

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 15 September 2010 at Tate Britain, Board Room, 3 pm

Present:	Lord Browne Helen Alexander Tom Bloxham Jeremy Deller David Ekserdjian Maja Hoffmann Patricia Lankester Elisabeth Murdoch Monisha Shah Bob & Roberta Smith Gareth Thomas 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
Additional staff: Report 7 only Report 7 until end Report 7 until end for Report 9 for Report 10	Sue Cambridge Caroline Collier Dr Penelope Curtis Cheryl Richardson Kate Sloss	Director of Finance Director, Tate National Director, Tate Britain Director of Human Resources Director of Collection Care

The Chairman welcomed Maja Hoffmann, who was attending her first Board meeting since her appointment as a Trustee of Tate was announced by the Prime Minister on 16 July 2010 for a term of four years from 28 June.

1. Apologies

Apologies were received from Jeremy Deller, Mala Gaonkar, Franck Petitgas and Wolfgang Tillmans.

2. Confirmation of Minutes

Minutes of the Meeting held on Wednesday 14 July 2010

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. Trustees were updated on sponsorships and events at Tate. It was reported that there has been continued interest in sponsorship at Tate. Recent protests at Tate and the cancellation of an event by a private client were discussed. It was reported that a process has been put in place to identify private bookings around which there may be public and press interest. It was noted that Trustees would be kept informed. The Trustees emphasised the importance of ensuring that the art is not put at any undue risk.

4. Conflict of Interest Declarations

- a. There were no conflict of interest declarations.

5. Director's Report

5.1 Transforming Tate Modern Update

- a. Trustees were updated on the development of TTM. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹ Trustees agreed on the need to balance practical, reputation, and curatorial issues.

5.2 Transforming Tate Britain Update

- a. It was reported enabling works for the first phase of the development project have begun and that consent has been confirmed with both DCMS and Treasury. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹

5.3 Tate St Ives Visit

- a. Trustees noted the opportunity to visit Tate St Ives, to attend the Council meeting and Peter Lanyon opening, and to visit sites relevant to Tate's future development in Cornwall. It was highlighted that the purchase of the land adjacent to Tate St Ives is a positive and important building block in the journey toward this vision.

5.4 Greater Freedom for National Museums and Galleries

- a. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*² It was reported that the Chairmen of National

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*

Museums would meet with Ed Vaizey in late September to discuss the issue.

5.5 Comprehensive Spending Review: Preparations

- a. Trustees were updated on recent activity. It was reported that in July a press conference as well as a gathering of around 40 ACE-funded arts organisations, represented by their Directors, had taken place to communicate and discuss the effect of major cuts to the sector. It was reported that Tate had received feedback that it had been helpful to gather together arts organisations to understand what others are doing to respond to the reductions in funding. Trustees were updated on a public campaign initiated by the London Turning Point Network, which would feature weekly releases by artists, beginning with an animation by David Shrigley.
- b. It was noted that Tate's current focus is on discussions with officials and ministers. It was reported that the Chairman and Nicholas Serota would meet Jeremy Hunt in late September to discuss the spending review and its application across the sector. Tate's business model and performance relative to other national museums was discussed. It was highlighted that, due to Tate's historic ambition and success in raising income, there is less scope for Tate to raise additional income. It was discussed that Tate utilises its buildings extremely effectively; generates more income per visitor from non-government sources; and that the efficiency measures undertaken have been continuous, and not merely in response to potential reductions in government spending. In response to a query, it was reported that officials appear to understand these issues, but that there may be practical obstacles to their being translated into policy.

5.6 Government Initiatives

- a. Trustees noted the range of initiatives with which Tate must comply as part of the government's transparency and spending agendas. The restrictions on public sector pay announced by government were noted.

5.7 Legal Advice

- a. It was noted that Tate had taken legal advice in relation to a group of prints in the Tate Collection. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*³ It was also noted that the advice would be helpful to Tate in the future when dealing with related issues.

5.8 Trustee Appointment Update

- a. It was noted that the new Trustee roles had been advertised, and that it was hoped a strong cadre of potential candidates might apply. Trustees were asked to be in contact with the Director's Office with any suggestions for potential candidates for the two Trustee specifications.

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

5.9 Family Conference 2010 – Wednesday 1 December 2010

- a. The Trustees noted the report on the Family Conference.

5.10 2011 Key Meetings Schedule

- a. The Trustees noted the Key Meetings Schedule.

5.11 Staff Update

- a. The Trustees thanked Eleanor Pinfield for her excellent work as Corporate Governance Manager over the past three years. The Trustees also thanked Julian Bird for his contribution over the past three years across the range of Tate's activity, which had helped to move Tate forward. It was reported that the senior management structure had been re-evaluated following Julian's appointment, and that the Chief Operating Officer role had been re-scoped with a narrower range of responsibilities. It was noted that the Deputy Director would oversee Tate Enterprises and Visitor Services and Estates, bringing together management of the audience-facing and revenue generating aspects of Tate's operations. It was also reported that Judith Nesbitt had successfully applied to take over responsibility for Tate's national and international activities, including partnerships and touring, and Trustees congratulated Judith on her appointment.

5.12 Tate Programme Schedule 2010

- a. The Trustees noted the programme schedule.

