

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 6 July 2016 at Tate Modern

Present:	The Lord Browne of Madingley Chairman Tom Bloxham, MBE Tim Davie Maja Hoffmann Elisabeth Murdoch Dame Seona Reid Hannah Rothschild Gareth Thomas Stephen Witherford	
Staff Attendees:	Sir Nicholas Serota Caroline Collier Alex Farquharson Samuel Jones Kerstin Mogull Frances Morris Stephen Wingfield	Director Director, Partnerships and Programmes Director, Tate Britain Secretary to the Board of Trustees Managing Director Director, Tate Modern Finance Director
Item 6 only:	Rob Baker	Chief Marketing Officer
Item 6 only:	Helen Beeckmans	Head of Communications
Item 6 only:	Sue Davies	External Relations Project Manager (Tate Modern Project)
Item 6 only:	Jo Dunnett	Delivery Director, new Tate Modern
Item 6 only:	Matthew Gale	Head of Displays, Tate Modern
Item 6 only:	Hannah Morgan	Head of External Relations (Maternity Cover)
Item 6 only:	Piers Warner	Head of Audience Experience
Item 6 only:	Jeroen Schuijt	CEO, Tate Catering
Item 6 only:	Laura Wright	CEO, Tate Enterprises
Item 7 only:	Mark Osterfield	Executive Director, Tate St Ives
Item 8 only:	Francesco Manacorda	Artistic Director, Tate Liverpool
Item 8 only:	Andrea Nixon	Executive Director, Tate Liverpool
Item 10 only:	Ros Lawler	Digital Director
Item 10 only:	Julian Thomas	IS Consultant
Item 10 and 11 only:	Anna Cutler	Director of Learning

1. Apologies

Apologies were received from John Akomfrah, Lionel Barber, Mala Gaonkar and Lisa Milroy.

2. Confirmation of Minutes

The minutes of the meeting held on Wednesday 18 May 2016 were agreed as a true record.

3. Matters Arising

- a. There were no matters arising.

4. Conflict of Interest Declarations

- a. Through connection with a potential funder, Seona Reid declared a potential conflict of interest in respect of item 7.

5. Finance Report

- a. The Finance Director introduced the report, noting that several topics discussed by the Finance and Operations Committee would be covered in specific agenda items at this meeting.
- b. Trustees noted the management information pack, which reports on the period prior to the opening of the new Tate Modern. Trustees were informed of exhibition performance. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000.*¹ It was reported that forward sales for Georgia O’Keeffe were strong.
- c. Trustees were informed of high levels of attendance after the opening of the new building. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹ It was thought that signposting is important in continuing to convert attendance into profit in cafes and shops.
- d. Trustees noted the performance of *Francis Bacon* in Liverpool. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹. Trustees discussed how Tate Britain and Tate Modern can collaborate with Tate Liverpool. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹ It was noted that general attendance in Liverpool is strong.
- e. Trustees discussed the possibility of the four galleries working together on shows. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹ It was thought that the scheme of tax credits against the cost of exhibitions as projected by HM Treasury would be a help in this respect. Trustees were informed that in late June, the then Secretary of State had committed publicly to the implementation of tax credits. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*²
- f. Trustees discussed the differentiation of the four galleries and the need to see the business model as a whole. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹
- g. Trustees discussed the weakness of the general economy. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹
- h. Trustees noted the investment report. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹
- i. Trustees APPROVED the Statutory Accounts for the Board of Trustees of the Tate Gallery 2015-16 and the Annual Accounts of the Knapping Fund for the year ended 31 March 2016.
- j. Trustees thanked the Finance team for the work done to incorporate changes in audit requirements in this year’s accounts.

The Delivery Director, Tate Modern joined the meeting.

6. The Tate Modern Project and the Opening of the new Tate Modern

- a. Trustees congratulated the team on the completion of the project.
- b. They noted tasks that remain outstanding including the finessing of operations. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. They were informed that other outstanding tasks relate to minor snagging.
- d. Trustees were informed of work that continues beyond the building project. They noted that the signage is being refined on the basis of experience of the way that the building is used.
- e. Trustees were informed of very high levels of attendance noting that in general and in light of large numbers of visitors, the operations of the building have been good. They congratulated the staff and particularly the Visitor Experience teams.
- f. Trustees were updated on other aspects of the opening. *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- g. Trustees were updated on fundraising. They were informed of a number of prospects in place.
- h. Trustees were informed of the remaining reviews scheduled by the Major Projects Authority.

