

**Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on
Wednesday 18 November 2009 at Tate Modern, 9.15 am in the Meetings Room**

Present	Lord Browne Helen Alexander Sir Howard Davies Jeremy Deller Professor David Ekserdjian Patricia Lankester Elisabeth Murdoch Franck Petitgas Monisha Shah Bob & Roberta Smith Wolfgang Tillmans	Chairman
Staff present	Sir Nicholas Serota Alex Beard Masina Malepeai Frost Julian Bird	Director Deputy Director Head of the Director's Office and Secretary to the Board of Trustees Chief Operating Officer
from Report 6	Dr Stephen Deuchar	Director, Tate Britain
from Report 6	Vicente Todolí	Director, Tate Modern
Report 7	Sue Cambridge	Director of Finance
Report 8	Will Gompertz	Director, Tate Media
Report 10.1	Adam Caruso	Caruso St John
from Report 10.1	Caroline Collier	Director, Tate National
from Report 10.1	Dr Penelope Curtis	Observer
Report 10.2	Judith Nesbitt	Chief Curator, Tate Britain
Report 11	Anna Cutler	Director, Tate Learning
Report 11	Sheena Wagstaff	Chief Curator, Tate Modern

1 Apologies

Apologies were received from Tom Bloxham. It was noted that Elisabeth Murdoch and Franck Petitgas would leave the meeting early.

2 Confirmation of Minutes

Minutes of the Meeting held on Wednesday 16 September 2009

- a. A request was made to amend the minute for item 5.5 from the September 2009 meeting.
- b. The Trustees

CONFIRMED the minutes as a true record, subject to the change requested, 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

5.1 Transforming Tate Modern: Progress Report

- a. The Deputy Director updated Trustees on the results of the borehole tests at Tate Modern. It was noted that a range of solutions were being tested that it was expected a solution would be achieved within existing contingency provisions. It was reported that EDF had agreed to the terms offered by Tate in relation to the easements, and that this would not affect the hand-over date for the site. Trustees granted authority to the Deputy Director to execute the agreement. Trustees were updated on fundraising. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* Trustees discussed project milestones. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

Monisha Shah joined the meeting.

5.2 Visitor Services Contract Changes

- a. Trustees were informed that the proposals outlined by the Director of Visitor Services and Estates at the September Board of Trustees meeting had been shared with unions and, following a period of consultation, are likely to be confirmed in January 2010.

5.3 Pop Life Review

- a. The need to improve the interrelation between legal and curatorial aspects of the issue was discussed, as was process management. It was noted that legal risk would be included in Tate's Business Continuity Procedures (BCPs) in the future as would communications planning for all internal and external stakeholder groups and frontline staff. It was also agreed that legal advice provided to Tate would be shared with Trustees as appropriate.
- b. Trustees requested that the summary timeline include more on the discussion at the TEL Board briefing and also that elements highlighted in the discussion be checked. It was agreed that the summary would be reviewed and circulated to Trustees.

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

5.4 Storage Strategy: Update on Partnership with the National Portrait Gallery

- a. Trustees noted the update on the storage strategy.

5.5 British Book Design and Production Awards 2009

- a. Trustees expressed their congratulations to Tate Publishing for the short-listed titles and awards at the British Book Design and Production Awards.

5.6 Trustee Appointment Update

- a. Trustees were updated on the Trustee recruitment process currently underway. It was reported that the Nominations Committee had confirmed the Trustee roles to be advertised in early 2010 and had reviewed appointments to the Board's other councils and committees, which would be reported to the Board in January 2010.

5.7 Family Conference 2009: Tuesday 1 December 2009

- a. It was reported that the keynote speaker had confirmed his attendance at the conference in the afternoon.

5.8 Staff

- a. It was noted that Celia Clear would retire after sixteen years as the Chief Executive of Tate Enterprises in the spring 2010. Trustees commented on the exceptional development of Tate's publishing activities under her leadership. Trustees were informed that the process to recruit a new Chief Executive of Tate Enterprises would begin, as would the process to appoint a successor to the Director of Tate Media. It was also noted that Dr Penelope Curtis who had been appointed Director of Tate Britain would take up her position in April 2010, and would join the Trustees meeting following the break.

