

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 6 July 2011 at Tate Modern in the East Room, Level 7

Present:	Lord Browne Tomma Abts Tom Bloxham David Ekserdjian Maja Hoffmann Patricia Lankester Elisabeth Murdoch Franck Petitgas Monisha Shah Bob & Roberta Smith Wolfgang Tillmans	Chairman
Staff present:	Sir Nicholas Serota Alex Beard Caroline Collier Penelope Curtis Chris Dercon Masina Frost Deirdre Robertson	Director Deputy Director Director Tate National Director Tate Britain Director Tate Modern Head of the Director's Office and Secretary to the Board of Trustees Chief Operating Officer
Report 5 only	Christopher Jonas Rebecca Williams	Chairman, TTM Project Board Director of Development and Tate Foundation

The Chairman welcomed Trustees to the initial Trustees-only session, which it was noted would mark the beginning of Trustee meetings in the future. The Chairman particularly thanked Maja Hoffmann for attending the meeting, which coincided with Les Rencontres d'Arles festival. The Trustees briefly discussed agenda items twelve and fourteen. Trustees also discussed Cultural Learning including the independent review sponsored jointly by the Department for Culture, Media and Sport and the Department for Education.

Franck Petitgas joined the meeting.

1. Apologies

- a. Apologies were received from Lionel Barber, Mala Gaonkar and Gareth Thomas.

Nicholas Serota, Alex Beard, Caroline Collier, Penelope Curtis, Chris Dercon, Rebecca Williams, Deirdre Robertson and Christopher Jonas joined the meeting.

The Trustees discussed agenda item five.

2. Confirmation of Minutes

Minutes of the Meeting held on Wednesday 18 May 2011

- a. It was noted that adjustments had been made to the list of staff attendees in the minutes, and that these changes would be reflected in the minutes to be signed by the Chairman.
- b. The Trustees

CONFIRMED the minutes as a true record, and the minutes were signed by the Chairman.

3. Matters Arising

- a. It was noted that a full report on actions arising which remain incomplete after six months would be made to the Board on a regular basis.

4. Conflict of Interest Declarations

- a. There were no conflict of interest declarations.

5. The Tate Modern Project

- a. Christopher Jonas introduced the discussion. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- b. Trustees were updated on fundraising. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. Trustees were updated on recent discussions with Government. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

The Trustees considered agenda items two through four before considering the Director's Report.

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).*

6. Director's Report

6.1 Trustee Reappointments

- a. It was noted that Tate is awaiting confirmation from DCMS regarding Trustee reappointments.

6.2 National Gallery and Tate Trustee Meeting – 7 June 2011

- a. It was reported that the meeting was very positive and that the format would be retained for future years.

6.3 Art Theft: And the Case of the Stolen Turners

- a. The Trustees NOTED the report.

6.4 REcreative website launch

- a. The Trustees NOTED the report.

6.5 Tate Liverpool – Tourism Awards

- a. The Trustees NOTED the report.

6.6 Tate Vision Beyond 2015

- a. It was noted that Trustees would lead the discussion of the Vision beyond 2015 at their meeting in November, ahead of subsequent discussions and engagement with staff.

6.7 Sustainability Update

- a. The Trustees NOTED the report.

6.8 Diversity Initiatives Update

- a. The Trustees NOTED the report.

6.9 Policy Update

- a. The Trustees NOTED the report.

6.10 Tate Family Conference 2011

- a. The Trustees NOTED the report.

6.11 Staff Update

- a. The Trustees NOTED the report.

6.12 Sponsorship Update

- a. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

6.13 Sponsorships and Donations

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

6.14 Tate Programme Schedule 2011

- a. The Trustees noted the programme schedule.

6.15 Key Papers for Forthcoming Meetings

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

7. Key Points from Minutes of Councils and Committees

- a. The Chairman of Tate Liverpool Council reported that the Magritte exhibition was an exceptional show and had been very well received. Trustees who attended the opening agreed. The Chairman reported that the Finance and Operations Committee had discussed the use of reserves (in line with the Board papers), Tate Modern, the Staff Survey and the Tate St Ives lease. Regarding international partnerships it was noted that the Committee had recommended that any partnerships be carried out in a way that manages demands on staff and that does not diminish focus on Tate's core operations. The Chairman of the Tate Foundation Trustees reported that reserves had been discussed. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²* It was noted that Tate Modern Council had responded warmly to the Tate Modern vision, and was pleased to see the synthesis of Tate's Vision and other cross-cutting strategies. The Director, Tate National reported that the summer exhibition at Tate St Ives has been very well received, with beautiful displays and audience figures and income performing strongly. The Chair of the Ethics Committee reported that a number of issues had been discussed relating to fundraising. The Chairman of the Collection Committee reported that the Committee had discussed the acquisition to be considered under agenda item fourteen. The Chairman thanked the Trustees for their updates, highlighting the importance of the Council and Committee discussions to the governance structure of Tate.