The Director of Tate Britain joined the meeting. The Head of Displays, Tate Modern, the Head of Communications, the Head of Audience Experience, the Chief Marketing Officer, the External Relations Project Manager (Tate Modern Project), the Head of External Relations (Maternity Cover), the CEO of Tate Catering and the CEO of Tate Enterprises joined the meeting.

- i. Trustees thanked the team and those involved on a highly successful launch and opening week.
- j. Trustees noted the contribution of Collection Care and Art Handling teams.
- k. Trustees discussed the media response and congratulated the team on managing the complexity of the press launch and interest.
- l. It was noted that the response of artists has been very positive.
- m. Trustees welcomed the collaboration of staff across the organisation on the launch; it was thought that this will have beneficial effect in the future. They were informed of the success of the Friends and Family day, noting the ten minute talks undertaken by members of staff and that this had been welcomed by participants.

The Delivery Director, Tate Modern, the Head of Displays, Tate Modern, the Head of Communications, the Head of Audience Experience, the Chief Marketing Officer, the External Relations Project Manager (Tate Modern Project), the Head of External Relations (Maternity Cover), the CEO of Tate Catering and the CEO of Tate Enterprises left the meeting.

The Executive Director of Tate St Ives joined the meeting.

7. The new Tate St Ives – Project Update

- a. The Executive Director of Tate St Ives updated Trustees on the project.
- b. Trustees were informed of the project timeline and dates for the handover of the existing building and the extension. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* They noted that the project is on track for opening in autumn 2017.
- c. They were updated on the project budget. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees were reminded that the core principle of the project is financial sustainability. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. Trustees were updated on fundraising prospects. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. They were informed of the fundraising strategy. Trustees were informed of a number of further prospects. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- g. Trustees discussed budgets. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- h. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- i. Trustees were informed that all contracts on the project had now been tendered. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- j. Trustees were informed that the internal Project Board is providing oversight. *Information has been exempted under Section 36 of the Freedom of Information Act 2000²* Trustees were informed that the project will as a matter of course also be scrutinised by the Finance Committee of the Department for Culture, Media and Sport.
- k. Trustees discussed the societal benefits of the project. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- l. Trustees noted that the meeting in May 2017 will take place at Tate St Ives.

The Executive Director of Tate St Ives left the meeting; the Executive and Artistic Directors of Tate Liverpool joined the meeting.

8. Tate Liverpool

- a. The Chairman of Tate Liverpool Advisory Council introduced a paper that examined options in respect of structural improvements to the gallery. He outlined the principle of efficient operation and increasing income. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- b. Trustees were informed of changes in the ownership of the Albert Dock. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* They were also informed of neighbouring developments, including a new cruise terminal that is anticipated to bring a further 300,000-400,000 visitors to the region each year.

- c. Trustees noted that the 30th anniversary of Tate Liverpool will occur in 2018 and provides an opportunity.
- d. The Artistic and Executive Directors of Tate Liverpool presented a vision for the gallery, building on its current work as a civic space with a focus on young people and the community. Trustees were informed of recent projects, including the transposition of a primary school to the gallery for a period. They noted the vision of working with audiences in new ways. Trustees noted the fit of the vision with wider thinking in the city.
- e. Trustees were informed in detail of options explored and the consultation with stakeholders within, around and beyond the gallery. They noted that consultation responses had been prioritised using Tate's objectives, particularly relating to diversity and learning.
- f. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- g. A further report to the Board will be made in November.

The Executive and Artistic Directors of Tate Liverpool left the meeting.

9. Implications of the European Referendum result for Tate

- a. The Head of the Director's Office presented initial analysis of the impact of the referendum result.
- b. Trustees expressed concern at the abuse experienced by Front of House staff and the uncertainty faced by many employees, particularly those who are EU citizens but not UK nationals. It was agreed that a message of the Trustees' position and concern should be sent to staff.
- c. Trustees noted the risks, threats and uncertainties that the result brings for Tate. They were informed that Tate is also focusing on the role it can play and the contribution it can make in the future.
- d. It was agreed that there are a number of immediate and practical needs, and also a list of requirements and specific policy recommendations in any exit negotiations. These will be made clear to Government.
- e. Trustees noted pressures that arise in relation to exchange rates financing. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. Trustees discussed the need to re-examine Tate's Vision to identify risks and additional measures required to reinforce and support it.
- g. Trustees discussed the implications for Tate's communications and audience framework.
- h. They discussed the potential impact on Grant in Aid.
- i. It was emphasised that Tate continues to be open and international in its outlook. *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*

- j. Trustees reasserted their and Tate's commitment to the diversity and inclusion policies and vision set.
- k. *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- l. They emphasised the importance of the role that Tate's national work has to play.

