



MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 18 MAY 2005 AT 9.30 AM IN THE BOARD ROOM AT TATE BRITAIN

Trustees present	Paul Myners Helen Alexander Victoria Barnsley Melanie Clore Sir Howard Davies Patricia Lankester Chris Ofili Fiona Rae Jon Snow	(Chair)
Staff present	Sir Nicholas Serota Alex Beard Jan Debbaut Dr Stephen Deuchar Richard Fairbrother Will Gompertz Anna Jobson (minutes) Andrea Nixon Vicente Todoli Sian Williams	(Director) (Deputy Director) (Director, Tate Collection) (Director, Tate Britain) (observer) (Director, Communications) (Head of Policy and Planning and Secretary to the Board of Trustees)

1 APOLOGIES FOR ABSENCE

Apologies were received from Jennifer Latto, Julian Opie and John Studzinski.

2 MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 16 MARCH 2005

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

3 CONFLICT OF INTEREST DECLARATIONS

There were no declarations.

4 MATTERS ARISING

There were none.

5 DIRECTOR'S REPORT

5.1 Staff

Following discussion at the March Board, it was reported that an internal competition had been held for the post of Director of Operations; Helen Alexander had represented the Board of Trustees on the panel. It had resulted in the appointment of Brian Gray, previously Tate Modern's Head of Visitor Services and Operations.

Interviews had also been held for the post of Head of National Initiatives, and Tate had been fortunate to secure Caroline Collier, who had recently decided to step down as Director of the Arnolfini after six years in the post. In addition, following previous discussions, it was reported that John Nickson had that week taken up his position at Tate as Director, Tate Foundation.

Maternity arrangements for the posts of Head of Legal and Head of Policy and Planning were noted.

5.2 Trustee Appointment

Paul Myners welcomed Patricia Lankester and Fiona Rae to the Board of Trustees.

It was noted that Chris Ofili's term as a Trustee would come to an end on 21 November 2005 and that an open competition for a new artist Trustee would therefore be held. Trustees approved the draft job description, noting in particular that it was the aim to secure an artist Trustee willing to be an advocate for Tate Liverpool.

5.3 Response to announcement on Turner Insurance Proceeds

Trustees were brought up to date on the responses to the announcement of the Turner Insurance Proceeds.

5.4 Gifts and Legacies

A note on Tate's effort to establish an effective legacy campaign had been put to the Trustees for information. Trustees noted that the staff considered that legacies would be an important component of the Building the Tate Collection campaign.

Two comments were made. The first was that legacies could be a very rewarding way of supporting an organisation and Tate should ensure that appropriate resources were devoted to making the campaign a success. The second was that organisations that had been very successful in securing legacies – such as the National Trust – had made very considerable effort to work with regional solicitors to ensure that their campaign had resonance locally. It was acknowledged that this would be more difficult for Tate, but the idea of working with key solicitors as a means of raising the profile of the Tate campaign was thought to be sound.

Fiona Rae joined the meeting.

6 MAIN BUSINESS ITEM

6.1 Completing Tate Modern Operational and Architectural principles

6.1.1 Planning Application Budget

Following discussion at the March meeting and subsequent discussion at the recent meeting of the Finance and Operations Committee, it had become apparent that further expenditure would be

required in order to submit a planning application for this project. This had arisen in consequence of the need to submit a detailed as opposed to outline planning application.

The new budget was approved and Trustees further noted that additional funds might be incurred in defending the submission.

6.1.2 Operational and Architectural principles

By way of introduction, Trustees noted that work had been progressing on three fronts:

- an internal working group had been formed to develop the case for the project, a set of principles regarding the operation a Completed Tate Modern and an outline client brief to inform design development; this had been supported by a small number of external advisors. The group had established a number of key principles, the most important of which were that the new project should form one integrated whole with the existing Tate Modern, and that it should be viewed as an opportunity to establish a greater sense of adjacency and integration of displays, learning, social facilities and offices;
- the architectural team had meanwhile been developing a set of architectural principles within which to progress the design;
- external consultation had been ongoing with the key statutory authorities and advisory bodies.

The principal challenge now was to conclude the design process so that wider consultation could take place over the summer. There was one major issue for resolution, which was the delivery of a scheme that gave Tate the space it needed within a budget that it deemed affordable.

Leonie Oliva from Drivers Jonas and Harry Gugger and Michael Casey from Herzog & de Meuron were introduced to members of the Board; they made a presentation on the context to the planning submission and on progress on the design.

Leonie Oliva reminded Trustees of the key contextual issues surrounding the development. These were the removal of EDFE from the main part of the switch house and surrounding landowner activity. She reported that a set of masterplanning principles had emerged from this situation – and from the policy context of the London Borough of Southwark’s Unitary Development Plan for the area – which had provided an initial brief for architects Herzog & de Meuron when they were appointed earlier in the year.

