

**Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 16 March 2011 at Tate Modern in the Seminar Room, 9 am**

Present:	Lord Browne Tomma Abts Lionel Barber Tom Bloxham David Ekserdjian Mala Gaonkar Maja Hoffmann Patricia Lankester Elisabeth Murdoch Franck Petitgas Monisha Shah Bob & Roberta Smith Gareth Thomas Wolfgang Tillmans	Chairman
Staff present:	Sir Nicholas Serota Alex Beard Masina Frost	Director Deputy Director Head of the Director's Office and Secretary to the Board of Trustees
Additional staff:		
Report 7	Deirdre Robertson	Chief Operating Officer
Report 7	Dr Penelope Curtis	Director Tate Britain
Report 8	Christopher Jonas	Chairman, TTM Project Board
Report 10	Cheryl Richardson	Director of Human Resources
Report 11	Adrian Hardwicke	Director of Visitor Experience and Estates

The Chairman welcomed Lionel Barber and Tomma Abts, who were attending their first Board meeting since being appointed as Trustees by the Prime Minister on 18 February. It was noted that Franck Petitgas would arrive shortly. The Chairman also welcomed Deirdre Robertson, Tate's newly appointed Chief Operating Officer, to the meeting.

**1 Apologies**

- a. There were no apologies.

**2 Confirmation of Minutes**

- a. The Minutes were

CONFIRMED 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. There were no conflict of interest declarations.

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

##### **5.1 Trustee Appointment Update**

- a. The Trustees noted the update on appointments.

##### **5.2 Finance and Operations Committee Update**

- a. It was noted that there is a vacancy for a co-opted member on the Finance and Operations Committee and Audit Committee and that steps are being taken to fill the role.

##### **5.3 Board Effectiveness and Conflicts of Interest**

- a. Trustees noted that the annual Board Effectiveness survey and conflict of interest declaration forms would be received from the Director's Office shortly. It was also noted that telephone calls will also be scheduled between the Chairman and individual Trustees.

##### **5.4 Funding Agreement**

- a. It was noted that both the Cabinet Office and Treasury are involved in discussions around the Funding Agreements for bodies sponsored by the Department for Culture, Media and Sport (DCMS). It was noted that DCMS will need to reconcile proposals to increase controls on Arm's Length Bodies with the need to maximise available resources. It was also reported that David Verey has been appointed as the lead non-executive director on the DCMS Board.

Franck Petitgas joined the meeting.

##### **5.5 Artist Relationship Initiatives**

- a. Trustees were updated on work undertaken to strengthen relationships with artists. It was also reported that artists represented in the new Collection displays at Tate Britain had been invited to the gallery recently and that the event had been well received.

##### **5.6 Staff Update**

- a. The Trustees noted the staff changes in the Director's Office and Collection Care division.

##### **5.7 Tate Programme Schedule 2011**

- a. The Trustees noted the programme schedule.

## **5.8 Sponsorships and Donations**

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

## **5.9 Key Papers for Forthcoming Meetings**

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

Penelope Curtis joined the meeting.

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

- a. The Chair of the Tate Britain Council highlighted the discussion on exhibitions charging. It was noted that Gareth Thomas had taken over from Helen Alexander as Chair of the Tate Enterprises Board. Gareth Thomas highlighted the strength of the Tate Enterprises Directors and it was noted that work is underway to ensure that the Board's collective experience represented is harnessed most effectively. It was noted that David Ekserdjian had taken over as Chair of the Collection Committee from Jeremy Deller. The Chair reported that the Committee had undertaken a thorough review of Tate's collecting priorities, that acquisitions in all areas of the Collection continue to progress strongly and that there have been a number of recent successful acquisition causes.

## **7 Finance Report**

### **7.1 Report from Chair of Finance and Operations Committee**

- a. The Chair of the Finance and Operations and Audit Committees reported on the discussions. It was noted that Tate revised its application for funds from the Tate Foundation taking account of a reduced call on contingency and better than expected admissions in the latter part of the year. It is intended to apply to the Foundation for budget relieving purposes in the current and future years. It was noted that a budget had been set aside to respond to the findings of the staff survey. Interdepartmental communication and staff accommodation were particularly highlighted as issues upon which to improve from the staff survey. It was reported that there is indication that the cost to revenue parameter set by the Board for the forward financial plan to 2015 may not be met, and that risks associated with this had been discussed. The complexity of forward planning, due to the interconnectedness of budgets across Tate, was also highlighted. It was also reported that most programme decisions would not have knock-on effects on other areas of the organisation until spring 2012.

