

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 17 March 2010 at Tate Britain, 9 am in the Meetings Room

Present	Lord Browne Helen Alexander Sir Howard Davies Professor David Ekserdjian Mala Gaonkar Patricia Lankester Elisabeth Murdoch Franck Petitgas Monisha Shah Bob & Roberta Smith Wolfgang Tillmans	Chairman
Staff present	Sir Nicholas Serota Alex Beard Julian Bird Masina Frost	Director Deputy Director Chief Operating Officer Head of the Director's Office and Secretary to the Board of Trustees
Report 9 only from Report 8- end from Report 8 - end from Report 8 - end Reports 7-8	Sue Cambridge Judith Nesbitt Vicente Todolí Caroline Collier Rebecca Williams	Director of Finance Chief Curator, Tate Britain Director, Tate Modern Director, Tate National Director of Development and Tate Foundation
Reports 12 and 13 Report 12 and 13	Claire Eva John Stack	Head of Marketing Head of Tate Online

The Chairman welcomed Mala Gaonkar, who attended her first meeting as a Trustee of Tate. It was reported that Christopher Jonas, the Chairman of the Transforming Tate Modern (TTM) Project Board would join the Board meeting for agenda item 7 "Transforming Tate Modern", with a discussion by Trustees to follow.

1. Apologies

- a. Apologies were received Tom Bloxham and Jeremy Deller. It was noted that Mala Gaonkar would attend the meeting for the first hour only.

2. Confirmation of Minutes

- 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. There were no matters arising.

4. Conflict of Interest Declarations

- a. It was noted that Jeremy Deller and Mala Gaonkar had a conflict with an acquisition listed under agenda item 15, "Acquisitions for Noting."

5. Director's Report

5.1 Transforming Tate Modern Update

- a. It was reported that the project is working to time and budget. Trustees' attention was drawn to the funding provided by the London Development Agency on 10 March 2010 in support of the Bankside Urban Forest scheme.

5.2 Tate and National Portrait Gallery Storage Agreement

- a. It was noted that the agreement had grown out of discussions with the National Portrait Gallery regarding the National Art Collections Centre (NACC), was strongly supported by the DCMS, and is an example of Tate working in collaboration with colleagues in the sector to mutual benefit.

5.3 Confirmation of Grant in Aid Allocation 2010/11

- a. It was noted that Tate had received confirmation of the Grant in Aid allocation for the 2010-11 financial year. It was also reported there is one outstanding issue and it was noted there is high level confidence there would be a satisfactory resolution.

5.4 Digital Economy Bill: Orphan Works

- a. The Trustees noted the report.

5.5 Tate Modern Climate Symposium

- a. The Trustees noted the report.

5.6 Tate Modern 10th Birthday

- a. The Trustees noted the report.

5.7 Lost Masterpieces – Tate and 4iP

- a. The Trustees noted the report.

5.8 Trustee Appointment Update

- a. The Chairman updated Trustees on the recent processes. It was reported that, following extensive interviews for three Trustees positions, all the recruitment processes had been successfully concluded. It was noted that the Prime Minister had appointed Mala Gaonkar to the Tate Board of Trustees on 8 March 2010. It was also noted that Tate awaits confirmation of two further Trustee recommendations, both of which are currently before the Minister. The Chairman thanked those Trustees who had been involved in the interview processes. It was reported that the appointment processes had yielded a number of candidates who are also able to contribute to Tate in other ways, for example through membership on the Board councils and committees.

5.9 Trustees' Visit to Tate Store, Southwark

- a. The Trustees noted the report.

5.10 Tate / National Gallery Update

- a. It was noted that a short meeting with the Directors of Tate and the National Gallery, and the two liaison Trustees, would be arranged to discuss how the two galleries might work more closely together to their mutual advantage.

5.11 Trustees' Dinner and Away Day, 18 and 19 May 2010 and Dinner on 13 July 2010

- a. Trustees' attention was drawn to the dinner and away day meeting on 18 and 19 May, and the dinner planned for 13 July.

