

Minutes of the meeting of the Board of Trustees of the Tate Gallery held on Wednesday 17 May 2006 at 9.30 am in the Meeting Room at Tate Modern

Trustees present:	Paul Myners	Chair
	Helen Alexander	
	Victoria Barnsley	
	Sir Howard Davies	
	Patricia Lankester	
	Professor Jennifer Latta	
	Julian Opie	
	Fiona Rae	
	Jon Snow	
	John Studzinski	
Staff present:	Sir Nicholas Serota	Director
	Alex Beard	Deputy Director
	Anna Jobson	Head of Policy and Planning and Secretary to the Board of Trustees
For Item 6 only:	Vivienne Bennett	Director, TM2
	Chris Watson	TM2 Project Manager
	Will Gompertz	Director, Communications
	John Nickson	Director, Tate Foundation
	Stuart Smith	Arups
	Jacques Herzog	Herzog & de Meuron
	Harry Gugger	Herzog & de Meuron
	Ben Duckworth	Herzog & de Meuron
	Leonie Oliva	Drivers Jonas
	Erica Bolton	Bolton & Quinn
Item 6 - 12	Dr Stephen Deuchar	Director, Tate Britain
	Vicente Todoli	Director, Tate Modern
Item 8 & 9	Caroline Collier, Head of National Initiatives	

Victoria Barnsley and Paul Myners arrived late in consequence of a flight having been delayed; Howard Davies chaired the meeting until Paul Myners arrived.

1 Apologies

Apologies were sent by Melanie Clore and Anish Kapoor.

2 Confirmation of Minutes

The minutes of the last meeting on 15 March 2006 were approved as a true record and signed by the Chairman after the meeting.

3 Matters Arising

There were no matters arising.

4 Conflict of Interest Declarations

No conflicts of interest were declared. It was noted that the register would now be published in the form suggested in the papers (Item 17); but that it was Trustees' responsibility to keep their entry up to date and amendments could be sent to Sarah Exeter as necessary.

5 Director's Report

5.1 Staff

Trustees welcomed the appointment of Anna Cutler as Head of Interpretation and Education at Tate Modern and noted that Nicholas Serota had been appointed to the Board of the Olympic Delivery Authority.

5.2 Trustee Appointment

Trustees noted that this forthcoming vacancy was being advertised. Suggestions for candidates were very welcome and names should be sent to Sarah Exeter.

5.3 Comprehensive Spending Review 2007

Sian Williams had attended a seminar held by DCMS on 10 April 2006 and had summarised the messages emerging from the seminar for Trustees' information. Nicholas Serota and Alex Beard had met with David Lammy, MP, Minister for Arts, earlier in the week about Tate Modern², and Patricia Lankester had attended the National Museum Chairs forum. Messages consistent with the notes in the papers had emerged from both of these meetings.

5.4 Tate Britain Vision and Architectural Plan

Trustees noted that the process of vision setting was complete and the notes were being written up. This did not represent a radical rethink of the scope and principles governing Tate Britain but suggested improvements in various areas. The ambition was to try and relate it to a change programme, foremost related to the building and a short study had been commissioned to identify some options for improving the café, the Art Now facilities and the members' room. Recommendations arising from the study would be considered by an architectural practice appointed in autumn 2006, whose role would be to review and develop the Tate Britain master plan whilst implementing short-term improvements to the estate. The vision and architectural plan would be brought to the Board of Trustees in July.

5.5 The Museums, Galleries and Archives Council

Following previous discussions about Tate's accreditation to the MLA's Registration Scheme, it was reported that a meeting had taken place and that a way forward had been agreed, based on the ambition that Tate should be fully accredited by the end of 2006.

Paul Myners joined the meeting and thanked Howard Davies for acting as Chair in his absence.

5.6 Current FoI Cases

Trustees noted that Tate had been referred to the Information Commissioner on one of its recent FoI cases.

5.7 Employment Tribunal Case

It was noted that a claim had been brought against Tate under the Employment Equality (Religion or Belief) Regulations 2003.

