



MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 16 MARCH 2005 AT 10.30AM IN THE BOARD ROOM AT TATE BRITAIN

Trustees present: Paul Myners (Chair)
Professor Dawn Ades
Helen Alexander
Melanie Clore
Sir Howard Davies
Jennifer Latto
Chris Ofili
Julian Opie
John Studzinski

Staff present: Sir Nicholas Serota (Director)
Alex Beard (Deputy Director)
Jan Debbaut (Director, Tate Collection)
Dr Stephen Deuchar (Director, Tate Britain)
Will Gompertz (Director of Communications)
Anna Jobson (Head of Policy and Planning and Secretary to the Board of Trustees, minutes)
Andrea Nixon (Director of Development)
Vicente Todoli (Director, Tate Modern)
Sian Williams (Director, Finance and Resources)

1 APOLOGIES

Apologies were sent by Victoria Barnsley and Jon Snow

2 MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES HELD ON 17 NOVEMBER 2004

The minutes were approved as a true record of the meeting and signed by Paul Myners.

3 CONFLICT OF INTEREST DECLARATIONS

Jennifer Latto reported that she had been appointed as Chair of the Heritage Lottery Fund's Committee for the North West, with effect from April 2005.

4 MATTERS ARISING

It was Dawn Ades' last meeting as a Trustee and Nicholas Serota thanked her for the extraordinary contribution she had made to Tate – and in turn to the nation – since her appointment to the Board in March 1995. She had been one of the first art historians on Tate's Board and had offered immeasurable advice and support over the years, both in her field of interest and generally. In particular, she had played an important role in relation to the development of Tate's collection of Latin American Art, and had represented Tate on the

National Gallery's Board. On behalf of the Board, Paul Myners reiterated Nicholas Serota's thanks.

It was noted that Victoria Barnsley was to assume Dawn Ades' responsibilities as Liaison Trustee to the National Gallery.

John Studzinski was congratulated for having won the Beacon Prize for most Generous Business Leader.

5 DIRECTOR'S REPORT

5.1 Staff

John Nickson's appointment as Director of Tate Foundation was welcomed; he would take up the position at Tate on 16 May 2005.

Dr Leslie Carlyle's appointment as Head of Conservation following the retirement of Roy Perry in May was also noted. It was noted that Leslie was currently a Senior Conservator at the Canadian Conservation Institute but had, for the past three years, been working on the Dutch conservation science research programme based in Amsterdam. A contributor to Tate's book on Pre-Raphaelite techniques, she was known to many of her future colleagues at Tate.

The appointment was welcomed, and the idea was mooted of the Board of Trustees visiting the conservation department's studios better to understand the ways in which the team worked. It was agreed that this should take place before Roy Perry's retirement but that Dr Carlyle would be invited to a Board meeting following her arrival in autumn 2005, to set out a position paper on the future work of the department.

It was noted that a review had been undertaken in relation to the provision of visitor services and site management to Tate Modern, Tate Britain and Tate Store. This had resulted in a decision to bring these functions together under a single Director of Operations, a role which would also assume Peter Wilson's responsibilities for expert estates and facilities management support and maintenance of the building fabric. An internal competition was to be conducted for the role, with Helen Alexander representing the Board of Trustees on the panel.

Peter Wilson's remaining responsibilities were to be divided between dedicated Project Directors for each major building project and a new consultant or part-time member of staff devoted to design championship. A Project Director for Tate St Ives Phase II had recently been appointed and a search was underway for a Project Director for Completing Tate Modern.

Trustees were advised that, following a ballot of its members, PCS had indicated that the proposed day of strike action would go ahead on 23 March 2004, but that the other two Civil Service Unions, Prospect and FDA, were not taking similar action. It was reiterated that Tate was not directly engaged in any dispute with PCS, but rather that the cause of the strike was the proposed changes to the Civil Service Pension scheme by central government. As with the strike in November, it was the expectation that this day of action would affect Tate, and plans were in place to minimise the impact to the public.

5.2 Trustee Appointments

Trustees welcomed the appointment of Fiona Rae, whose appointment had been announced by the Prime Minister that morning. Her first meeting as a Trustee would be in May.

Progress was continuing on the identification of an art historian or educationalist to replace Dawn Ades. It remained the objective to have secured an appointment by the time of the May meeting.

5.3 Register of Interests 2004/5

The revised pro forma circulated with the papers was agreed and Anna Jobson would be writing shortly after 1 April 2005 to ask Trustees for their submissions. Trustees were reminded that although the register was retrospective, applying to the period 1 April 2004 to 31 March 2005, it remained their responsibility to inform the Director or the Secretary to the Board of Trustees as conflicts arose on an ongoing basis; it was agreed that these should include potential conflicts as well as actual conflicts.

Finally, as was the case currently, there would remain a sentence on Tate's website referring to the existence of the register and it would be made available on request.

5.4 Update on Freedom of Information

A report on the number of requests received to date was included in the papers and Trustees noted that among them had been several requests for access to the minutes of Trustee Board meetings. It was reiterated that the Audit Committee would undertake a review of the effectiveness of Tate's procedures for dealing with requests under the Freedom of Information Act later in the year.