### **7.2 Management Information Pack**

- a. Deirdre Robertson, the Chief Operating Officer, drew Trustees' attention to Tate's agreement to reduce grant-in-aid in the current year, on the condition that it can be used by Tate in the 2011/12 financial year, and that written confirmation of this is expected from the DCMS shortly. It was also reported

that take up of the £1 gallery map had been in line so far with expectations and that visitor research was being undertaken in relation to a number of recent changes at Tate Britain. It was noted that Trustees would welcome the opportunity to review headlines from visitor feedback and research, and that an update on visitor research is scheduled for the May Board meeting.

- b. The Chairman highlighted the need to examine carefully the making and achieving of gallery attendance and income targets, in order to appropriately understand and manage the risk profile across the entire Tate group. It was noted that this would be considered at the July Board meeting, when the Tate Britain and Tate Modern forward programmes will be discussed alongside forward financial plans. It was also noted that Tate Liverpool and Tate St Ives forward programme and plans would be discussed at the September board meeting, as would the balance across the four galleries.

### **7.3 2012-2015 Financial Plan: Update**

- a. The Trustees noted the progress update on forward financial planning.

## **8 The Tate Modern Project**

- a. The Chairman recapitulated the background to the project. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>.*

Christopher Jonas joined the meeting.

- b. Trustees were advised on fundraising. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- c. Christopher Jonas provided an update on the project. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- d. It was agreed that fundraising and contingency plans would be discussed at the Board meetings in May and July.
- e. The Trustees

AGREED to option three as outlined in the report and

APPROVED the delegated authority for the letting of contracts, consistent with option three, as outlined in the report.

Christopher Jonas left the meeting.

---

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

## 9 Tate Britain Millbank Project Phase 1

- a. The Trustees noted that the project is fully mobilised and that building works are on track to deliver phase 1a within the agreed budget. It was reported that the Clore-Duffield Foundation had agreed to donate £2.5m toward the learning spaces at Tate Britain and that this would be announced later in the month. It was also reported that Tate has submitted a funding bid to the Heritage Lottery Fund (HLF). It was noted that competition for HLF funds appears to be high and that Tate would be informed in April whether its bid would be advanced to the next stage.

- b. The Trustees

NOTED the confirmation that pre-tender estimates for the Mechanical and Electrical Installation packages are below the £2m threshold and therefore no longer require Trustee approval.

## 10 Tate Employee Survey 2010

- a. The Director of Human Resources introduced the discussion. It was reported that the survey was launched just after the Comprehensive Spending Review and a number of significant internal change initiatives. It was noted that there is a high commitment to Tate and that further work is required to help make cultural shifts toward more cross-departmental working and embedding dignity and respect. It was also noted that a working group had been convened, chaired by Alex Beard, that a full action plan will be reported to staff in April, and that a number of quick wins have been identified.
- b. Trustees expressed concern about perceptions of bullying and harassment and agreed that there should be a zero tolerance policy within Tate. It was noted that a dignity and respect at work policy had recently been implemented and that awareness of the policy is high. It was suggested that Tate advertise strongly the use of the whistle-blowing policy. It was noted that monitoring of this should rest with a person independent of Tate and should be reported regularly to a sub-committee of the Board of Trustees. It was also suggested that leadership training and workshops around respect, collaboration and valuing people should form part of the response. Trustees discussed silo working. It was noted that an internal communications manager had recently been recruited. The character and the physical layout of the working spaces at Tate were also highlighted as contributing factors to poor internal communication.
- c. In response to a query it was noted that Directors will be responsible for implementing individual action plans arising from the staff survey. It was also suggested that KPIs linked to the staff survey should be considered as part of Director's annual appraisals. It was noted that consideration would be given to running the staff survey annually in order to maintain momentum, and that Tate Enterprises should be included in the survey in the future. It was also noted that 360-degree reviews are being implemented for senior staff.

