

**Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 20 January 2010 at Tate Modern, 9 am in the Meetings Room**

Present	Lord Browne Helen Alexander Jeremy Deller Professor David Ekserdjian Patricia Lankester Elisabeth Murdoch Monisha Shah Bob & Roberta Smith	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
Report 7 only	Sue Cambridge	Director of Finance
Report 11 - end	Judith Nesbitt	
Report 11 - end	Vicente Todolí	Director, Tate Modern
Report 11 - end	Caroline Collier	Director, Tate National
Report 12 only	Celia Clear	
Report 12 only	Robin Bidgood	
Report 13 only	Rob Gethen-Smith	

**1. Apologies**

Apologies were received from Tom Bloxham, Sir Howard Davies, Franck Petitgas and Wolfgang Tillmans. It was noted that Helen Alexander would arrive late to the meeting.

**2. Confirmation of Minutes**

**Minutes of the Meeting held on Wednesday 18 November 2009**

- a. The Trustees

CONFIRMED the minutes as a true record and the minutes were signed by the Chair following the meeting.

**3. Matters Arising**

- a. There were no matters arising.

**4. Conflict of Interest Declarations**

- a. There were no conflict of interest declarations.

## **5. Director's Report**

Helen Alexander arrived during the Director's Report.

### **5.1 Visitor Services Review**

- a. Trustees were informed that the plans outlined by the Director of Visitor Services in the September 2009 Board of Trustees meeting had been discussed with staff and unions, were in the process of being implemented and would take effect from April 2010.

### **5.2 Pop Life: Update**

- a. The Director reported on the timeline and actions being taken forward. It was noted that the actions outlined would be completed for implementation by April 2010 and that that an update would be provided to Trustees at their meeting in May. It was also noted that Trustee statutory obligations would be summarised and shared. Trustees were informed that some of the procedures outlined are already being employed in the planning of a number of upcoming exhibitions. Trustees were also updated on recent correspondence.

### **5.3 Strategy: Taking Tate Forward**

- a. Trustees noted and commented on the tabled staff booklet.

### **5.4 Artists' Passes**

- a. Trustees were informed of steps and events taking place to further strengthen Tate's relationships with artists. Trustees strongly endorsed the plans.

### **5.5 Trustee Appointment Update**

- a. It was reported that there was an extremely strong field of candidates who had applied for the Trustee position advertised at the end of 2010 and that interviews were underway. It was also reported the specifications for the two additional vacancies on the Board of Trustees had been approved by the Minister and would be advertised imminently. The Chair highlighted that Trustees may be asked to participate in the appointment processes and would be contacted in due course.

### **5.6 Family Conference 2009: Feedback**

- a. Trustees agreed that the annual Family Conference had been highly successful. It was stated that the event had raised the profile of cultural policy more widely. It was suggested that Tate should continue to work to help ensure practical policy outcomes for the sector. Trustees discussed ways to increase attendance at the Family Conference. It was agreed that that date for next year's conference would be confirmed and communicated as soon as possible. The strong attendance of the St Ives and Liverpool Councils was discussed and it was suggested that a dinner or event be planned the evening before the Family Conference at which Trustees and non-executives travelling to London might meet.

- b. Trustees also discussed recent reports relating to investment performance. It was confirmed that the investments highlighted were not speculative but instead formed part of an integrated portfolio strategy and that Tate's performance relative to the markets overall and other national museums during the period was favourable.

#### **5.7 American Patrons of Tate – New Office**

- a. Trustees were encouraged to visit the American Patrons Office should they be in New York.

#### **5.8 Tate Programme Schedule**

- a. Trustees noted the programme schedule.

#### **5.9 Sponsorship and Donations**

- a. Trustees noted the sponsorship and donations report.

### **6 Key Points from Minutes of Councils and Committee**

- a. It was reported the Tate Enterprises Board had discussed the seasonal guide pilot. A query was raised about a discussion in the Finance and Operations meeting and Trustees were updated on recent discussions with the DCMS.

Sue Cambridge joined the meeting.

### **7 Finance Report**

- a. The Director of Finance reported that there was an improvement in the financial position due to confirmation of utility prices and the performance of the autumn exhibitions. In response to a query, Trustees discussed OGC procurement and the possibility of hedging against energy price increases in the future. It was noted that Tate Liverpool performance would be reviewed alongside other local comparators when it is discussed in May 2010.

#### **7.1 2010-11 Budget Approval**

- a. The main assumptions in the budget were summarised. It was reported that the Finance and Operations committee had discussed the budget at length. Trustees discussed the assumptions relating to grant in aid, capital, the revenue forecast for Tate Liverpool and contingency. It was reported that scenario planning is underway to plan for expected budget changes in financial year 2011-12 and beyond.
- b. The Trustees

APPROVED the 2010-11 budget.

Sue Cambridge left the meeting.

## 8 Transforming Tate Modern

- a. The Deputy Director reported that progress had been made in validating and testing the approach to the façade and that a scale mock-up would be completed at the Tate Store which Trustees would be able to view. It was also reported that the work arising from the borehole tests is still expected to be funded within existing contingency and that the expected hand-over date from EDF Energy remains on track.
- b. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup> Trustees agreed that any approved plans must represent a prudent and responsible use of public funds.
- c. Trustees were updated on fundraising. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- d. The Trustees

AGREED the appointment of the demolition contractor as outlined in the report.