Maja Hoffmann left the meeting. The Director of Learning, the Director of Digital and IS Consultant joined the meeting.

10. Digital Update

- a. Trustees were informed that the new website went live on 26 May.
- b. They were informed that development had reflected the importance of mobile and search engine optimisation. It was noted that search within the website and navigation had also been improved. Trustees were informed that visits via organic search will improve as the optimisation takes effect over the next few months.
- c. Trustees were informed of a rise in traffic. They noted a large reduction in bounce rates. It was reported that traffic to individual gallery pages had increased significantly and that the profile and visibility of the free displays and collections has been enhanced. Trustees were also informed that it is now easier to buy tickets and become a member online, with traffic to the membership pages up. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees noted an increase in conversion rates from mobile.
- e. It was reported that the next phase of development will look more deeply into the website, applying new templates to other content and moving onto the Art and Artists section.
- f. Trustees noted that Tate's social media presence remains strong, with referrals to the main website up. It was reported that there are now more views of video via Facebook than YouTube. The success of the BMX video, which has been viewed over 2.5m times was noted. Trustees were also informed of success on Instagram.
- g. They were informed of the launch of the wayfinding app and the initial experience that search by art and artists is proving the most popular. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³.*
- h. Trustees were presented with an update on work on digital systems and were informed that proposals from suppliers are being considered through the OJEU process. They were informed that the project remains on track. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- i. They were informed of the methodology that Tate has chosen. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- j. They were informed of progress in ensuring that data is fit for purpose. They noted improvements being made for the journey of Tate's online visitors and customers.
- k. Trustees were informed of funding in place for the project. They noted that specific needs are being identified with a view to future fundraising.
- l. It was noted that fundraising for Tate Exchange has been planned. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

- m. Trustees welcomed the progress made and urged that momentum must be maintained to ensure that Tate's digital offer is world class. They were informed that a digital innovation lab has been established to do just this.
- n. Trustees discussed measures of success and were informed of the target. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

The Director of Digital and IS Consultant left the meeting.

11. Tate Exchange Update

- a. The Director of Learning updated Trustees on the development of Tate Exchange.
- b. Trustees noted a new target. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* It was reported that user response and interest in the opening week of the new building had been encouraging with 6,000 visiting the floor simply to view it.
- c. Trustees were informed of the management challenges identified. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees were informed of close collaboration with curatorial teams in programming the space.
- e. Trustees welcomed the development of Tate Exchange as a civic space.
- f. Trustees were informed of work in place to examine the impact of the programme. They were informed of initial analysis, which has revealed collaboration between associates beyond Tate Exchange and positive publicity for associates, many of whom have reported the development of new ways of working. Trustees were informed that discussion is underway to secure support for an evaluation programme.

The Director of Learning left the meeting.

12. Director's Report

12.1 Trustee Appointments

- a. Trustees were informed of progress in the recruitment processes underway.

12.2 Constable

- a. Trustees were informed that, following the recommendation of the Spoliation Advisory Committee, John Constable *Beaching a Boat, Brighton 1824* has now been transferred to the claimants.

12.3 MCA, Qantas & Tate International Joint Acquisition Programme

- a. Trustees welcomed the announcement of the first acquisitions made through this partnership.

12.4 Tate St Ives What's On Cornwall Award

- a. Trustees congratulated Tate St Ives on winning the 'Best Gallery' in the *What's On, Cornwall Awards* for the second year running.

12.5 National Audit Office Comparative Study of Departments' Oversight of Arm's Length Bodies

- a. Trustees noted the publication of the report.

12.6 Charities (Protection and Social Investment) Act 2016

- a. Trustees noted the provisions in the Act.

12.7 Health and Safety Update

- a. Trustees noted the Health and Safety update.

