

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 16 September 2009 at Tate Britain, 2.30 pm in the Board Room

Present	Lord Browne Helen Alexander Tom Bloxham Sir Howard Davies Jeremy Deller Professor David Ekserdjian Patricia Lankester Elisabeth Murdoch Franck Petitgas Monisha Shah Bob and Roberta Smith Wolfgang Tillmans	Chairman
Staff present	Sir Nicholas Serota Alex Beard Masina Frost Julian Bird	Director Deputy Director Head of the Director's Office and Secretary to the Board of Trustees Chief Operating Officer
from Report 6	Stephen Deuchar	Director, Tate Britain
from Report 6	Vicente Todolí	Director, Tate Modern
Report 7 only	Sue Cambridge	Director of Finance
Report 9 only	Claire Eva	Head of Marketing
Report 9 only	Will Gompertz	Director, Tate Media
from Report 9	Caroline Collier	Director, Tate National
Reports 9 & 10	Adrian Hardwicke	Director of Visitor Services and Estates
Report 11 only	Nigel Llewellyn	Head of Research

Trustees welcomed Bob and Roberta Smith and Wolfgang Tillmans who were both attending their first Board meeting formally as Trustees of Tate.

1 Apologies

Apologies were received from Anish Kapoor. It was noted that Franck Petitgas would arrive at 16.15.

2 Confirmation of Minutes

- 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.

The Trustees considered item 8, Transforming Tate Modern: Stage E, ahead of the Directors' Report.

5 Director's Report

Trustees' attention was drawn to the photographs of the Collection stores at Dean Hill in follow up to the report on Collection Care given at the last Board meeting.

It was reported that the annual dinner at Tate Liverpool held on Friday 11 September 2009, at which former Trustee Jon Snow spoke, was very positive.

5.1 Tate St Ives in Cornwall

- a. Trustees noted the report on Tate in Cornwall.

5.2 Patrick Heron

- a. Trustees were updated on recent discussions. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹

5.3 Chantrey Bequest

- a. Trustees confirmed that they are content that works offered through the Chantrey Bequest be endorsed by the Collection Committee, consistent with the procedure for other acquisitions.

5.4 Transforming Tate Britain Update

- a. Trustees noted the report and that a discussion item on designs and fundraising would be brought to the November Board of Trustees meeting.

5.5 2009-12 Strategy Update

- a. It was agreed that any differentiation between the galleries would be brought out more strongly in the strategy and that any further editing points should be given to Masina Frost following the Board of Trustees meeting.

5.6 Brand Review Update

- a. Trustees noted the report and that the topic would be discussed in more detail at the November Board of Trustees meeting.

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).*

5.7 Trustee Appointment Update

- a. It was reported that DCMS has confirmed agreement with the Board's decision to repeat the appointment process. Trustees agreed that significant non-executive and leadership experience would be important to the forthcoming appointment. It was confirmed that a candidate from the initial interviews would be given the opportunity to update the original application.

5.8 Family Conference 2009: Tuesday 1 December 2009

- a. Trustees were informed that a keynote speaker for the conference had been approached.

5.9 2010 Key Dates

- a. The key meeting dates for 2010 were noted.

5.10 Staff

- a. Trustees congratulated Will Gompertz on his recent appointment as Arts Editor at the BBC. Trustees discussed the role and were informed about the process to appoint a new Director in charge of media and communications. Trustees discussed the need for clarification between Tate Enterprises and Tate Media, a strong role to coordinate cross channel (online and gallery) communication, and a firm technology foundation on which to build. It was agreed that Board members' advice would be sought individually and taken into account. Trustees were informed that Celia Clear would retire in 2010 and that there would be further opportunities to thank her for her leadership role in building Tate Enterprises. Trustees were also updated on the process to appoint a new Director of Tate Britain.

5.11 Employment Tribunal

- a. Trustees noted the report.

5.12 Tate Programme Schedule

- a. Trustees noted the report.

5.13 Sponsorships and Donations

- a. Trustees noted the report.