5.13 Sponsorships and Donations

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

5.14 Key Papers for Forthcoming Meetings

- a. The Trustees noted the key papers for forthcoming meetings. It was highlighted that the Finance and Operations committee had also considered Tate's scenario planning. It was noted the committee had emphasised the need to focus on Tate's geographic, functional and infrastructure priorities in order to establish a sustainable base for the Tate group going forward.

6. Key Points from Minutes of Councils and Committees

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

Sue Cambridge, Caroline Collier and Dr Penelope Curtis joined the meeting.

7. Finance Report

- a. It was reported that the forecast included the impact of the 3.5% reduction in government funding in the current financial year, which amounted to approximately £1m. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁴ It was also reported that visitors for *Francis Alÿs* and *Rude Britannia* had been in line with expectations and that income for *Rude Britannia* had been particularly strong. It was noted that August retail and catering performance had also been strong, as were pre-sales for the *Gauguin* exhibition.

Sue Cambridge left the meeting.

8. Comprehensive Spending Review Planning

- a. The Trustees were updated on internal work being done in preparation for the Director's Group Away Day at the end of September. It was reported that a number of scenarios and options are being examined. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁴ It was noted that this topic would be the main item for consideration at the November Board of Trustees meeting, at which time the outcome of the CSR would also be known.
- b. It was agreed that it is important for Tate to maintain a strong sense of purpose and direction, and that the 2015 Vision provides the starting point for this. It was noted that the 2015 Vision, to be more Open, Diverse, International, Entrepreneurial and Sustainable, reflects how we believe museums need to develop and that Tate should continue to be guided by these ambitions, recognising that the ways in which we achieve these aims and the pace at which we are able to do so is likely to change.
- c. It was discussed that, despite a high level of uncertainty, there is much to be hopeful about, including the development of Tate Britain which would be transformed by its coherent vision. Local advocacy was briefly discussed.
- d. It was discussed that Tate has a high fixed cost business model and that reductions in programme could result in a reduced ability to generate non-government income through sponsorship and admissions. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁴ It was noted that consideration should be given to the full range of funding sources over the long term, including at local and regional levels, and that this should then inform the decisions that would need to be taken.

The meeting adjourned for a short break. Cheryl Richardson and Kate Sloss joined the meeting.

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

9. Tate People Plan 2010-13

- a. The Director of Human Resources introduced the report. It was noted that planning was difficult in light of the current financial uncertainty. It was reported that change would be an important aspect going forward, that a number of reviews have already been undertaken, and that the outcome of the CSR would inform how these might continue.
- b. Trustees queried staffing levels across Tate and within the department. It was noted that there are approximately 15 staff in the Human Resources department and that it would be difficult for the team to take on more activity than has been experienced in recent months. It was noted that key people and positions within Tate should be identified and that internal development and promotion should continue to be a key focus. It was stated that the development programmes offered at Tate can help in this respect, and that more could be done in this area to retain and develop key staff.
- c. It was noted that a staff survey would be completed in the autumn. Trustees advised that the staff survey should be done on an annual basis if possible. It was noted that the Finance and Operations committee is also a forum for discussions related to this area and that the people plan would be shared with staff.
- d. It was agreed that Trustees would consider the people and organisational strategy annually in the future, and that the results of the staff survey would be shared with Trustees in March 2011. It was also agreed that KPIs around learning and development would be agreed, and that these would be reported annually as well.

10. Principles for Care of the Collection

- a. The Director of Collection Care introduced the report. It was noted that the principles outlined in the report express the approach to caring for the Collection, and are flexible, pragmatic and risk-based. It was reported that this approach seeks to balance value for money while safeguarding the Collection and ensuring it can be shown in the best possible way. Examples of Tate's approach were discussed.
- b. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000⁵* In response to a query it was reported that works in the Collection are considered to be stable and could be shown on short notice, but that this is different from their necessarily being at their 'aesthetic best'.
- c. Trustees discussed the development of knowledge around the Collection. It was noted that there is public appetite to understand more about the activity of the Collection Care division, and that efforts should be made to

⁵ *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).*

share these stories more widely with the public. It was also stated that the division is working closely with Tate's research department to develop this and other areas further. It was agreed that the procedures under development would include more detail around how decisions are made in relation to balancing pragmatism and risk, and that these would be shared with Trustees in due course.

11. Acquisitions Financial Statement

- a. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000⁵*
- b. The Trustees

NOTED the acquisitions financial statement.

12. Appointments to Councils and Committees

- a. Trustees' attention was drawn to a number of vacancies and renewals to be considered ahead of the next Board meeting in November. Trustees were asked to be in contact with the Director's Office with any suggestions of candidates for particular Councils or Committees. Trustees noted the retirement dates of Helen Alexander and Jeremy Deller in early 2011. It was agreed that the vacancy that would be created by the retirement of Helen Alexander from the Finance and Operations Committee would be added to the report.
- b. The Trustees

APPROVED the re-appointment of Councillor Paul Brandt to the Tate Liverpool Council.

13. Minutes from Councils and Committees

- a. The Trustees

NOTED the minutes from the Councils and Committees.

14. Any Other Business

- a. There was no other business.

15. Date of Next Meeting

- a. The Trustees noted the date of the next Board of Trustees meeting at 9 am on 17 November 2010 at Tate Modern.