

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 18 March 2009 at 9am at Tate Britain

Present	Lord Browne Helen Alexander Tom Bloxham Sir Howard Davies Jeremy Deller Professor David Ekserdjian Anish Kapoor Patricia Lankester Elisabeth Murdoch Franck Petitgas Fiona Rae	Chair observer
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
Report 6 and 6.1	Sue Cambridge	Director of Finance
Report 6 - end	Dr Stephen Deuchar	Director, Tate Britain
Reports 8-10	Ann Gallagher	Head of Collections (British Art)
Report 9 and 10	Vicente Todolí	Director, Tate Modern
Reports 6 - end	Caroline Collier	Director, Tate National

1 Apologies

- a. Apologies were received from Monisha Shah.

2 Confirmation of Minutes

- a. The Trustees

CONFIRMED the minutes of the meeting held on Wednesday 21 January 2009 as a true record and the minutes were signed by the Chair.

3 Matters Arising

- a. Trustees expressed their happiness with the news that Patricia Lankester's reappointment as a Tate Trustee, and her ongoing role as National Gallery Liaison Trustee, had been confirmed by the Minister. The Chair also conveyed Monisha Shah's appreciation for the flowers sent by the Board to mark the birth of her son.

4 Conflict of Interest Declarations

- a. There were no conflicts of interest declared.

5 Director's Report

5.1 Transforming Tate Modern Update

- a. It was reported that Stage D had been resolved, that the Stage E development of the project is on track. It was also highlighted that the architects' response to feedback on the design had been highly satisfactory.
- b. Trustees were updated on project funding. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹

5.2 Turner Cataloguing Process: Update

- a. Trustees noted the report on the Turner Cataloguing.

5.3 Tate Visitor Services and Estates

- a. Trustees were updated on the proposal being developed to make a number of changes to how visitor services are delivered in the galleries. It was noted that the proposals would not reduce opportunities to work for Tate; instead, it is more likely Tate will employ more staff directly than currently.

5.4 Tate Members Transfer

- a. The report on Tate Members transfers was noted.

5.5 Wolff Olins Brand Refresh

- a. The report on the Brand review was noted.

5.6 2009 Family Conference

- a. The update on the Family Conference was noted.

5.7 Trustees' Dinners

- a. Trustees were invited to email the Chair with any potential topics for discussion at the Trustees dinner on 7 April 2009. It was noted that the Tate and National Gallery Trustees dinner would take place on 22 April 2009, and that Vicente Todolí would also attend. Trustees agreed that there would be no formal agenda for the dinner.

5.8 Tate Programme Schedule

- a. Trustees noted the Programme Schedule.

5.9 Investment Policy Update

- a. The Chair of the Audit Committee reported that the Committee had reviewed a note from the National Accounting Office concerning Trustees' obligations in overseeing investments. It was noted that following a further discussion

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)*

by the Audit Committee a proposal will be brought to the May Board of Trustees' meeting.

5.10 Sponsorships and Donations

- a. Trustees noted the Sponsorships and Donations report.

Sue Cambridge joined the meeting.

6 Finance Report

- a. Trustees were updated on the financial position for the current year. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

6.1 Collection Fund Reserves

- a. The Trustees

APPROVED the proposal to redesignate funds as outlined in the report.

7 Three-year Strategy and Budget Approval

7.1 Tate Strategy 2009-2012

- a. Trustees agreed the plan for internal use and communication. A number of comments regarding external communication were noted as follows:
 1. The current contextual backdrop should be made clear;
 2. There should be a clear link between audience, brand, media and technology;
 3. The Vision should be clearly separate from the plan;
 4. There should be further emphasis on scholarship and Tate's links with artists; and
 5. There should be more mention of commercial enterprises.

7.2 Budget 2009-10, 2010-2011

- a. Trustees were updated on a number of developments since the papers had been circulated. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- b. A number of exhibition costs across the galleries were queried and discussed. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

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 Chair of the Finance and Operations Committee reported that the Committee discussed that the balance of uncertainty in the forward budget and that, in light of the downside risks, it was agreed the budget for the following years would be reviewed for further discussion at the Trustees' meeting in May. It was agreed the forward budget plan should be in line with the strategy, reach breakeven without drawing on reserves, maintain a contingency level of 5%, and assume a reduction in government grant-in-aid in the 2010-11 financial year.

7.3 Risk Register 2009-2010

- a. The Trustees

APPROVED the Risk Register for 2009-2010.

Sue Cambridge left the meeting.

8 Transforming Tate Britain: Phase 1

- a. The Director of Tate Britain stated that visitors to Tate Britain have grown 60% and that the current facility does not meet audiences' expectations and that upgrades to the environmental conditions are required in some areas.
- b. Adam Caruso presented the latest designs for the Transforming Tate Britain project. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³ Trustees commented on the subtle and respectful approach to the designs and expressed their appreciation to the project team for the significant progress made on the scheme.

9 Collection Strategy 2009 – 2011

Ann Gallagher joined the meeting.

- a. The Director noted that the strategy had been discussed at the most recent Collection Committee meeting and that the paper is supplemented by a more detailed document which also includes lists of works. It was stated that gifts and bequests remain an important part of the effort to build the public Collection.
- b. It was noted that acquisitions prior to 1960 are generally pursued on an opportunistic or gift basis. Priorities for post-1960 art were summarised across the range of geographic and practice areas. It was stated that new

³ *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)*

curators would help develop expertise in Asian and Latin American art, and that a curator of international art and photography would also be appointed. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁴

- c. Trustees discussed the broad nature of the collecting brief and the need for depth, robustness and a clear strategy in Tate's collecting. It was noted that the trade-offs and process could be made clearer. The Director clarified that there are groups of curators working on individual areas. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁴ It was also noted that Trustees' role is to approve individual acquisitions of over £250,000 in value, as well as the emphasis of areas in which to build the Collection.
- d. The issue of raising funds for the Collection in the current environment was raised. It was also highlighted that more regular communication with staff regarding acquisitions would be welcomed. It was agreed that the Collection Committee would meet and discuss the processes by which decisions are made, how the decisions are classified, and the process for assessing focus on a regular basis, and that proposals based on this discussion would be made to the Board in due course.