5.9 Tate Programme Schedule

- a. Trustees noted the programme schedule.

5.10 Sponsorships and Donations

- a. Trustees noted the sponsorship and donations report.

6 Key Points from Minutes of Councils and Committees

- a. Trustees noted the key points from the councils and committees.

Sue Cambridge joined the meeting.

7 Finance Report

- a. The Chair of the Finance and Operations Committee updated Trustees on committee discussions relating to Tate Liverpool. It was noted that a review is underway with the regional gallery directors and will be completed in March. Challenges in securing local and regional funding support were discussed. It was agreed that a discussion item on Tate Liverpool would be brought to the Board within the next six months.
- b. The Director of Finance reported that the forecast had improved in part due to positive developments relating to utility price forecasts and autumn exhibition visits. Trustees were also updated on recent discussions with the DCMS.

Sue Cambridge left the meeting. Will Gompertz joined the meeting.

8 Tate Brand

- a. The Director of Tate Media presented recent work on the Tate brand. Trustees discussed the role of national and international partnerships. It was noted that there was consensus around the concepts underpinning the brand personality, but that the words used to describe these would be refined. Trustees commented that the brand architecture had moved forward since the last discussion. It was agreed that the presentation to be given at the Family Conference on 1 December 2009 would be shared beforehand with Trustees. It was also agreed that further input would be sought from staff and that Trustees would be updated on the results of the next phase of work, including the visual representation, in the first half of 2010.

Will Gompertz left the meeting.

9 Pop Life

- a. The Chair of Tate Enterprises updated Trustees on the TEL Board meeting the previous day. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*²
- b. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*²
- c. Trustees discussed the possibility of a forum in the future to discuss issues that have been raised. Trustees agreed that, should such an event take place, a range of different viewpoints should be represented with the objective of identifying practical recommendations.

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

In advance of the break, the Deputy Director summarised the tabled addendum to Report 10.1 on Transforming Tate Britain.

The meeting was adjourned for a short break. Elisabeth Murdoch left the meeting.

10.1 Transforming Tate Britain Phase 1

- a. Adam Caruso of Caruso St John Architects presented the plans for Transforming Tate Britain to Trustees. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³

Dr Penelope Curtis joined the meeting. Trustees welcomed Dr Curtis and congratulated her on her appointment as Director of Tate Britain.

- b. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³ The Trustees agreed to the recommendations as outlined in the tabled addendum to the report.

10.2 Tate Britain Programme 2010 – 2012

- a. Judith Nesbitt, Chief Curator of Tate Britain, presented plans for the Tate Britain transitional programme to 2012. It was noted that the programme is increasingly experimental, responding to new ideas and seeking to address the complexity and diversity of Britain in the 21st Century. It was highlighted that the programme rhythm had been altered, and that these changes would begin to be implemented in 2010.
- b. The exhibition concepts for each season were presented. In response to a query, it was reported that the audience strategy for Tate Britain is being developed in close collaboration with curatorial staff and will influence the planning, development and presentation of the programme.

Franck Petitgas left the meeting.

11 Transforming Tate Modern: A Programme Vision

- a. Sheena Wagstaff, Chief Curator at Tate Modern, and Anna Cutler, Head of Learning at Tate Modern and recently appointed Director of Learning, introduced the programme vision for Transforming Tate Modern. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³

³ *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. In response to a question, it was noted that the programme vision takes into account work to date on the Tate brand, though this was not explicitly referenced in the report. The balance between monographic and thematic exhibitions was discussed, as was the importance of collaboration in developing strong, idea-led exhibitions. It was reported that the curatorial and learning teams are continuing to work with colleagues to develop and inspire further support for the vision. Trustees discussed work to take place regarding the programme vision for Tate Britain.

12 Acquisitions Financial Statement

- a. The Trustees

NOTED the Acquisitions Financial Statement.