5.12 Trustees' Visit to Tate St Ives, 8 and 9 October 2010

- a. It was highlighted that there is an opportunity to visit Tate St Ives in October, and that it is hoped that Trustees will be able to attend. It was noted that Trustees would be able to attend the Tate St Ives Council meeting followed by the opening for the Peter Lanyon exhibition, which is being curated by Chris Stephens. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* It was noted that Trustees would discuss the development of Tate St Ives in more depth at their away day in May 2010.

Christopher Jonas and Rebecca Williams joined the meeting.

5.13 Family Conference 2010

- a. The Trustees noted the report.

5.14 Staff

- a. It was noted that Robin Bidgood had decided to leave Tate, and that interviews for his successor are in process. It was also noted that an offer had been made to Marc Sands, formerly Marketing Director for Guardian News and Media, for the Director of Media and Audiences position, which he has accepted. It was reported that a start date will be confirmed, but is expected to be in mid-May. It was also noted that Vicente Todolí had decided to leave Tate. It was agreed that he had added a tremendous amount to Tate Modern, in particular with regard to early 20th century exhibitions and building the supporter base for the gallery in the UK and abroad. It was noted that the new Director of Tate Modern, when appointed, would have the opportunity to help shape the programme of the expanded Tate Modern. Trustees were updated on the process to appoint Vicente's replacement. Trustees were also updated on the process to appoint a Chief Executive of Tate Enterprises. It was noted that an appointment panel for the position would be convened after Easter.

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).*

5.15 Tate Programme Schedule 2010

- a. The Trustees noted the report.

5.16 Sponsorships and Donations

- a. The Trustees noted the report.

6. Key Points from Minutes of Councils and Committees

- a. The Trustees noted the report.

7. Transforming Tate Modern

- a. Christopher Jonas updated the Trustees on the development of the TTM project. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*²
- b. Trustees were updated on project fundraising. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*²

Rebecca Williams, Alex Beard, Nicholas Serota and Mala Gaonkar left the meeting.

- c. The Chairman summarised the information presented. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*²
- d. The Trustees

APPROVED the commencement of works for the TTM project as outlined in the report; and

AGREED to delegate the letting of the substructure package to the TTM project board, subject to it being deliverable within budget and to it being ratified at the Board of Trustees meeting in May.

The meeting was adjourned for a short break.

Franck Petitgas left the meeting. Rebecca Williams, Alex Beard, Nicholas Serota, Vicente Todolí, Caroline Collier, Sue Cambridge, and Judith Nesbitt joined the meeting. Items 9 and 10 were considered ahead of item 8 on the agenda.

8. Tate Development Campaign

- a. The Director of Development summarised the report. It was highlighted that the agreed objectives had been successfully met with regard to revenue and acquisition funding streams and, though capital fundraising had been challenging

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in light of the circumstances discussed previously, the next year would be important. It was reported that, with regard to gifts to the Collection, a significant number of commitments had come to fruition and that an update on the campaign would be prepared for Trustees. It was noted that messages on the growth of the Collection should be included in the communications relating to the Transforming Tate Modern project. The organisational structure of fundraising within Tate was discussed, as was the need to continually renew and refresh the groups that contribute to Tate's fundraising efforts.

b. The Trustees

CONFIRMED their approval of the development strategy.

Rebecca Williams left the meeting.

9. Finance Report

- a. The Director of Finance reported that Tate is on track to meet expectations in admission income and it is expected there will be a balanced budget in the current financial year. It was also noted that Tate had received further capital funds from DCMS in the current year. The Chair of the Finance and Operations committee reported on progress made by Tate during the year around cost control and the management of potential cost overruns.

10. Transforming Tate Britain Phase 1: Stage E

- a. The Deputy Director updated Trustees on the Transforming Tate Britain (TTB) project. It was noted that detailed design had concluded and that the planning application was ready for submission. Trustees were updated on project fundraising. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³* It was also noted that approval of the funds requested would take the design work up to July 2010, at which point Trustees would discuss further project implementation.

b. The Trustees

APPROVED the submission of the Planning Application and Listed Building Consent; and

APPROVED the budget expenditure as outlined in the report to enable the project team to complete Stage E by July 2010.

