

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 16 March 2016 at Tate Britain

Present:	The Lord Browne of Madingley Lionel Barber Tim Davie Mala Gaonkar Lisa Milroy Elisabeth Murdoch Dame Seona Reid Hannah Rothschild Gareth Thomas Stephen Witherford	Chairman
Staff attendees:	Sir Nicholas Serota Caroline Collier Programmes Alex Farquharson Samuel Jones Kerstin Mogull Stephen Wingfield	Director Director, Partnerships and Director, Tate Britain Secretary to the Board of Trustees Managing Director Director of Finance & Estates
Additional attendees:		
Item 2.1 only	Christopher Jonas	Chairman, Tate Modern Project Board
Item 2.1 and 2.2 only	Jo Dunnett	Delivery Director, new Tate Modern
Item 2.2 only	Rob Baker	Chief Marketing Officer
Item 2.2 only	Helen Beeckmans	Head of Communications
Item 2.2 only	Erica Bolton	Press Consultant
Item 2.2 only	Sue Davies	External Relations Project Manager
Items 6 and 7 only	Lesley Williams	Head of Finance

The meeting was preceded by a site tour of the new Tate Modern.

1. Apologies

- a. Apologies were received from John Akomfrah, Tom Bloxham, Maja Hoffmann, Chris Dercon and Rebecca Williams. *Information has been exempted under Section 40 (2) of the Freedom of Information Act 2000¹*
- b. It was noted that Frances Morris would have attended this meeting as the Director of Tate Modern, designate, but was currently overseas.

The Chairman of the Tate Modern Project Board and the Delivery Director, new Tate Modern joined the meeting.

2. The Tate Modern project and Preparations for Opening

2.1 Update on the Tate Modern project

- a. The Chairman of the Tate Modern Project Board updated Trustees on good progress on the project as it nears completion. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- b. They noted good progress on the removal of scaffolding.

- c. They were informed that a review is underway with the Quantity Surveyors as the project nears completion, *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- e. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- f. Trustees were updated on fundraising and a further donation *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000² of c. £1m.* They were informed of current prospects *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- g. Following the tour earlier in the morning Trustees complimented the team on the building.

The Chairman of the Tate Modern Project Board left the meeting; the Head of Finance, the Chief Marketing Officer, the Head of Communications, the External Relations Project Manager and Erica Bolton joined the meeting.

2.2 New Tate Modern launch communications and opening week plan

- a. Trustees were informed of the ambitions and objectives of the launch, noting the target of reaching new and younger audiences as well as continuing the appeal of the gallery to tourists.
- b. They noted the promotion of the building as a public space.
- c. They were informed that the campaign will emphasise that this is a moment of change *Information has been exempted under Section 22 of the Freedom of Information Act 2000³* It was reported that the message of change will encompass the experience of visiting a gallery itself.
- d. They noted that the campaign will accommodate the needs of business as usual in the gallery in the run up to the launch.
- e. Trustees were informed of a number of digital partners for the launch and opening period *Information has been exempted under Section 22 of the Freedom of Information Act 2000³* They were informed of publicity targeted at young people *Information has been exempted under Section 22 of the Freedom of Information Act 2000³* They noted and welcomed working with advocates specifically addressed to younger audiences. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- f. Trustees were informed of Uniqlo's sponsorship of the opening weekend *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- g. Trustees were informed of a number of key press moments in the run up to the launch *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- h. Trustees welcomed the strategy, *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- i. They were updated on plans for the opening week and welcomed the focus on schoolchildren. They were informed that Tate is working with Plus Tate partners to ensure that young people from across the country are able to visit.

- j. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- k. Trustees were informed that communications around the launch are being developed to encourage attendance in the months following the opening and return visits. They noted that the major exhibitions, *Georgia O'Keeffe* and *Information has been exempted under Section 22 of the Freedom of Information Act 2000³* will contribute to this, as will the catering offer.
- l. Trustees discussed the communications strategy in respect of negative coverage. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- m. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- n. Trustees discussed logistics and noted that these are being planned in detail, with several test phases. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- o. It was reported that there will be live-tracking of responses as the gallery opens, enabling rapid response to any pinch-points and snagging.
- p. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

The Delivery Director, new Tate Modern, the Chief Marketing Officer, the Head of Communications, the External Relations Project Manager and Erica Bolton left the meeting.