13 Acquisitions for Noting

Acquisitions approved by the Collection Committee

BRITISH ART PRE 1900

Acceptance In Lieu

Marcellus Laroon the Younger 1679-1772

Musical Assembly 1720

BRITISH ART POST 1900

For Information

Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴

Purchased by the Director

Peter Lowe born 1938

Diagonal Grey Relief 1974

John Riddy born 1959

London (Wapping) 2008

London (Wyndham Road) 2008

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(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)*

London (Bank) 2008
London (Weston Street) 2008
London (Heygate) 2008
London (Garrick) 2008
Chandigarh (Capitol Complex 1) 2006 2008
Chandigarh (Capitol Complex 4) 2006 2008
Bexhill on Sea (De la Warr 1) 1998 1998
Bexhill on Sea (De la Warr 7) 1998 1998
London (Gillender Street 3) 1997 1997
London (Gillender Street 4) 1997 1997

Spartacus Chetwynd born 1973
Hermitos Children 2008

Lucy Skaer born 1975
Zero Table 2008

Adam Chodzko born 1965
Nightvision 1998

Purchase/Gift

Keith Arnatt 1930-2008
Walking the Dog 1976-9, *Gardeners* 1978-9, *A.O.N.B.* 1982-4, *Miss Grace's Lane* 1986-7 and *Pictures from a Rubbish Tip* 1988-9

Gavin Turk born 1967
Cavey 1991-6, *Study for Window* 1991-3 and *Font* 2006

Bequest

John Singer Sargent 1856-1925
Mrs Carl Meyer and her Children 1896

Acceptance in Lieu

Harold Gilman 1876-1919
Madeleine Knox 1910-1911 and *Nude at a Window* c. 1912

Charles Ginner 1878-1952
La Vieille Balayeuse, Dieppe 1913

Gifts

Raymond Moore 1920 – 1987
Allonby 1982 and *Maryport* 1977

Terry Frost 1915-2003
Leeds Landscape c.1956

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

Marc Vaux born 1932

Composition Red and Green 1960, D1.6 1961, Wake 1965, Lyla 1966, NE1.1.04 2004

Paul Winstanley born 1954

Woman at a Window 3 2003

Enrico David born 1966

Untitled 2002

American Fund

Gary Hume born 1962

The Generals 2004

INTERNATIONAL ART

Purchased by the Director

Santu Mofokeng born 1956

The Black Photo Album / Look at Me 1997

Guy Tillim born 1962

Avenue Patrice Lumumba, Grande Hotel, Beira, Mozambique 2008, Apartment building, Avenue Bagamoyo, Beira, Mozambique 2008, Apartment building, Beira, Mozambique 2008, Avenue Bagamoyo, Beira, Mozambique 2008, City Hall Offices, Lubumbashi, DR Congo 2008, Grande Hotel, Beira, Mozambique 200, High school, Lubumbashi, DR Congo 2008, Old landline exchange, Post Office, Lubumbashi, DR Congo 2008, Park in the centre of town, Gabela, Angola 2008

Congo Democratic; A traditional dancer and crowd salute Jean-Pierre Bemba as he makes his way to a rally from the airport, Kinshasa 2006, Jean-Pierre Bemba, presidential candidate, enters a stadium in central Kinshasa flanked by his bodyguards, July 2006 200, Protesters calling for a boycott of the elections, central Kinshasa, July 2006 2006, Supporters of Jean-Pierre Bemba line the road as he walks to a rally from the airport and Kinshasa, July 2006 2006

Hani Rashed born 1975

Untitled 2007

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NAAC**Jack Goldstein** 1945 – 2003*A Glass of Milk* 1972*A Spotlight* 1972*Shane* 1975*Under Water Sea Fantasy***Geoffrey Farmer** born 1967*The Last Two Million Years* 2007**Acceptance in Lieu**

*Information has been exempted under Section 22 of the Freedom of Information Act 2000*⁶

Gifts**Francis Alÿs**, born 1959*Untitled* 1996**Kiki Smith** born 1954*Bird with Stars* 2005**Jesse Aron Green** born 1979*Ärztliche Zimmergymnastik* 2008**ARCHIVE****Gift (Accruals)****Denis Farr**