5.5 Henry Moore/Mid Twentieth Century British Art Proposal

Trustees noted that an idea for a mid twentieth-century British Art Study programme was being developed.

5.6 Understanding the Future: Museums in the Twenty-first Century

It was agreed that Anna Jobson and Nicholas Serota would collate the Tate team's response to Estelle Morris's consultation paper *Understanding the Future* and that this would be presented to the Board in May for a further discussion.

5.7 Trustees' Dinner

Trustees noted the revised dinner date and agreed to discuss the agenda over lunch.

6 MAIN BUSINESS ITEMS

6.1 Turner Insurance Proceeds

The Board noted the position described in the papers. The Charity Commission have now advised Tate's Trustees that the insurance monies are available to support the general purposes of Tate.

This news was welcomed by Trustees and the Board confirmed that:

- It remained the intention not to dispose any part of the Turner Bequest
- Correspondence with the Charity Commission should be entered into to finalise matters

On the use of the funds, an indicative proposal was put which was that the £24 million should be allocated to various causes:

- a sum of around £1m should be designated for completing and publishing a definitive catalogue of Turner's works
- a sum of £10m should be designated as an endowment, the investment return from which should be used to purchase works of art
- the balance of around £6m should be designated to future projects designed to improve the care and display of the Collection
- the £7m purchase of the freehold of Southwark Store should be ratified

Trustees noted that the designation of funds could not be finalised until all the formal notifications had been received from the Charity Commission but were asked, in principle, to comment on this proposal. There was broad agreement that this approach seemed sound, with one comment that more could perhaps be set aside for general cataloguing, above and beyond the work of Turner. This comment was endorsed by other Trustees and it was agreed that Nicholas Serota would consider whether to earmark a portion of the £6m for future projects to this or whether a portion of the endowment investment return could be used for this purpose.

Finally, it was noted that, following the March Trustee board meeting and the resolution of formal matters with the Charity Commission, Tate would hold a press briefing to announce publicly the outcome of this long investigation.

6.2 Completing Tate Modern

Trustees agreed the allocation of further funding towards the submission of planning permission for the Completing Tate Modern project and noted the circumstances in which this need had arisen.

7 ACQUISITIONS

The contents of the acquisitions booklet were noted and relevant acquisitions approved.

8 FOR DECISION

8.1 Tate Plan and budget 2005-8 and risk schedule 2005-6

The plan, budget and risk schedule were approved.

8.2 The Cass Foundation Sculpture Proposal

Trustees noted that discussions had taken place with Wilfred Cass about the future of the Cass Foundation at Cat Hill on the Goodwood Estate. These were to be continued.

8.3 Corporate Governance

Comment was made on several of the items put to Trustees under this heading:

- Trustees' Store Visits and Collection Committee communication: it was agreed that store visits before meetings should cease from this meeting but that the alternative arrangements set out in the papers should be reviewed after operating for a period
- Tate Business Schedule: it was agreed that a specific forward business schedule was to be discussed at each meeting along with the date of the next meeting and that the overall business schedule, circulated among Trustees papers, should be developed further to include comments made at this meeting and discussed at the July meeting
- Further Council and Committee Membership nominations: Trustees approved the appointment of Ida Gianelli and William Vaughan to the Collection Committee, of Gay Huey Evans to the Audit Committee and of Briony Fer to the Tate Modern Council. On this latter group, a view was expressed that it still lacked international art world experience and Vicente Todoli should consider how to address this. Suggested candidates for the HR specialist on the Finance and Operations Committee were to be forwarded from Trustees to Sian Williams. The terms of reference for the Completing Tate Modern Development Group were agreed and suggested candidates were to be forwarded from Trustees to Alex Beard. It was agreed that a note on the role of the corporate advisory group and the vacancies on it would be circulated to Trustees.

9 FOR DISCUSSION

9.1 Ethics in our Fundraising: Revision to Policy

The policy, last discussed by the Board of Trustees in May 2004, had recently been revised to clarify:

- the judgement of what is or is not acceptable in individual fundraising
- how that judgement is reached

It was suggested that the policy should be reviewed annually by the Board and should also be put to the site Councils, Tate Foundation and fundraising groups so that all key Tate volunteers are aware of current policy. The revised policy was included in the papers for Trustees' comment.

These revisions and suggestions were endorsed by the Board. There was one additional comment, which was that the statement that Tate does not accept funding for educational projects directed at the under 18s from alcohol companies seemed unnecessary when such companies are legally prohibited from undertaking any marketing targeted at the under 18s. It was agreed that this clause should be omitted and that the revised policy would be presented to the Board of Trustees in May for its annual review.

9.2 Tate St Ives and the Palais de Danse

Trustees noted that Tate had been involved in discussions with the Trustees of the Barbara Hepworth Estate about the future of the Palais de Danse in St Ives. These were to be continued.

10/11 GALLERY REPORTS / OTHER MINUTES

The Trustees noted the contents of the Reporting Pack.

12 ANY OTHER BUSINESS

There was none.

13 DATE OF NEXT MEETING

18 May 2005; this meeting would begin at 9.30am.