3. Confirmation of the Minutes

- a. The Minutes of the meeting of 16 January 2016 were agreed as a true record.

4. Matters arising

- a. There were no matters arising.

5. Conflict of Interest Declarations

- a. There were no conflicts of interest to declare in respect of the items discussed at this meeting. A potential or perceived conflict was subsequently declared in respect of a matter arising at item 10.12 below.

6. Finance report

6.1 Report from the Chair of the Finance and Operations Committee and Key Points from the minutes of the meeting of the Finance and Operations Committee held on Monday 29 February 2016

- a. The Chair of the Finance and Operations Committee reported on the discussions at the recent meeting and informed Trustees that the main topics of discussion were the Tate Plan and Budgets.

- b. It was reported that the Budget for 2016/17 is balanced *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- c. Trustees noted that the key assumption in the plan and budget is meeting visitor targets, and so this relays to risk against performance in Enterprises, Catering and associated digital activity.
- d. Trustees were informed that the Plan and Budget are ambitious, but achievable. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- e. It was reported that the Finance and Operations Committee had emphasised the importance of finding new revenue streams.

6.2 Management Information Pack January 2016

- a. Trustees noted and discussed the Management Information Pack.
- b. They were informed of a forecast surplus of *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*. It was noted exhibitions are performing as at the most recent forecast.
- c. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

7. Tate Plan and Budgets 2016/17, 2017/18 and 2018/19

- a. Trustees were presented with the Tate Plan and Budgets.
- b. They noted and welcomed the strength of the programme over this period.
- c. It was reported that discussion at the Trustees' Away Day of the ways in which the collection might be developed in the future would be reflected.
- d. It was reported that the Plan and Budget anticipate further reduction in Grant in Aid over the coming period. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- e. Trustees noted and expressed concern about the potential motivational impact of cuts brought by any continued reductions in Grant in Aid.
- f. Trustees noted that the Plan has been developed using the objectives agreed with and by staff the preceding year. They were informed that the organisational objectives will be built into individual performance reviews and objective-setting for 2016/17.
- g. Trustees noted that a paper will be brought outlining fundraising priorities and strategy after the completion of fundraising for the new Tate Modern. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- h. Trustees discussed the funding market. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- i. Following earlier discussion, Trustees requested two specific papers: an analysis of audiences in the UK and internationally, drawing in insight and best practice from other sectors; and a longer-range strategy about the way in which Tate's buildings and the surrounding areas are used.

- j. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- k. They discussed the importance of the project to ensure adequate digital infrastructure as a fundamental requirement for revenue generation. It was also noted that the project is important in providing options for future development in this area.
- l. Trustees welcomed the ambition of the plan, *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²* They AGREED the plan and budget. They discussed the shape of income and funding streams in the future.
- m. It was noted that an evaluation of the performance of the new Tate Modern in its opening period will be built into the next planning round.
- n. Trustees discussed membership. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

8. Tate Britain

- a. The Director, Tate Britain introduced his initial thinking about the programme and plans for Tate Britain over the period 2016-20.
- b. Trustees were informed of targets for general and exhibition attendance at Tate Britain. They noted that these will be met, balancing appeal with critical response. They noted the ambition to attract younger and more diverse audiences and repeat visits from existing audiences. It was reported that the programme and displays will be activated by learning, events and more social activities. The Director, Tate Britain emphasised the importance of being close to the community of artists working in Britain.
- c. Trustees were informed that interpretation has been reintroduced to the collection displays.
- d. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- e. Trustees were informed of three key themes of the programme and displays: *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- f. They noted the representation of overseas artists working in Britain, situating British art in a global context and looking at the influence of British artists on international art.
- g. Trustees were informed that the chronological displays will remain, but that comment will be added through contemporary and archival interventions around specific themes; the connection with the contemporary will remind the viewer both that contemporary art builds on histories and that the viewer sees art of the past from the viewpoint of the present.
- h. Trustees were updated on proposed collaborations with catering based on similar themes.