5.8 Sponsorship and Donations

Three issues were brought to the attention of Trustees. Information has been exempted under *Section 43(2) of the Freedom of Information Act 2000*¹.

Victoria Barnsley joined the meeting.

Secondly, Tate had recently heard from the lawyers representing the estate of *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000* that a bequest *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000* was to come to Tate. Discussions were underway as to whether the donor had left any indication on how the funds might be allocated, and Tate had written with a number of options. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000.*

Information has been exempted under Section 43(2) of the Freedom of Information Act 2000. A further report would be made to the Board in July subject to the progress of these ongoing discussions.

Finally, Paul Myners indicated that John Nickson would be in touch with all Trustees individually to discuss the different levels of giving to Tate.

5.9 Finance Report

The Finance Report was noted.

Business Items for Discussion

6 Tate Modern 2

Vivienne Bennett (Director, TM2), Erica Bolton (Bolton & Quinn), Ben Duckworth (Herzog & de Meuron), Will Gompertz, (Director, Communications), Harry Gugger (Herzog & de Meuron), Jacques Herzog (Herzog & de Meuron), John Nickson (Director, Tate Foundation), Leonie Oliva (Drivers Jonas), Stuart Smith (Arups), Vicente Todoli (Director, Tate Modern), Chris Watson (TM2 Project Manager) joined the meeting.

Presentations were made on the vision, progress to the design, feedback from the programme of consultation, fundraising and the press and PR materials prepared for the scheme launch. It was noted that:

- the Office of Government Commerce (OGC) had concluded its report, designating amber status to the project. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000.*

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

- ***Information has been exempted under Section 43(2) of the Freedom of Information Act 2000.***
- there were a number of areas of cost pressure which needed to be resolved, but the team undertook to resolve these to bring the scheme to within the ***Information has been exempted under Section 43(2) of the Freedom of Information Act 2000*** ceiling that Trustees had previously indicated was appropriate.

The majority of comment from Trustees centred on the design ***Information has been exempted under Section 43(2) of the Freedom of Information Act 2000.***

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Trustees:

- endorsed the current designs, subject to their comments being given due consideration, on the understanding that the design would be frozen for environmental assessment and a planning application would be submitted in September;
- approved the revised budget as set out in the papers.

Vivienne Bennett, Chris Watson, Stuart Smith, Jacques Herzog, Harry Gugger, Ben Duckworth, Leonie Oliva, John Nickson, Will Gompertz and Erica Bolton left the meeting.

7 Tate St Ives Phase 2

A series of consultations to inform an Options Appraisal were being undertaken and the findings would be presented to the Board in July. It was noted that a partner decision would be required in July 2006 as to whether there was enough support to proceed with the current proposal or whether an alternative proposal should be developed from the Options Appraisal.

On an unrelated issue, Alex Beard and Paul Myners would discuss a point raised about the St Ives Print series with Susan Daniel-McElroy later in the week.

8 Tate for All. The Tate Diversity Strategy

Caroline Collier, Head of National Initiatives, joined the meeting and took Trustees through the main points of the strategy. These included:

- a broad definition of diversity had been adopted;
- the programme was not seen as additional, but linked to existing activity and monitored through the annual planning round; all departments were seen as contributors;
- the strategy was to take a long term view but to do so boldly, informed by a recognition that Tate as a whole needed to improve. As a first step, consultants had been appointed to support the development of a consciousness-raising and training programme which would be implemented throughout the organisation.

Various comments were made on the strategy:

- Tate had particular challenges given the perceived relevance of its collection (compared with the V&A and the BM, for example) and the circumstances surrounding its foundation, but Tate should confront these rather than be apologetic about them;
- much could be done to respond to opportunities such as the bicentenary of the abolition of slavery;
- the broad definition of diversity was welcomed, and it was argued that it should be applied widely, including to acquisitions; Tate should also be clearer about the reasons for decisions taken;
- there was concern that there was insufficient clarity as to success factors and priorities and the idea of setting a specific focus each year was welcomed;
- it was noted that everyone had a role in the achievement of the strategy, including Trustees.