11. Sustainability Strategy Progress Report

- a. Judith Nesbitt introduced the report. Progress since September 2008, when the topic was last discussed by Trustees, was reported. It was highlighted that Tate's advancement in the area had been noted by funding bodies and peers in the sector. *Information has been exempted under Section 22 of the Freedom of Information*

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).*

*Act 2000*⁴ It was agreed that the reporting of business travel would be addressed in the short term. It was agreed that carbon emissions would form part of Tate's annual reporting in the future. Trustees expressed their support for sharing Tate's progress and experience more widely, including with the public and audiences. The Trustees commended the team on the very good progress achieved in a short period of time.

Claire Eva and John Stack joined the meeting.

12. Tate Audience Strategy Update

- a. Claire Eva introduced the discussion. It was highlighted that progress had been made across working methods, data capture and market research. The Chris Ofili exhibition campaign was presented as an example, and a range of efforts intended to raise awareness among young people were detailed. It was noted that campaigns such as this sit along side Tate's long term work with community partners. Trustees commented on the strategy and progress, and thanked the team for their continued hard work in this important area. It was agreed that the topic would be reviewed again in one year, allowing time for the incoming Director of Media and Audiences to influence the work.

13. Tate Online Strategy 2010–12

- a. John Stack presented the strategy for Tate online. It was highlighted that the new designs would allow users to more easily find what they seek; dynamically relate areas of content to one another; enhance opportunities for audience participation, discussion and distribution; and allow users to find and access Tate content 'where they are,' including via mobile technology. Trustees discussed copyright. It was reported that Tate is in discussion with copyright agencies regarding the developments envisioned. It was also noted that it is important that online discussions are focussed intellectually, such that they are valuable to visitors. It was agreed that the development of curators' voices online and 'Tate presents' partnerships with external experts could contribute constructively to this.
- b. Progress on the site architecture and transition plans were summarised, as was the projected timeline for implementation. Trustees queried the implementation timeline and in particular various related areas of such as integrated customer relationship management and sales capabilities. It was agreed that an integrated implementation map would be prepared for the May Board of Trustees meeting, bringing together the online strategy and IS strategy implementation plans, and clarifying the shortest possible timeline for implementation of the various integrated aspects of the online, CRM and sales areas. The Trustees thanked the online team for the very good report.

⁴ *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).*

14. Acquisitions Financial Statement

- a. The Trustees

NOTED the Acquisitions Financial Statement.

15. Acquisitions for Noting

- a. The Director highlighted that the Collection Committee now meets three times per year. A number of acquisitions and gifts detailed in the report were highlighted.
- b. The Trustees

NOTED the acquisitions.

BRITISH ART POST 1900**Item discussed and approved by the Committee**

Information has been exempted under Section 22 of the Freedom of Information Act 2000⁵

Patrick Caulfield 1936-2005
Braque Curtain 2005

Richard Wright born 1960
Untitled 2002
No title 2009

Henri Gaudier-Brzeska 1891-1915
Four Sketchbooks 1910-1914

On Kawara born 1933
Jan.1.1984 1984

Item discussed and declined by the Committee

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⁵ **Section 22** of the Freedom of Information Act provides that:

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⁶ **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).

Acquisitions noted by the Collection Committee

BRITISH ART POST 1900

Purchased by the Director

Henri Gaudier-Brzeska 1891-1915

Fish 1914

Meredith Frampton 1894-1984

Sir Clive Forster-Cooper 1945

Li Yuan-chia 1929-1994

0+1=2 1965

B+N=0 1965

Peter Joseph born 1929

Colour Square, Yellow Purple Red Green 1967

Stuart Brisley born 1933

Untitled circa 1960

Arbeit Macht Frei 1972-1973

Sweating the Hole 2006-2010

William Furlong born 1944

POSSIBILITY & IMPOSSIBILITY OF FIXING MEANING Frame 1: 'I Remember Having a Conversation with Liam Gillick 2009

POSSIBILITY & IMPOSSIBILITY OF FIXING MEANING Print 1: 'I Remember Having a Conversation with Liam Gillick' 2009