12.8 Staff Update

- a. Trustees noted and welcomed the appointment of Gregor Muir as the Director of Collection, International Art. They were informed of the process of recruiting a Director of Development. They noted negotiations for the pay award. They noted the next phase of Inclusive Leadership training, the implementation of the Employee Survey Action Plan, the review of the Dignity and Respect at Work Policy and the Volunteers Policy.

12.9 Tate Programme Update

- a. Trustees noted the programme update.

12.10 Sponsorships and Donations

- a. Trustees noted the report on sponsorships and donations.

12.11 Board Dates 2017

- a. Trustees noted the Board dates for 2017.

12.12 Key Papers for Forthcoming Meetings

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

13. Key Points from Minutes of Councils and Committees

- a. Trustees noted the report from Tate Americas Foundation Trustees.
- b. They noted the report of Finance and Operations Committee.
- c. They noted the report of Audit Committee.
- d. They noted Tate Liverpool Advisory Council's discussion of the options presented earlier in the meeting and were informed of a presentation by Tate Collective.
- e. They were updated on a recent meeting of the Governance and People Committee.

- f. They noted the discussion of the audience framework by Tate St Ives Advisory Council and the development of a local audience strategy.
- g. They were informed of discussions at the Collection Committee.
- h. They noted the approval by the Board of Tate Enterprises Ltd of the accounts for the company.

14. Acquisitions Financial Statement

- a. Trustees noted the acquisitions financial statement.

15. Acquisitions for Noting

- a. Trustees noted and thanked Bob and Roberta Smith for the gift of a work associated with his performance at A.S.S.E.M.B.L.Y. at the opening of the new Tate Modern.
- b. Trustees noted the acquisition of works. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³
- c. They noted a series of works by Phyllida Barlow acquired for the ARTIST ROOMS Collection.

16. Acquisitions for Decision

- a. Trustees APPROVED an acquisition in principle and subject to fundraising. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*⁴ and *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹

17. Health and Safety Statement

- a. Trustees APPROVED the Health and Safety Statement for signature by the Chairman.

18. Appointments to Councils and Committees

- a. Trustees RATIFIED reappointments of David Bell and Emma King to Tate Liverpool Advisory Council initially for a term of four years, from 19 September 2016 to 18 September 2020, and subsequently, for an additional one-year term to 18 September 2021, ensuring alignment with the term of office of Council and Committee members.
- b. They RATIFIED the reappointments of Councillor Julian German, Councillor Neil Burden and Councillor Tim Andrewes to Tate St Ives Advisory Council, each for a further one year term, from 2 May 2016 to 1 May 2017.
- c. They RATIFIED the appointment of Tamsin Daniel to Tate St Ives Advisory Council for a term of four years, from 6 July 2016 to 5 July 2020.
- d. They RATIFIED the reappointment of Councillor Joan Symons to Tate St Ives Advisory Council for a further one year term, from 2 September 2016 to 1 September 2017.
- e. They RATIFIED the reappointment of Monisha Shah to the Governance and People Committee for a further one year term, from 1 August 2016 to 31 July 2017.

- f. They RATIFIED the appointments of Steve Wills and Aynsley Jardin to Tate Members Council for a term of four years, from 1 December 2016 to 30 November 2020.
- g. They RATIFIED the reappointments of Suwin Lee, Neil Scott, Amanda Pinto to Tate Members Council for further terms of four years, from 1 December 2016 to 30 November 2020.
- h. They noted the resignation of Andy Hobsbawm from Tate Britain Advisory Council.
- i. They noted the resignation of Robert Hough from Tate Liverpool Advisory Council.
- j. They noted the resignation of Hannah Rothschild as Chair of the Collection Committee.
- k. They noted the retirement of Colin Nicholls from Tate St Ives Advisory Council at the end of his term.
- l. They noted the retirement of Elisabeth Murdoch as Trustee member of the Governance and People Committee and Tate Enterprises Board at the end of her tenure on the Board of Trustees of Tate Gallery.

19. Tenancy Agreement Approval: Studio No 5, Porthmeor Studios

- a. Trustees APPROVED the adoption of a tenancy agreement in the terms proposed.

20. Any Other Business

- a. On the occasion of her last Board meeting, Trustees thanked Elisabeth Murdoch for her service as a Trustee.

21. Date of Next Meeting

Trustees noted the date of the next meeting as Wednesday 21 September, 09.00-13.00, Tate Britain Board Room.

Endnotes

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

² **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*

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).*