Harry Gugger took Trustees through the architectural principles that had emerged during the design process and brought them up to date with the design itself.

Howard Davies and Jon Snow joined the meeting.

Trustees warmly welcomed progress on the design, noting that the internal disposition of facilities were likely to change considerably before the scheme was finalised. It was agreed that Anna Jobson would send a note to Trustees on the forward design programme indicating when and how their further comments would be solicited.

7 REPORT FROM THE COLLECTION COMMITTEE

It was noted that the first meeting of the Collection Committee had taken place the previous month and the new format of reporting from the Collection Committee was approved.

7.1 Annual Financial Statement

The contents of the statement were noted.

7.2/3 Acquisitions for Decision/Noting

The recommendations of the Collection Committee were noted and the relevant acquisitions approved.

8 FOR DECISION

8.1 CORPORATE GOVERNANCE

8.1.1 Appointments to sub-committees

Trustees approved the appointment of:

- Louise Wilson to the Tate Modern Council, for a period of three years;
- Peter Fell to the Tate Liverpool Council, for a period of three years (and to the reappointment of Jim Davies and Alistair Sunderland, both for a period of three years);
- Fiona Rae to the Tate Britain Council, for a period of three years.

8.1.2 Trustee Register of Interests

Trustees noted the Register of Interests, which covered the period 31 March 2004 to 1 April 2005. There was one submission outstanding, which would be put to the July Board.

8.1.3 Review of Trustee Board papers

The proposed changes to Trustee Board papers were approved and it was agreed that the team should proceed with the creation of an extranet for Board members.

8.2 Ethics in our fundraising: annual review of Fundraising Policy

The policy had been revised to reflect discussions at the previous meeting and was agreed.

8.3 Health and Safety Policy

The policy, which was reviewed by the Board annually, was approved and signed by Paul Myners. A number of comments were made on the wording within the policy. It was further noted that there was a significant reduction in the instances of reported accidents.

8.4 Changes to Bank Mandates

The proposed changes were approved.

8.5 Workplace Coordinator Scheme – Lease of Premises

The proposed lease of premises at 185 Park Street for three years to accommodate the Workplace Co-ordinator Scheme was approved and Trustees noted that Tate would be the tenant under the lease and, as such, liable for rent, service charge, insurance and any breach of covenant.

9 FOR DISCUSSION

9.1 Tate Modern Displays Sponsorship

A note had been put to Trustees for comment on a proposed sponsorship of the Tate Modern Displays. The proposal reflected the culmination of some nine months of negotiation, the context to which was Tate's long-held ambition to develop a small number of major sponsorship partners with whom the museum could work on a large scale and on a long-term basis both as a means of developing new ambitions and of achieving security for financial planning.

A number of comments were made by Trustees on the proposal and it was agreed that conversations should continue, taking these into account.

9.2 Tate Enterprises Ltd Board Membership and Operation

A note had been put to Trustees in advance of the Tate Enterprises Board meeting on 28 June 2005 proposing a number of changes to the membership and operation of the Tate Enterprises Ltd Board. The proposed changes were approved by Trustees and it was agreed that suggestions of potential candidates should be forwarded to Alex Beard. A further report would be made to Trustees following the discussion at the Tate Enterprises Board meeting on 28 June.

10/11 GALLERY REPORTS AND OTHER MINUTES

The contents of the Reporting Pack were noted. There was one major issue which had arisen at the meeting of the Tate St Ives Advisory Council the previous week. It had become clear that Tate would only be able to go ahead with Tate St Ives phase 2 on the scale envisaged in the event of sufficient public sector funding being made available. This was an issue being pursued by the Tate team, with Cornwall County Council.

Trustees were urged to visit *Summer of Love: Art of the Psychedelic Era* if the opportunity arose that summer. The exhibition opened in Tate Liverpool on 27 May and would run until 25 September.

Trustees congratulated Stephen Deuchar and Tate Britain on the success of *Turner Whistler Monet*, which had closed the previous week having achieved 383,000 visitors against a target of 200,000. Overall visitor numbers to Tate Britain for the year 2004/5 had exceeded 1.3 million.

12 ANY OTHER BUSINESS

There was none

13 DATE OF NEXT MEETING

The next meeting would take place on Thursday 14 July 2005 at 9.30 am (moved from the original date of Wednesday 20 July 2005).

14 FORTHCOMING AGENDA ITEMS

Trustees noted the list of forthcoming business and were advised that it would be included in all future papers; all members of the Board were invited to add to the list.