John Hilliard born 1945

10 Runs Past a Fixed Point (1) 1971

Richard Deacon born 1949

Art for Other People No 12 1984

Art for Other People No 6 1983

Kathy Prendergast born 1958

BLACK MAP SERIES (America North Central) 2009

Jake Tilson born 1958

Market Forces 2009

Graham Gussin born 1960

Spill 1999

Surrendering 1994-1995

Catherine Yass born 1963

Descent 2002

Douglas Gordon born 1966

Instruction (Number 1) 1992

Tomma Abts born 1967

Untitled no. 6 2008

Untitled no. 8 2008

Untitled no. 10 2008

Ceal Floyer born 1968

Untitled Installation (Dotted Line) 1993-2008

Eva Rothschild born 1971

Legend 2009

HomeWork 2009

Anna Barriball born 1972

Untitled 2008

Dee Ferris born 1973

Crush and Rush 2009

David Musgrave born 1973

Folded plane no.2 2009

Katy Moran born 1975

Rooms of the Mind 2009

Lady Things 2009

Alice Channer born 1977

(Sleeve) 2009

See-Thru 2009 – Frieze Art Fund

Phoebe Unwin born 1979

Man with Heavy Limbs 2009

Purchase / Gift

John Smith born 1952

The Girl Chewing Gum 1976

Hotel Diaries 2001-7

Gifts

James Gunn 1893 1964

Portrait of Sir William Oliphant Hutchison c.1926

Tracey Emin born 1963

Albert, Bert and Andy (I couldn't stop it) 1997

Scorfege 1997

Everybodies been there 1997

Fiona Banner born 1966

Top Gun 1994

*Information has been exempted under Section 22 of the Freedom of Information Act 2000*⁷

Promised Gift

*Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*⁸

Bequest

Prunella Clough 1919-1999

Stack 1993

Long Loan

Keith Vaughan 1912-1977

Theseus and the Minotaure (Interior at Minos) 1950

Frank Bowling born 1936

The Mirror 1966

International Art

Purchased by the Director

Hans Haacke born 1936

Condensation Cube 1963-65

Isa Genzken born 1948

Two Loudspeakers 1986

David Wojnarowicz 1954-1992

Group of 36 photographs

Wael Shawky born 1971

Telematch Sadat 2007

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Lamia Joreige born 1972
Objects of War 1999–ongoing

Gift/Purchase

Ansuya Blom born 1956
...this human being... 1994
...this human being... 1993-5

Gifts

Arthur Boyd 1920-1999
Bride Drinking From a Creek 1960

Vlassis Caniaris born 1928
Untitled 1974

Lynn Hershman born 1941
Roberta Construction Chart #1 1975
Check 1974
Untitled (Roberta's Signature in Guest Book) 1975
Lay Off & Leave Me Alone 1976 (1978)
Roberta's Body Language Chart 1978

KwieKulik (Przemyslaw Kweik and Zofia Kulik) born 1945, born 1947
Shapes of Red and A Path of Edward Gierek
Odmiany czaerwieni, Droga Edwarda Gierka 1970 1972

Georg Herold born 1947
Cyberspace (no date)