6 Key Points from Minutes of Councils and Committees

- a. It was noted that brief updates from Council and Committee Chairs would now follow the Director's Report. The Chairman of the Tate Britain Council reported that the Council had reviewed the development scheme and expressed support but for the landscaping plans. The Chairman of the Audit and Finance and Operations Committees reported on the good relationship with the National Audit Office. It was also reported that trading conditions are difficult and that the autumn exhibitions will be decisive for the year's results. Trustees were informed of plans for onsite marketing and

encouraging advance sales for *Turner and the Masters*. Trustees discussed the summer 2009 programme and the absence of an accompanying film programme for *Futurism*.

- b. A query was raised regarding forecasting and benchmarking. It was reported that a project working with NESTA would be concluding shortly and would be shared with Trustees. Trustees discussed the balance of collection displays and exhibitions and it was reported that this issue was being considered as part of work on scenario planning for 2011 and beyond. It was also agreed that the Remuneration Committee would receive an annual report summarising the expenses of each of the Directors whose salaries are considered by the Committee.

Sue Cambridge, Dr Stephen Deuchar and Vicente Todoli joined the meeting.

7 Finance Report

- a. The Director of Finance reported on recent performance across Tate. It was noted that catering performance was below expectation and that retail and publishing were doing better than expected. In response to a query, it was reported that all significant programme overspends are now formally considered and approved.

Item 8 was considered at the beginning of the Board meeting.

8 Transforming Tate Modern: Stage E Design

- a. Trustees were updated on progress since the last Board meeting including the results of bore tests and changes to the north-south route, façade construction and public terrace, which should improve the design quality and ease of construction. It was also reported that EDF had successfully energised a second transformer, allowing for release of the switch house in June 2010 as planned. It was noted that the Transforming Tate Modern Project Board had reviewed the plans in detail and that the Board recommended that the Stage E designs be accepted by Trustees, subject to the approval of final design changes at the Transforming Tate Modern Project Board meeting on 5 October 2009.
- b. Trustees discussed fundraising. The Board was updated on recent discussions regarding the government contribution. It was noted that there is a high level of commitment to the project and, based on recent discussions, confidence is high that the commitment of funds would be re-affirmed. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*²

² *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).*

- c. The Board was updated on project timing. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*³
- d. It was reported that Ascan Mergenthaler would take over day-to-day responsibility for the project from October 2009 following the decision of Harry Guggen to leave Herzog & de Meuron. It was noted that Mr Mergenthaler had studied in London and has experience of managing large museum projects.
- e. The Trustees

APPROVED the Stage E designs in principle, subject to the final review of designs at the TTM Project Board meeting in October; expenditure to maintain the present programme as outlined in the report; and the in-principle commitment to the plans outlined in the report, subject to funding.

The meeting was adjourned for a short break.

Caroline Collier, Claire Eva, Will Gompertz, Adrian Hardwicke and Franck Petitgas joined the meeting.

9 Audience Strategy

- a. Trustees were updated on ongoing work related to audiences. It was reported that the work was being developed alongside other initiatives such as Tate for All (diversity strategy) and in Learning and Media. A comparison of Tate and other national museum audiences was presented. Core and developmental audiences were noted, as were the broadened range of channels including galleries, online / broadcast, and partnerships. Trustees drew attention to the importance of the partnership and new media channels in the future.
- b. It was agreed that Tate was building on a strong base; that the strategy required integration across a number of initiatives including diversity, learning, as well as the physical galleries, digital media and programming; and that more work should be done with regard to implementation. Trustees confirmed their agreement that the overall approach should be comprehensive taking into account workforce, governance, programme and Collection in addition to marketing and learning. It was noted that as a public institution, Tate should reflect the cultural environment in which it exists. A question was raised as to whether the visual arts lag behind other areas such as theatre and music. It was suggested that young people should encounter themes relevant to their lives in Tate's Collection and programme. Recent steps to show greater diversity in Tate's Collection and displays were discussed and it was agreed that further information on diversity of the programme and Collection would be shared with Trustees and that attracting broader audiences was limited to the character of the programme. Trustees also emphasised the importance of the experience of interacting with and visiting Tate, including Tate's tone of voice and the physical buildings.