- i. They noted that the collection displays will seek to draw parallels and juxtapositions across time *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000⁴*
- j. It was reported that period shows will tell specific histories through art, *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000⁴*
- k. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000⁴*
- l. Trustees discussed the relationship between Tate Britain and Tate Modern and welcomed the clarity in the ideas put forward, with Tate Britain's emphasis on time, history and the international complemented by that of Tate Modern on space, geography and recent histories.
- m. Trustees noted that two major shows will occupy space currently used for collection displays and that the reinstallation after their run will offer the opportunity for a rehang.
- n. Trustees were informed that anchor works will be linked to wayfinding.
- o. They were informed of the intention of using the public space around the gallery *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000⁴*
- p. The Director outlined ambitions for wider partnerships, *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000⁴*
- q. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000⁴*
- r. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- s. Trustees warmly welcomed the ideas put forward. It was thought that the connection between art and the wider world would bring opportunities.
- t. They discussed how different teams across Tate might collaborate to contribute to the plans.
- u. Trustees discussed the representation of the contemporary *Information has been exempted under Section 36 of the Freedom of Information Act 2000⁴*
- v. Trustees discussed the location of Tate Britain and potential collaboration with other institutions in the area and developments around the River Thames.

Lionel Barber and the Head of Finance left the meeting.

9. Research Strategy for Tate

- a. The Director of Partnership's and Programmes introduced the research strategy.
- b. Trustees noted its connection to Tate's priorities, mission and vision and that it crosses many departments of Tate.
- c. They were informed of the findings of a review of research.
- d. They were updated on the breadth of research that goes on in the organisation and how it informs activities across the whole.
- e. It was noted that the research department acts as a hub, with many different staff engaged in different forms of research.
- f. Trustees noted the ambition to develop a greater understanding and recognition of research as practice, and to work with colleagues within the organisation to communicate research findings clearly, accessibly and in ways that are informed by the work on Tate's presence and brand.
- g. Trustees welcomed the strategy, in particular the emphasis on demonstrating and making evident the value of art to society.
- h. They discussed and endorsed the integration of research across the organisation.
- i. It was thought that reflection is fundamental, particularly to research a practice. Trustees noted that to realise the full potential of activities as research, time will have to be built into their planning for documentation and similar processes of recording.
- j. Trustees discussed the setting of priorities within research: they were informed that the Research Strategy Board will identify a number of proposals based on the Tate Plan and objectives that can be taken forward as proposals for funding. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

10. Director's Report

10.1 Actions Arising from the Away Day

- a. Trustees noted progress against the actions noted and that subsequent reports will be against the objectives identified in the Tate Plan.

10.2 Feedback from Trustee Away Weekend 2016

- a. Matters arising has been covered earlier in the meeting.

10.3 Tate Collective attendance at Governance Meetings

- a. Trustees noted and welcomed the involvement of representatives of Tate Collective in meetings of the Directors Group and Tate Liverpool Advisory Council.

10.4 Social Media Update

- a. Trustees were updated on Tate having recently become the most-followed museum in the world on Twitter and of success in Instagram.

- b. They were informed of the recent launch of a Snapchat presence.
- c. They congratulated the teams involved.

10.5 Wednesday 18 May Board meeting: Tate Liverpool

- a. Trustees noted the logistical arrangements for this meeting.

10.6 Tate St Ives 2 Project

- a. Trustees were informed of the delays announced in respect of this project.
- b. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- c. They noted that work continues to resolve the issues that have arisen and that a paper will be brought to the May Board *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

10.7 Health and Safety Update

- a. Trustees noted the regular update on health and safety.

10.8 Staff Update

- a. Trustees formally congratulated Frances Morris on her appointment as Director, Tate Modern.
- b. They were informed that she will take up her post on 1 April and that Chris Dercon will remain with Tate as Director Emeritus until the end of July 2016, ensuring a smooth handover and to enable him to continue work on major exhibitions in which he is currently involved.
- c. Trustees were informed that the first phase of Inclusive Leadership Training has successfully been completed.
- d. They noted Tate's position in the Stonewall Workplace Equality Index.
- e. They were informed of a programme of work being developed to implement the actions arising from the 2015 Employee Survey.
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

10.9 Tate Programme Update

- a. Trustees noted the Programme Update.

10.10 Sponsorships and Donations

- a. Trustees noted the regular update on sponsorship and donations.
- b. They formally noted the decision of BP not to offer the sponsorship for renewal. The Chairman regretted that the timing of their decision did not allow for discussion at the Board.