Subodh Gupta born 1964
Everyday 2009

Pak Sheung Chuen born 1977
A Travel Without Visual Experience 2008

LAAC

Alejandro Otero 1921-1990
Postigo y Etiqueta 1962

Jac Leirner born 1961
Blue Phase 1991

Carlos Garaicoa born 1967
The point, the line and the plan 2009

Pinta

Horacio Zabala born 1943

The distortions are proportional to the tensions I, II & III 1974

NAAC

Omer Fast born 1972

The Casting 2007

Purchase/NAAC

Laurie Simmons born 1949

Woman Watching TV 1978

Blonde/ Red Dress/ Kitchen/ Milk 1978

New Bathroom/ Woman Standing/ Sunlight 1979

MENAAC

Marwan Rechmaoui born 1964

Beirut Caoutchouc 2004-2008

Rabih Mroué born 1967

On Three Posters 2004

Kader Attia born 1970

Oil and Sugar 2007

Untitled (Concrete blocks) 2008

Untitled (Ghardaia) 2009

Hala Elkoussy born 1974

On red nails, palm trees and other icons - Al Archief (Take 2) 2009

Mahmoud Bakhshi Moakhar born 1977

Air Pollution of Iran 2004-2006

Nazgol Ansarinia born 1979

Living Room 2005

Samira Eskandarfar born 1980

A Dowry for Mahrou 2007

Acquisition supported by a member of MENAAC

Emre Hüner born 1977

Boumont 2006

Frieze Art Fund

Zbigniew Libera born 1959
How to Train Little Girls

Artur Żmijewski born 1966
Democracies

Marwan Rechmaoui born 1967
Monument for the Living 2001-2008

David Maljkovic born 1973
Images with their own shadows 2008

Gareth Moore born 1975
Neither Here nor There 2009

American Fund

Information has been exempted under Section 22 of the Freedom of Information Act 2000⁹

American Fund

Agnes Martin 1912-2004
Untitled #5 1991

Gerhard Richter born 1932
Mustang Squadron 2005

Information has been exempted under Section 22 of the Freedom of Information Act 2000⁹

Haim Steinbach born 1944
Untitled (Locks, Friar, Sister) 1987

David Salle born 1952
Calm Down in a Diary (Diptych) 1982

Roman Ondak born 1966
Measuring the Universe 2007

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ARCHIVE

Gifts - Accruals

Audio Arts

Three additional boxes of Audio Arts material including account books, working files, the APG project, art work, magazines, catalogues, photographs and posters 1970s-2000s.

S. W. Hayter 1901-1988

Stock and sales book of Atelier 17 plus further personal documents, publications and ephemeral items, 1950s-1980s.

Gifts - New Causes

Elsbeth Juda (Jay) born 1911

Three black and white photographs of artists by Jay, 1953-1962.

Anthony Hill born 1930

Personal papers of Anthony Hill, 1950s-2009.

Stanley Jones born 1933

Personal papers of the master printer, Stanley Jones, 1958-1990.

Sir Norman Reid 1915-2007

Correspondence files relating to Naum Gabo, Barbara Hepworth and Ben Nicholson as well as a selection of Gabo's paints, tools and materials, 1976-2005.

Purchases

Jane Bussy 1906-1960

Photograph album of Jane Bussy, 1928-1936.

Michael Gibbs 1949-2009

Art-related papers of Michael Gibbs, 1960s-70s.

Arthur Tooth & Sons

The surviving archives of the gallery Arthur Tooth and Sons Ltd, 1885-1975.

Long Loan

Gustav Metzger born 1926

16. Acquisitions for Decision

- a. Wolfgang Tillmans reported on the discussion held by the Collection Committee. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*¹⁰

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17. Collection Strategy

- a. It was summarised that the strategy relates the context in which acquisitions are made, the principle areas of activity over the next few years, and the funding framework for acquisitions. It was noted that the Collection Committee had reviewed and provided input into an earlier version of the report.
- b. Trustees discussed British Art from 1500-1900. It was reported that a number of significant works had entered into the Collection in recent years, notably from the 18th century. Late 16th century and 17th century priorities were also discussed. It was agreed that the key points from a detailed paper covering British Art from 1500-1900 would be shared with Trustees at the next Board meeting. It was noted that, in addition to through display, access to works on paper is provided principally through the prints and drawings room at Tate Britain. It was also noted that Tate does seek to be selective in its acquisition of works on paper, for example in cases where print making forms an important part of an artist's oeuvre. Trustees discussed the geographic scope of Tate's collecting. It was highlighted that the support of acquisition committees and partnerships with advisors are important ways Tate strengthens its capacity and knowledge.
- c. The Trustees

APPROVED the collection strategy.

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18. Tate Group Structure Change

- a. The Trustees

APPROVED the change in structure as outlined in the report.

19. Approval of Leases: Tate Modern

- a. The Trustees

Approved the leases as outlined in the report.

20. Minutes from Councils and Committees

- a. The Trustees

NOTED the minutes from the Councils and Committees.

21. Key Papers for Forthcoming Meetings

- a. The Trustees

NOTED the key papers for forthcoming meeting.

22. Any Other Business

- a. There was no other business.

23. Date of Next Meeting

- a. Wednesday 19 May, Away Day, **9 am – 4 pm**, Tate Modern Level 7 East