To that end, Paul Myners volunteered to meet representatives of the consultancy with a view to informing the development of the training programme and Caroline Collier would also contact Trustees asking for a second volunteer. It was agreed that Trustees would be supplied with regular progress reports and that they would be consulted on the selection of subsequent years' focus for action. It was also suggested that Tate should publish the strategy, perhaps online.

9 Tate National: The Principle of Sharing

Caroline Collier reminded Trustees that a paper had been circulated proposing the scope, principles and aims of developing a national strategy for Tate. There was broad agreement that the principles played fully to the themes emerging for the 2015 vision for Tate. The principal concern surrounded the cost implications of the strategy and it was agreed that the strategy should be developed along the lines indicated and brought to a future meeting, when the question of cost would be considered in detail.

10 Tate and National Gallery 1900 Divide

Trustees were brought up to date with progress on discussions with the National Gallery since the March meeting of the Board of Trustees. *Information has been exempted under Section 36 of the Freedom of Information Act 2000².*

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A further report would be made at the meeting in July.

Caroline Collier left the meeting.

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Section 36 of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would be likely to have any the following effects:

- 1. prejudice collective Cabinet responsibility;*
- 2. inhibit the free and frank provision of advice and exchange of views for the purposes of deliberation; or*
- 3. prejudice the effective conduct of public affairs.*

11 'The Strategic Direction and Management of Tate's Research Programme'

A report was circulated among the papers: this had been commissioned by the Director, Tate Collection, to determine an external view of the strengths and weaknesses of Tate's research performance, and an assessment of how best to develop and steer this programme in the future. The report was welcomed and the recommendation to appoint a Head of Research was endorsed warmly. One comment was made which was that Tate should look to achieve some of its objectives through partnership.

12 Collection Gift

Trustees noted that discussions had been taking place as to a possible collection gift to a national partnership involving Tate and authorised the Director and Chairman to continue discussions.

John Studzinski, Howard Davies, Stephen Deuchar and Vicente Todoli left the meeting.

13 Acquisitions Financial Statement

Trustees noted the contents of the statement.

14 Acquisitions for Noting

Trustees endorsed the decisions of the Collections Committee on 7 March 2006 and agreed to acquire the following works.

Jeremy Moon (Tate Notes, April 2006, Item 14)

Hoop-La 1965

Arabian Night [3/67]1967

Untitled [9/68] 1968

Untitled [8/71] 1971

Trustees accepted, with gratitude, gifts of the following works:

Fred Williams (Tate Acquisition Booklet, April 2006, Item 6.5)

Coal Delivery c.1955

Burnt Landscape II (Bushfire Series) 1970

Beachscape, Erith Island II 1975

Dry Creek Bed, Werribee Gorge I 1977

Riverbed D 1981

Jeremy Moon (Tate Acquisition Booklet, April 2006, Item 6.6)

Untitled ['72?] circa 1972

Robert Mangold (Tate Acquisition Booklet, April 2006, Item 6.7)

Red Wall 1965

Column Structure II 2006

Angus Fairhurst (Tate Acquisition Booklet, April 2006, Item 6.8)

Unprinted I 2005

Unprinted II 2006

Unprinted III 2006

Brian Jungen (Tate Acquisition Booklet, April 2006, Item 6.9)
The Evening Redness in the West #1 2006

Trustees accepted, with gratitude, loans of the following works:

Georges Braque (Tate Acquisition Booklet, April 2006, Item 9.1)
The Church at Carrières-Saint-Denis 1909
L'église de Carrières-Saint-Denis

Christopherson long loan:

Anthony Benjamin (Tate Acquisition Booklet, April 2006, Item 9.2.1)
Poem of the Ocean II 1960

Paul Feiler (Tate Acquisition Booklet, April 2006, Item 9.2.2)
Morvah 1958

Henry Moore (Tate Acquisition Booklet, April 2006, Item 9.2.3)
Upright Motive: Maquette No.3 1955-6

Brian Wall (Tate Acquisition Booklet, April 2006, Item 9.2.4)
Untitled c.1958

Trustees accepted, with gratitude, the following archive gifts:

Josef Paul Hodin (Tate Acquisition Booklet, April 2006, Item 6.10)

Thomas Hugh Picton (Tate Acquisition Booklet, April 2006, Item 6.11)

Naum Gabo (Tate Acquisition Booklet, April 2006, Item 6.12)

Geoffrey Blackwell (Tate Acquisition Booklet, April 2006, Item 6.13)

Trustees endorsed the following Director's Purchases.