10 Displaying Contemporary British Art at Tate

- a. Trustees' attention was drawn to the four summary points in the report. It was noted that Tate Britain shows artists who have made important contributions to the history and development of British art in addition to British artists from van Dyck to the present. It was also noted that part of Tate's mission is to place British art in an international context.
- b. Trustees discussed the issue of monographic exhibitions by British artists at Tate Modern. It was stated that there is a need to balance both public understanding and the needs of the different galleries. It was discussed that the character of each gallery and the role each plays within the whole of Tate is an important consideration and that the same artist can be shown in different ways across different Tate galleries. It was also noted that audiences should be able to understand the remits of the different galleries and that the core purpose and identity of the different galleries should be the main driver of choices about the programme.
- c. It was agreed that there would be no short term changes to current practice, and that the issue would be revisited by the Board in due course taking into consideration Tate's channels, its audiences and artists.

11 Acquisitions Financial Statement

Trustees noted the Acquisitions Financial Statement.

⁴ *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)*

11.1 Allocation of Acquisitions Funds

- a. It was noted that the Audit Committee reviews the terms and usage of Trusts on a regular basis.
- b. The Trustees

APPROVED the recommendations of the Acquisitions Advisory Group as outlined in the tabled note.

12 Acquisitions for Noting

BRITISH ART POST 1900

Gifts

Douglas Fox Pitt 1864-1922

The Stafford Gallery c.1912 and *Interior with Maid* c.1913

Michael Craig-Martin born 1941

From the portfolio Seven Deadly Sins; i Envy, ii Greed, iii Sloth, iv Lust, v Pride, vi Gluttony 2008

Liz Rideal born 1954

Self-Portrait Yellow 1996

Lubaina Himid born 1954

Ankledeep 1991 and *Carpet* 1992

Purchased by the Director

Guy Sherwin born 1948

At the Academy 1974

John Stezaker born 1949

Negotiable Space II Parts 1 to 4 1978

Gillian Carnegie born 1971

Black Square 2008

Acceptance in Lieu

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⁵ **Section 22** of the Freedom of Information Act provides that:

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 - (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).

Bequest

Jack Butler Yeats 1871-1957
A Rose Among Many Waters 1952

Future Bequest

Michael Ayrton 1921-1975
The Landscape of Cain 1958 and *The Evolution of the Minotaur* 1963-4

Long Loan In

Francis Bacon 1909-1992
Study for Head of Lucian Freud 1967

INTERNATIONAL ART

Gifts

Vito Acconci born 1940
Sonnabend Show Jan 72: Archives (Complete): Overall Show 1972, SEEDBED 1972, SUPPLY ROOM 1972 and TRANSFERENCE ZONE 1972

Vangelis Vlahos born 1971
Athens Tower (Tenants Lists 1974-2004) 2004

American Fund

Arthur Luiz Piza born 1928
Untitled c. 1970

Nelson Leirner born 1932
Homage to Fontana II 1967

Lynda Benglis born 1941
Quartered Meteor 1969 cast 1975

Gilbert & George, born 1942, born 1943
In the Shit 1997

Stan Douglas born 1960
Journey into Fear: Pilot's Quarters 1 and 2 2001

Marcelo Cidade born 1979
Immobile 2004

Latin American Acquisitions Committee

Felix Gonzalez-Torres 1957-1996
"Untitled" (March 5th) 1991 and *"Untitled"* 1987

Jennifer Allora and Guillermo Calzadilla born 1974, born 1971
Balance of Power 2007

ARCHIVE

Gifts

Douglas Fox Pitt 1864-1922
Dieppe Harbour c.1912 and *Figures on a Beach* c.1912

David Hockney letter to Frith Branbury

Bequest

Georges Braque 1882-1963
Boat

13 Acquisitions for Decision

Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000⁶

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14 National Gallery / Tate Boundaries of the Collection

- a. The Trustees

APPROVED the agreement between the National Gallery and Tate.

15 EDF Energy Networks (LPN) plc - Request for Consent

- a. The Trustees

APPROVED execution of the lease according to the terms outlined.

16 Bank Cheque Negotiation Agreement

- a. The Trustees

APPROVED the cheque negotiation agreement.

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17 Chair of the Board: Process to Appoint

- a. The Trustees

APPROVED the guide framework.

18 Appointments to Councils and Committees

- a. The Trustees

APPROVED the appointments to the Councils and Committees.

19 Key Points from Minutes of Councils and Committees

- a. The Trustees

NOTED the key points from the minutes of the Councils and Committees.

20 Minutes from Councils and Committees

- a. The Trustees

NOTED the minutes from the Councils and Committees.

21 Key Papers for Forthcoming Meetings

- a. The Trustees

NOTED the key papers for forthcoming meetings.

22 Any Other Business

- a. The Trustees expressed their sincere gratitude to Fiona Rae, who was attending her final Board meeting, for her four years of committed participation on the Board, the Tate Britain Council, and as Chair of the Collection Committee. The Director also expressed appreciation for her dedication and work, and in particular for the instrumental role she played in the long term loan of six important paintings by Gerhard Richter. Fiona also thanked the staff and Trustees.
- b. It was also noted that the key points from the Tate Britain Council meeting would be included with the May Board papers.

23 Date of Next Meeting

Wednesday 20 May 2009, 9 am at Tate Modern