³ *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).*

- c. A number of challenges were highlighted. It was noted that Tate has a responsibility to show the history of British and modern art. It was also noted that some changes, for example the demographic of the population, are relatively recent. The backgrounds of those who tend to study and work in the visual arts was also mentioned. The connection between developmental audience groups and indicators such as ethnicity and socioeconomic categories was discussed. Drivers of participation were queried, as was the significance of broader social and economic disenfranchisement. Trustees suggested that it might be helpful to look at examples of reaching more diverse groups in the performing arts and in business.
- d. The Trustees agreed the direction outlined in the paper. It was agreed that relevant audience participation research would be shared with Trustees as background information including an examination of audiences across different art forms. It was also agreed that targets and timeframes would be made clear by the channel working groups in the implementation phase and that the topic would be discussed again with Trustees in the New Year.
- e. The Trustees

AGREED the paper; and

NOTED that analysis regarding audiences and participation would be shared with Trustees.

Will Gompertz and Claire Eva left the meeting.

10 Visitor Experience Report

- a. Trustees were updated on recent work aimed at improving the visitor experience in Tate's London galleries. The welcome upon entering the galleries was highlighted as an area for improvement so that first time visitors would be engaged on entry to the galleries and at key points in the visitor journey. It was also stated that issues such as the character of the uniforms and security needs currently make it difficult for gallery assistants to enhance the visitor experience. It was noted that Tate should seek to move beyond the mould by looking to examples from outside the sector and that the visitor experience should reinforce Tate's image as being dynamic and vibrant. It was also noted that market research, visitor comments and observation would be used to evaluate improvement.
- b. A question was raised about the use of volunteers. It was reported that a more diverse range of volunteers had been recruited through local organisations and Tate's website. The standard of visitor experience at Tate Liverpool was highlighted and it was suggested that good practice should be shared. Trustees discussed the balance between workforce flexibility and developing knowledge about works on display. The use and limitations of technical solutions to aid in security was discussed. It was noted that a further report with specific proposals for visitor services would be brought to the Board in early 2010.

Adrian Hardwicke left the meeting. Nigel Llewellyn joined the meeting.

11 Institutional Research Plan 2009-10

- a. Trustees noted the significant progress made since research at Tate had last been discussed by the Board. It was noted that all research projects are now related to Tate's Collection or to museological issues. Funding for research was discussed. It was noted that although the funding environment is difficult, there are significant opportunities including partnerships.
- b. A query was raised regarding the impact of research activity on the average visitor. It was discussed that research should enhance and inform the information provided to visitors and the programme itself. In response to a query, it was noted that the Archive is an essential part of many research projects. It was also noted that more information about the Collection would be available online soon. Trustees discussed the Tate Encounters project, which examines audience engagement, and it was agreed that an update on the project would be arranged for Trustees.
- c. Trustees discussed the concept of an institute. It was agreed that initial scoping should be undertaken and that examples from the US would be considered. Trustees expressed their congratulations to the team for the tremendous progress made in further embedding research over the past two years. It was agreed that regular updates on research activity would be brought to the Board.

12 Acquisitions Financial Statement

- a. Trustees noted the Acquisitions Financial Statement. Trustees noted that Collection curators have been successful in securing gifts to grow the Collection.

13 Acquisitions for Decision

- a. Trustees were updated on fundraising efforts. *Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴*

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⁴ *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).*

14 Appointments to Councils and Committees

- a. The Trustees

APPROVED the proposed appointments to the St Ives Council and the Trustee appointments to the Collections Committee, Tate Britain Council and Tate Liverpool Council; and

NOTED the existing and forthcoming vacancies on Tate's Councils and Committees and that the Director's Office would discuss the vacancies with Council and Committee Chairs in advance of the Nominations Committee meeting in November.

15 Minutes from Councils and Committees

- a. The Trustees noted the minutes from the Councils and Committees.

16 Key Papers for Forthcoming Meetings

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

17 Any Other Business

- a. There was no other business.

18 Date of Next Meeting

Wednesday 18 November 2009, 9.15 am at Tate Modern.