Additional material comprising personal correspondence, writings, lecture notes, printed ephemera, press cuttings and photographs, 1950s-2000

New English Art Club (NEAC)

Additional material comprising one press cuttings album, 1940s and ten duplicate catalogues, 1990s-2000s

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Charles Harrison (born 1942)

Additional material comprising three boxes of correspondence, drafts of writings (often annotated by other members of Art & language), postcards (used as source material and for teaching purposes) and diaries, 1960s-2000s

Gifts (New Archive Collections)**Robin Crozier** (1936-2001)

Material relating to Robin Crozier comprising five archive boxes and one portfolio of correspondence, artworks, and mail art-related material, 1960s-90s.

Darrell Viner (1946-2001)

Original and secondary material relating to the British computer artist, Darrell Viner.

Jack Wendler Gallery

The records of the Jack Wendler Gallery 1971-1974

Uli Nimptsch (1897-1977)

Photographic and documentary material relating to the sculptor, Uli Nimptsch, 1920s-1970s

Aubrey Williams (1926-1990)

Twenty taped recordings relating to Aubrey Williams, 1967-1980s

John Rae

Material compiled by John Rae relating to Hornsey College of Art and the Hornsey College sit-in, 1965-69.

E. J. Power 1899-1993

Papers relating to E. J. Power's art collection, 1951-93

Purchases

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

Helen Anrep papers

A previously unpublished collection of papers, predominantly comprising autograph letters to Helen Anrep, 1907-47.

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Partial Purchase/Gift

Anne Estelle Rice/Futurism

The personal papers and a selection of sketchbooks of Anne Estelle Rice, 1884-1978.

- a. The Trustees

NOTED the acquisitions.

14 Acquisitions for Decision

Information has been exempted under Section 22 of the Freedom of Information Act 2000⁸

- a. The Trustees

AGREED the acquisitions in principle, subject to funds being raised.

15 Policy and Strategy Framework

- a. The Trustees

NOTED the Policy and Strategy Framework.

16 Approval of Letter of Credit Facility for the purchase of *Trappola* (1968) by Pino Pascali

- a. It was discussed that provision of such a letter is not standard practice, but had been requested by the seller. The Trustees

APPROVED the Letter of Credit Facility for the purchase of the work by Pino Pascali.

17 Minutes from Councils and Committees

- a. The Trustees

NOTED the minutes from the Councils and Committees.

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18 Key Papers for Forthcoming Meetings

- a. In response to a question it was agreed that a discussion on audiences would be added to the key papers for forthcoming meetings. The Trustees

NOTED the key papers for forthcoming meetings.

19 Any Other Business

- a. It was noted that Tate would lose two key members of staff in January 2010. Trustees' attention was drawn to the significant advances made by Tate Media under the leadership of Will Gompertz over the past seven years, including initiatives such as Tate Online, TateShots and the Long Weekend. Trustees complimented Will Gompertz on his willingness to take risks and it was stated that the ventures had made a difference to how Tate is perceived externally.
- b. The exceptional development of Tate Britain under the leadership of Dr Stephen Deuchar was highlighted. Trustees congratulated Dr Deuchar on his leadership as the founding Director of Tate Britain, and in providing the gallery with a strong sense of purpose and an excellent exhibition programme, evidenced by the extraordinary growth of over 50% in annual visitors to Tate Britain, from 1.1 million to around 1.7 million.
- c. Trustees expressed their sincere gratitude to Anish Kapoor for the time he has served as a member of the Tate Board of Trustees. Trustees praised Anish in particular his distinctive ability to frame Tate's activities in terms of broader issues and ambitions. Anish stated that the effect Tate has had in opening up art to large numbers of people is visible even in other art institutions in the UK and that he is sad to leave Tate as a Trustee. Anish conveyed his passion for Tate Britain, and his ambition for the gallery to continue to carve out a distinctive identity. Anish also emphasised the importance of intimate collaborations with artists, and encouraged Tate to continue to develop its relationships and work with artists.

20 Date of Next Meeting

- a. Trustees noted the date of the next Board of Trustees meeting to take place on Wednesday 21 January, 9 am at Tate Modern.