</sup>*
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>4</sup>* It was highlighted that changes resulting from the reduction in funding would be evident, including the need to work with the Collection differently, and that the work currently being undertaken represents a rebalancing of priorities. It was noted that Tate will continue to benchmark performance regularly against others in the sector.
- e. It was summarised that there is likely to be an operable plan by January 2011 for the first year of the spending review which takes accounts of the changes in funding; that plans for years two to four continue to be developed; and that a series of cost reduction and income generation initiatives also continue to be developed as part of the normal course of business.

## 9 Tate Britain Strategy

- a. The Director of Tate Britain introduced the report. It was highlighted that the team of curators would build expertise, working together differently as a team. It was also highlighted that there would be more focus on the full breadth of the Collection and research, as well as a renewed visual emphasis in the galleries. It was noted that going forward there would be one curatorial team, divided into different areas according to period, which would bring together different areas of expertise to work collaboratively on specific projects.
- b. A range of spatial and chronological frameworks for understanding the art of Britain, and how these would be brought to bear in the new building, were highlighted. It was noted that, during the building works, the outer sections of the west galleries would focus on 20<sup>th</sup> century art in Britain, and the inner galleries would be hung thematically, including a large historic art display in Gallery Nine. It was noted that other thematic displays would include artists such as Naum Gabo, William Blake, and Barry Flanagan, and would highlight recent research as well as different types of the Collection and media. It was also noted that in the future, following the building works, the outer galleries would be hung largely chronologically from 1500 to the present day, with the inner galleries having 'in focus' displays covering different areas and views of art. It was also noted that the area below the rotunda would highlight and reveal different aspects of the archive.

---

<sup>4</sup> *Section 43 (2) of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would, or would likely to, prejudice the commercial interests of any person (including the public authority holding it).*

- c. It was emphasised that while ‘British’ is the context in which art is viewed at Tate Britain, the emphasis must remain on the art. It was also noted that Tate seeks to take an active part in the debate on how Britain, and British art, is changing and evolving. Trustees were also updated on work being undertaken with Marc Sands and the Tate Media and Audiences team to consolidate Tate Britain’s identity, encompassing both the historical and contemporary art of Britain. It was reported that curators are being encouraged to be freer and bolder, to use the gallery spaces in more creative ways and to combine both the familiar and the unexpected. The Trustees welcomed the vision for Tate Britain and the opportunity to understand more about how it will be put into practice over the coming months of planning.

## 10 Transforming Tate Britain

- a. It was reported that the Millbank Project will help to give flesh to the vision outlined by Dr Penelope Curtis. It was noted that building works will begin on site in February 2011, and that the second phase of work would begin in early 2012, with the intention to finish both phases in 2013. It was noted that funds should be raised by the end of 2011, and it was reported that discussions with donors continue to progress positively. It was also noted that sufficient funds are in place to begin the first phase of work.

## 11 The Value of Public Investment – Sharing Tate’s Collection

- a. It was reported that analysis has been undertaken to understand better the financial cost of Tate lending Collection works to other galleries. The context for loans was reported, including the complex range of reasons for lending both nationally and internationally. It was reported that Tate borrows more than it loans and that most costs associated with loans are related to conservation. The ambition to also use loans from the Collection to grow the reputation and awareness of art post 1960 was highlighted. A number of national loans were emphasised, including Artist Rooms and works by David Hockney, which were loaned to Nottingham Contemporary for its inaugural exhibition, and the positive impact this engendered in terms of encouraging ambition and further loans.
- b. International loans were also discussed. It was reported that withdrawals of loan requests had increased since the financial crisis as some exhibitions had been cancelled by foreign borrowing institutions. The complexity of loaning to venues which are new and / or which may lack protocols and procedures were highlighted, as was the work that Tate is doing internationally to work with and assist partners in these areas. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>5</sup> The need to plan ahead better in order to reduce costs and to avoid the need for works to be taken off display was highlighted.

---

<sup>5</sup> *Section 43 (2) of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would, or would likely to, prejudice the commercial interests of any person (including the public authority holding it).*

- c. The Trustees agreed to add to the list of priorities for loans, as outlined in the report.

## **12 Acquisitions Financial Statement**

- a. The Trustees

NOTED the Acquisitions Financial Statement.

## **13 Acquisitions for Noting**

- a. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>6</sup>*

- b. The Trustees

NOTED the acquisitions.

*Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>6</sup>*

## **14 Risk Register**

- a. Trustees' attention was drawn to the principal list of changes which were outlined in the risk register report. It was noted that the summary corporate register is the apex of the organisation-wide risk assessment process conducted with all departments across Tate. Trustees discussed that Tate should continue to be willing to push boundaries in relation to the presentation of innovative programme, while also managing its responsibilities to the public and employees.

- b. The Trustees

APPROVED the high level risk register and

NOTED the issues arising.

---

<sup>6</sup> *Section 22 of the Freedom of Information Act provides that:*

- (1) *Information is exempt information if –*
  - (a) *the information is held by the public authority with a view to its publication, by the authority or any other person, at some future date (whether determined or not),*
  - (b) *the information was already held with a view to such publication at the time when the request for information was made, and*
  - (c) *it is reasonable in all the circumstances that the information should be withheld from disclosure until the date referred to in paragraph (a).*
- (2) *The duty to confirm or deny does not arise if, or to the extent that, compliance with section 1(1)(a) would involve the disclosure of any information (whether or not already recorded) which falls within subsection (1).*

## **15 Appointments to Councils and Committees**

- a. It was noted that the appointments had been proposed on the recommendation of the Nominations Committee, which had met on 25 October 2010. The Trustees expressed their appreciation for the important work that had been done in this area to ensure that Tate continues to receive high-quality and valued advice.

- b. The Trustees

APPROVED the appointments to the Councils and Committees as outlined in the report.

### **15.1 Proposed Changes to the Nominations Committee**

- a. The Trustees

APPROVED the changes to the Nominations Committee as outlined in the report.

## **16 Minutes from Councils and Committees**

- a. The Trustees

NOTED the minutes from the Councils and Committees.

## **17 Any Other Business**

- a. There was no other business.

## **18 Date of Next Meeting**

- a. The Trustees noted the date of the next Board meeting as Wednesday 19 January 2011 at Tate Britain, 9 am, Board Room.