10.11 Key Papers for Forthcoming Meetings

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

10.12 Further matters arising

- a. Trustees were updated on matters that had arisen since the production of the Board Papers.
- b. They noted recent press coverage of the dividing line between the collections of Tate and the National Gallery. It was recognised that this had been exaggerated in coverage. It has led to useful conversations in respect of collaboration around British art. As Liaison Trustee, Hannah Rothschild noted that the National Gallery is proud of a good relationship with Tate and that the two institutions continue to work together very closely.
- c. Trustees noted recent coverage of the transfer of the collection of the Royal Photographic Society from the National Media Museum in Bradford to the Victoria and Albert Museum. They noted that the release of minutes of a meeting of the Board of the National Museum of Science and Industry had included reference to consideration of Tate. It was noted that Tate's ambition had been to work with Plus Tate and other partners to tour the collection around the country.
- d. Trustees were updated on discussions of a potential partnership with the BBC. Although not involved in any discussion that had taken place, Tim Davie declared the potential for a conflict of interest in respect of this item.

11. Key Points from Minutes of Councils and Committees

- a. Trustees noted the discussions of Governance and People Committee in respect of the staff survey.
- b. They were updated on a meeting of Tate St Ives Advisory Council and its discussion of the future programme. It was noted that meetings will continue as scheduled during the period of closure for building works.
- c. Trustees were updated on the discussions of the Ethics Committee and the regular reviews of existing donors. They were informed that an approach made by a member of the public in respect of stock in the Tate Modern shop *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*
- d. Trustees were updated on discussion at Tate Modern Advisory Council of preparations for the new building. They noted the Council's recommendations in respect of wayfinding. They were updated on the discussions of the Brand and Audience Framework.
- e. Trustees were informed of discussion at Tate Enterprises Ltd Board of the forthcoming product range. It was noted that, after the integration of the events business into Enterprises, the Head of Corporate Development and Events will attend meetings.
- f. Trustees were updated on a meeting of Tate Liverpool Advisory Council that focused on 'learning with our audiences' and was attended by members of Tate Collective. They were updated on a presentation to the Council of the development of Tate Modern and plans for the opening.

- g. Trustees were informed of a discussion of acquisition priorities by Collection Committee.

12. Acquisitions Financial Statement

- a. Trustees noted the Acquisitions Financial Statement.

13. Acquisitions for Noting

- a. Trustees noted the acquisitions made as detailed in the paper.
- b. They were informed of an update given to the Collection Committee of progress against the Collection strategy and a comprehensive overview of what the curators have currently under investigation.

14. Allocation of Acquisitions Funds

- a. Trustees APPROVED the allocation of available funds from the Nicholas Themans Trust to the acquisition of a work *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³

15. Policy Renewals

15.1 Ethics and Donations Policies

Trustees APPROVED the renewal of the Ethics and Donations Policies.

15.2 Safeguarding Policy

Trustees APPROVED the renewal of the Safeguarding Policy.

16. Tate Members Charity Merger with Tate

- a. Trustees were informed that at an Extraordinary general Meeting held on 26 February 2016, the Members voted in favour of the proposal to merge the Charity with Tate.
- b. They were informed that this will now be put into action and formally AGREED that the Tate Members Advisory Council be constituted within Tate's existing Governance Structure.
- c. Trustee noted that one of their number should be nominated to the next meeting of the Governance and People Committee as a Trustee Member of the Tate Members Advisory Council.

17. Appointments to Councils and Sub-Committees

- a. Trustees AUTHORISED the appointment of an artist member of Tate Modern Advisory Council and RATIFIED the appointment subject to approach.
- b. Trustees RATIFIED the reappointments of Jeffrey Berman, Mary Ann Sieghart and Stephen Witherford to Tate Modern Advisory Council, the latter until moving to Tate Britain Council in the autumn.

18. Bank Mandates

- a. Trustees approved the addition of Frances Morris, Judith Nesbitt, Ann Gallagher, Anna Cutler and Ros Lawler as signatories.

19. Grant Agreement with the Tate Foundation for the Tate Modern Project

- a. Trustees APPROVED the amendment to the Grant Agreement.

20. Any Other Business

There was no other business for this meeting.

21. Date of the Next Meeting

The date of the next meeting was noted as being Wednesday 18 May 2016 at Tate Liverpool.

Endnotes

¹ **Section 40(2)** of the Freedom of Information Act provides that: Information is exempt where either:

- 1) disclosure would contravene the Data Protection principles, or would be likely to cause damage or distress, or
- 2) the data subject would not have a right of access/right to know under the Data Protection Act

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 likely to, prejudice the commercial interests of any person (including the public authority holding it).

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).

⁴ **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