- d. It was noted that Tate should aim for its performance to be far better than the average for other public sector organisations and companies. Trustees also queried whether comparable figures were available for those in the cultural or creative industries sectors. It was agreed that an update on actions to be taken would be brought to Trustees when the People strategy is discussed in September.

## **11 Estates Strategy**

- a. The Director of Visitor Experience and Estates introduced the discussion. It was reported that each building presents different challenges due to levels of footfall and the lifecycle of mechanical and electrical equipment. The key challenges of capital budget constraints and limited team capacity were highlighted. It was also noted that staff accommodation needs to be improved to better facilitate collaborative working and convey the value of Tate's staff.
- b. It was reported that the plans aim to look forward over a ten year timeframe to ensure that projects are prioritised appropriately. It was noted that the senior team in the visitor experience and estates division would be restructured around building projects, estates, safety and security and the visitor experience. It was clarified that there is approximately £2.5m available annually for capital investment across Tate's entire estate and that this amount has been maintained only through the transfer of revenue funds. It was also noted that a strategy is being developed so that unused contingency can on occasion be used toward capital maintenance and investment and that substantial improvements are facilitated through the major capital projects.
- c. It was reported that energy consumption to existing infrastructure has been reduced by 7% in recent years due to Tate's sustainability initiatives. It was also stated that the National Art Collections Centre project and storage would be considered further following the conclusion of the Tate Modern redevelopment.
- d. Trustees felt that staff accommodation and the Queen Alexandra Military Hospital (QAMH) site should be prioritised. It was agreed that the feasibility of treating the upgrade to staff accommodation as a micro project would be evaluated as part of the Accommodation strategy. It was also agreed that the potential and options for QAMH site development should be considered, linked to the broader Millbank urban strategy. In response to a question about how success should be measured, it was noted that there are a number of plant-related indicators that are regularly monitored. It was also noted that the creation of working adjacencies with internal teams, differences in how staff work, and their evaluation of working conditions should also be considered and will take time to change.

## 12 Acquisitions Financial Statement

- a. Trustees' attention was drawn to the progress made with the help of Tate's various acquisitions committees. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>2</sup>

- b. The Trustees

NOTED the Acquisitions Financial Statement.

### 12.1 Allocations of Acquisitions Funds

- a. The Trustees

AGREED to the allocation of acquisition funds as outlined in the report.

## 13 Acquisitions for Noting

- a. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*<sup>3</sup>

- b. The Trustees

NOTED the acquisitions.

*Information has been exempted under Section 22 of the Freedom of Information Act 2000*<sup>3</sup>

Trustees noted the acquisition and loan of the works below which had already been announced.

**Olga Chernysheva** born 1962  
*On Duty* 2007

---

<sup>2</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).*

<sup>3</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).*

## Long Loan

**Pablo Picasso** 1881–1973

*Nude, Green Leaves and Bust* (also known as *Bust Nude with Sculptor's Turn-table*) 1932

### 14 Acquisitions for Decision

- a. The Trustees

AGREED to the allocation of general funds toward acquisitions as outlined in the report.

*Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>4</sup>*

### 15 Capital Projects Insurance

- a. The Trustees

NOTED the insurance arrangements and

AGREED to the seeking of DCMS approval in order to take out the policies outlined in the report.

### 16 Appointments to Councils and Committees

- a. The Trustees

AGREED to the appointment of Helen Alexander to the Ethics Committee for three years and of Hatty Phillips to the St Ives Council for one year.

### 17 Minutes from Councils and Committees

- a. The Trustees

NOTED the minutes from the Councils and Committees.

---

<sup>4</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).*

**18 Any Other Business**

- a. It was reported that the Tate Foundation Executive met on 9 March and, in their meeting, agreed that no link should be drawn between the acceptance of funds from Libya by the London School of Economics and Sir Howard Davies' role as a Trustee of the Tate Foundation. It was also noted that Tate has no funding links with the Libyan regime.

**19 Date of Next Meeting**

- a. Trustees noted the date of the next meeting as Wednesday 18 May 2011, at 9.00 in the Tate Britain Board Room.