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).*

8. Finance Report

8.1 Report from the Chairman

- a. It was noted that the highlights from the Finance and Operations Committee had been covered in the previous item.

8.2 Management Information Pack

- a. The Chief Operating Officer reported that attention was being paid to the development of Tate Enterprises' contribution throughout the year, in light of the challenging consumer spending environment.

9. Approval of Statutory Accounts

- a. It was noted that the Finance and Operations and Audit Committees had recommended approval of the Statutory Accounts. It was also reported that the National Audit Office had given a very positive review of the process and that the audit had run smoothly. It was confirmed that the Statutory Accounts are laid before Parliament, and are also made available online under Tate's Publication Scheme.

- b. The Trustees

APPROVED the Statutory Accounts for the year ended 31 March 2011 and AUTHORISED the Chairman and Director to sign the accounts and letter of representation on their behalf;

APPROVED the Knapping Fund Statutory Accounts for the year ended 31 March 2011 and AUTHORISED the Chairman to sign the accounts and the letter of representation on their behalf; and

NOTED the Audit Committee annual report to the Board of Trustees in Appendix 3.

The meeting adjourned for a short break.

10. Tate Modern Vision

- a. The Director of Tate Modern introduced the discussion. It was noted that the vision had been discussed by Directors Group and Tate Modern Council, and that the vision is a synthesis of different areas across Tate and where the gallery is now. It was noted that the management team was now seen to comprise areas beyond curatorial, such as media and learning, and that the responsibility of the team includes social and financial sustainability. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*³

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).*

- b. It was noted that there was an ambition to show more recent acquisitions and to develop Collection displays, showing the history and future of the Collection, in new ways. There was discussion about the packaging of larger and more niche elements of programme, the balance between them, and the importance of all of these elements to Tate's remit and reputation. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁴ It was stated that Tate Modern would seek to collaborate more closely with other London arts organisations. The need for thought leadership and new scholarship in all programmes was emphasised, as was the need for Tate to ensure the recruitment and retention of key staff was well-managed.
- c. The integration of Learning into programme development from its inception was highlighted. It was also noted that artists express interest in being more involved with users. Interpretation, the integration of text in the galleries, and digital delivery of content were raised as areas for further consideration by the management team. Tate Film was also highlighted as a beacon for working in new ways: beyond the museum; emphasising learning, creativity and innovation; and in leveraging digital capabilities. It was noted that Trustees strongly supported the central role of Learning. It was also noted that staff may need to work in ways they have not previously been asked to.
- d. The synergies between Tate Modern and Tate Britain were discussed. It was noted that both synergy and differentiation would be important, and that the two galleries should continue to build on their different kinds of space and sense of place. The broad temporal view of Tate Britain was contrasted with Tate Modern's broad geographical view of the modern and contemporary period. It was emphasised that the two galleries need to be articulated as different, but equally dynamic and both places where people can have intimate encounters with art. The strengths of the Collection and Tate's ability to secure important loans for public display were highlighted as a unique responsibility of Tate in the UK.
- e. The Trustees commended the collaborative work that had been done on the vision in recent months. Trustees asked that a number of additional areas be considered for performance evaluation. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁴ It was agreed that the topic would be revisited in due course to review progress.

Elisabeth Murdoch left 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).*

11. International Partnerships

- a. The Director, Tate National introduced the discussion. It was noted that the topic had been previously discussed, and the team had agreed to take forward three areas for further development and investigation. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁵
- b. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁵
- c. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁵

12. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁵

13. Acquisition Financial Statement

- a. The Trustees

NOTED the Acquisition Financial Statement.

The Trustees considered items fifteen through eighteen on the agenda, prior to considering item fourteen.

14. Acquisitions for Decision

- a. Trustees considered the proposed acquisition outlined in the report. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁵

15. Acquisitions for Noting

- a. The Trustees

NOTED the Acquisitions.

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).*

Information has been exempted under Section 22 of the Freedom of Information Act 2000⁶

16. Tate St Ives Lease Renewals

- a. The Trustees

APPROVED the payment of a revised rent to Cornwall Council and the extension of the lease for temporary office accommodation, as outlined in the report.

17. Bribery Act 2010

- a. The Trustees emphasised the importance of the Act. It was agreed that further discussion of corresponding process changes at Tate would be discussed at the next Board meeting.

- b. The Trustees

NOTED that the Bribery Act came into force on 1 July 2011 and the action being taken by Tate as outlined in the report.

18. Minutes from Councils and Committees

- a. The Trustees

NOTED the minutes from the Councils and Committees.

The Trustees discussed item fourteen on the agenda.

19. Any Other Business

- a. There was no other business.

20. Date of Next Meeting

- a. Trustees noted the date of the next Board meeting as Wednesday 21 September 2011, at 9am at Tate Britain, in the Board Room.

⁶ *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).*