## 9 Transforming Tate Britain Phase 1: Update

- a. Trustees were updated on the construction plans. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*<sup>2</sup> It was also noted that the business case had been discussed with the DCMS, was awaiting Treasury approval and that Westminster Council and English Heritage had indicated their support for the scheme. It was noted that planning permission is expected to be submitted in late March. Trustees discussed the public and gallery facilities that are expected to be in place by summer 2012.

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<sup>1</sup> **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).*

<sup>2</sup> **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).*

- b. Trustees were updated on fundraising. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>3</sup>
- c. The Trustees

APPROVED the allocation of funds to March 2010 as outlined in the report.

## 10 Advocacy

- a. Trustees noted the report. Trustees agreed that the summary and messages were very useful. Trustees were asked to be in touch with the Director's Office should they wish to invite contacts to a Tate event, require briefings or any further support.

The meeting was adjourned for a short break.

Caroline Collier, Vicente Todolí and Judith Nesbitt joined the meeting.

## 11 Diversity of Collection and Programmes

- a. The Director of Tate National introduced the report. It was stated that the report focused on the Collection, exhibitions and displays and is part of a broader five-strand programme of engagement to which internal commitment is high. The importance of consistent data gathering was highlighted.
- b. Trustees discussed the importance of and link with staffing, in particular attracting curators with diverse backgrounds and interests. It was agreed that this is very important in order to produce change organically from within Tate. Trustees were informed that a resource focused on workforce issues would be appointed and that Tate would continue to work with other organisations, such as the Arts Council, to broaden the workforce at Tate and in the arts sector more generally.
- c. Trustees discussed Tate's foreign language provisions and skills within the galleries, online, and in areas of specialist research. Recent efforts to improve Tate's language and signage offer were discussed. It was noted that it would be useful to examine Tate's efforts and language offers alongside other national and international museums.
- d. Performance measurement was raised. It was discussed that a shift in the pattern of acquisitions and programme was sought and that specific objectives would be considered. It was agreed that such a shift should be perceived by audiences. It was highlighted that change takes time and should be considered over a minimum of a five year period.

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<sup>3</sup> *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).*

- e. Shorter-term initiatives and offers at Tate Britain were discussed. It was also reported that departments at Tate Britain are working together more collaboratively. The movie project was also discussed and it was stated that the project is intended to reach a broad cross-section of the nation's young people. The programme for 2012, and the need to present a broad view of art and Britain, was also discussed.

Celia Clear and Robin Bidgood joined the meeting.

## **12 Tate Enterprises Ltd**

- a. The membership of the Tate Enterprises Board was reported and it was noted that Giles Spackman had recently resigned from the Tate Enterprises Board. The Chief Operating Officer introduced the report, and highlighted that Celia Clear would soon retire after sixteen years serving as Chief Executive of Tate Enterprises.
- b. Celia Clear, the Chief Executive of Tate Enterprises, summarised the report. It was noted that opportunities for growth are seen to be in the areas of digital publishing, licensing and online sales. It was agreed that the skills represented on the TEL Board would be revisited. The Trustees thanked Celia very warmly for her many contributions and successful years leading as the Chief Executive of Tate Enterprises. Trustees also highlighted the success that Tate Enterprises has had in making Tate's content both serious and approachable.
- c. Robin Bidgood, the Chief Executive of Tate Catering, introduced the catering report. It was noted that the link between the audience strategy and catering should be considered. Recent performance was highlighted. Trustees discussed the Footstool Restaurant at St. Johns Smith Square. It was reported that Tate had agreed to extend the contract with the Fitzwilliam Museum for a further two years. Entertaining was highlighted, as was the fact that very few museums operate their own catering enterprises.

Celia Clear and Robin Bidgood left the meeting.

Trustees discussed agenda items 14 and 15 prior to agenda item 13.

Rob Gethen-Smith joined the meeting.

## **13 Information Systems and Technology Strategy**

- a. Trustees were informed that the Finance and Operations committee had discussed the report, which had been very warmly received. Tate's proposed approach to developing three key areas of activity were presented, as were projected timelines and funding.
- b. Trustees highlighted the importance of developing Tate's content management, data capture and relationship management capabilities and systems in order to achieve its aspirations. It was noted that the timeline for these activities would be reviewed, with a view toward strengthening Tate's audience-related capabilities and systems.

- c. It was noted that Tate is in discussion with leading practitioners of digital design and development and that these would be addressed in the context of the audience strategy in March. Trustees agreed the importance of digital development both for artists and audiences. The Trustees thanked the Information Systems department for all they contribute to Tate within very limited resources.

**14 Acquisitions Financial Statement**

- a. The Director highlighted the position for the current and following year.  
The Trustees  
NOTED the acquisitions financial statement.

**15 Acquisitions for Decision**

- a. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>4</sup>*

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**16 Risk Register**

- a. The Trustees  
NOTED the risk register.

**17 Bank Mandate**

- a. The Trustees  
APPROVED the bank mandate.

**18 Appointments to Councils and Committees**

- a. The Trustees  
APPROVED the appointments to the Councils and Committees.

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**19 Minutes from Councils and Committees**

- a. The Trustees

NOTED the minutes from the Councils and Committees.

**20 Key Papers for Forthcoming Meetings**

- a. The Trustees

NOTED the key papers for forthcoming meetings.

**21 Any Other Business**

- a. Trustees discussed the annual dinner with the National Gallery Trustees. It was also agreed that the Director's Office would explore the option of holding a Board meeting at the Tate Store in Southwark.

**22 Date of Next Meeting**

- a. It was noted that the next meeting would be held on Wednesday 17 March 2010 at Tate Britain.