William Ratcliffe (Tate Acquisition Booklet, April 2006, Item 7.1)
Hampstead Garden Suburb from Willifield Way circa 1914

Cerith Wyn Evans (Tate Acquisition Booklet, April 2006, Item 7.2)
In Girum Imus Nocte et Consumimur Igni 2006

Mark Dion (Tate Acquisition Booklet, April 2006, Item 7.3)
Two Banks 1998
Tate Thames Dig (Two Banks) 1998
Tate Thames Dig – Locker 2000

Jim Lambie (Tate Acquisition Booklet, April 2006, Item 7.4)
Zobop (1999-)
Psychedelic Soulstick #3 1999
Weird Glow 1999
Ska's Not Dead 2001

Andrea Fraser (Tate Acquisition Booklet, April 2006, Item 7.5)

Little Frank and His Carp 2001

Rebecca Warren (Tate Acquisition Booklet, April 2006, Item 7.6)

Come, Helga 2006

Versailles 2006

Ceal Floyer (Tate Acquisition Booklet, April 2006, Item 7.7)

Carousel 1996

Monochrome Till Receipt (White) 1999

Eva Rothschild (Tate Acquisition Booklet, April 2006, Item 7.8)

Knock Knock 2005

Ryan Gander (Tate Acquisition Booklet, April 2006, Item 7.9)

Robbed us with the sight of what we should have known 2006

The Board also accepted the acquisition of the following work by Cristina Iglesias in place of *Pavilion Suspended in a Room II* 2005 approved by the October 2005 Collection Committee meeting:

Cristina Iglesias (Tate Notes, May 2006, Item 14)

Pavilion suspended in a Room I 2005

15 Acquisitions for Decision

Information has been exempted under Section 43(2) of the Freedom of Information Act 2000.

Jeremy Moon (Tate Notes, May 2006, Item 15)

No.5/73 1973

(T01842)

Jeremy Moon

Drawing ['67] 1967

Drawing ['68] 1968

Drawing [1968] 1968

Drawing [1969] 1969

Drawing [1970] 1970

Drawing [13/10/71] 1971

Drawing [19/11/71] 1971

Drawing [18/7/71] 1971

Drawing [13/12/71] 1971

Drawing [4/6/71] 1971

Drawing [15/11/71] 1971

Drawing [19/2/73] 1973

Drawing [25/5/73] 1973

Drawing [24/6/74] 1973

Information has been exempted under Section 43(2) of the Freedom of Information Act 2000.

16 Safety Health and Environment Policy

The policy was approved and signed by the Chairman on behalf of the Board of Trustees.

17 Approval of the Register of Interests 2005/6 and new Conflict of Interest Guidance

Trustees reviewed and approved the Register of Interests and noted that it would be published as set out in the papers. The Conflict of Interest guidance was approved, as were the terms of reference of the Ethics Committee. It was agreed that Jules Sher QC should be appointed to the committee and that three Trustees would volunteer to become the remaining members.

18 Disclosure of Acquisition Prices

Information has been exempted under Section 43(2) of the Freedom of Information Act 2000 the recommendation was approved.

19 Exhibition Schedule 2006-07

The schedule was noted and Paul Myners said that he would be circulating a paper that had recently been presented to the Finance and Operations Committee on the economics of the exhibition programme. At a future meeting of the Board it was agreed that the framework for the exhibition programme as a whole should be discussed.

20 Reports from Councils and Committees

It was noted that the Soundboard had been updated with a number of reports and minutes from Councils and Committees.

21 Any Other Business

It was noted that, in future, authors of papers should explain acronyms with which Trustees are unlikely to be familiar. On the other hand, comment was made that the papers for this meeting were the best presented yet.

22 Date of Next Meeting

Thursday 13 July at 9.30 am in the Board Room at Tate Britain.