

## Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 17 September 2014 at Tate Liverpool

Present:	The Lord Browne of Madingley	Chairman
	Lionel Barber	
	Tom Bloxham, MBE	
	Lisa Milroy	
	Elisabeth Murdoch	
	Franck Petitgas	
	Dame Seona Reid, DBE	
	Hannah Rothschild	
	Monisha Shah	
	Gareth Thomas	
Staff Attendees:	Sir Nicholas Serota	Director
	Caroline Collier	Director, Partnerships and Programmes
	Penelope Curtis	Director, Tate Britain
	Chris Dercon	Director, Tate Modern
	Samuel Jones	Secretary to the Board of Trustees
	Kerstin Mogull	Managing Director
	Francesco Manacorda	Artistic Director, Tate Liverpool
	Andrea Nixon	Executive Director, Tate Liverpool
	Mark Osterfield	Executive Director, Tate St Ives
	Rebecca Williams	Director of Audiences and Development
	Stephen Wingfield	Finance Director
Item 6 only	Christopher Jonas	Chairman, TTM Project Board
Item 6 only	Tony Wall	Stanhope plc
Item 6 only	Rob Watts	Stanhope plc

The Board meeting was preceded by a tour of Carlos Cruz Dias' *Dazzle Ship*.

### 1. Apologies

Apologies were received from Tomma Abts, Mala Gaonkar and Maja Hoffmann.

### 2. Confirmation of Minutes

- a. The Minutes of the meeting of 2 July 2014 were agreed as a true record.

### 3. Matters Arising

- a. Trustees thanked Tate Liverpool for hosting the meeting and the National Museums Liverpool who hosted the visit to the 'Dazzle Ship'.

### 4. Conflict of Interest Declarations

- a. Trustees noted a declaration of conflict of interest on the part of Maja Hoffmann in absentia in respect of item 17.

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

### **5.1 Progress Against Away Day Objectives**

- a. Trustees noted progress made against objectives set on the away day in March.

### **5.2 Queen Alexandra Military Hospital Site Update**

- a. Trustees were provided with an update on meetings held. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*

### **5.3 Tate St Ives 21<sup>st</sup> Birthday Celebrations**

- a. Trustees noted the celebrations that had taken place earlier in the summer.

### **5.4 Annual Press Conference 2014: 15 September 2014**

- a. Trustees noted the Annual Press Conference and the coverage of both Tate's regional work and the success of *Matisse: the Cut-Outs*.

### **5.6 Chairman's Dinner for Trustees: Tuesday 18 November 2014**

- a. Trustees noted the date of the Chairman's Dinner.

### **5.7 Key Meetings Schedule 2015**

- a. Trustees noted the Key Meetings Schedule.

### **5.8 Tate Programme Update**

- a. Trustees noted the Programme Update.

### **5.9 Pay Project Update**

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

### **5.10 Staff Update**

- a. Trustees noted the appointment of a Chief Marketing Officer and the forthcoming retirement of Anne Beckwith-Smith after 24 years at Tate.
- b. They were informed of the autumn All Staff Fora.
- c. They noted strike action taken in July across the public sector by the PCS Trade Union in response to public sector pay policy.

### **5.11 Sponsorships and Donations**

- a. Trustees noted the update.

### **5.12 Key Papers for Forthcoming Meetings**

- a. Trustees noted the papers for forthcoming meetings.

The Chairman of the Tate Modern Project Board and Tony Wall and Rob Watts of Stanhope entered the meeting.

## **6. The Tate Modern Project**

- a. The Chairman welcomed the team from Stanhope to the meeting.
- b. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- c. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- d. It was reported that a number of workshops have examined the programme for internal fit-out. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- e. Trustees noted that the team and its advisors are confident in the current target programme. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- f. Trustees discussed the forthcoming construction programme. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- g. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- h. Trustees were informed of good progress in the installation of the windows.
- i. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- j. Trustees discussed contingency. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- k. Trustees discussed handovers between contracts. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- l. Trustees welcomed the report on the project and congratulated the team on progress made. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- m. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- n. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- o. Trustees noted that the site is impressive and that tours with artists and other stakeholder groups have been very successful.
- p. Trustees were updated on a quarterly meeting with the Major Projects Authority. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*

- q. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- r. Trustees thanked Stanhope for the success of their advice on the project thus far.

The Chairman of the Tate Modern Project Board and Tony Wall and Rob Watts of Stanhope left the meeting.

## **7. Key Points from Minutes of Councils and Committees**

- a. Trustees were informed of discussions at Tate Members Council. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*<sup>2</sup>
- b. Trustees were informed of a discussion about the future programme at Tate Britain Advisory Council. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- c. The Chairman of Tate Foundation informed Trustees of the appointment of Joseph Baratta as a Trustee of the Tate Foundation. Trustees noted that the Foundation had approved the accounts and been updated on the Tate Modern Project.
- d. The Chairman of Tate Modern Advisory Council informed Trustees of a discussion of collection displays for the new Tate Modern. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*<sup>2</sup>
- e. The Chairman of the Ethics Committee reported a review of two prospective international partnerships and updated Trustees on a forthcoming Tribunal in respect of an appeal under the Freedom of Information Act.
- f. Trustees were informed that the Governance and People Committee had discussed and approved plans to involve younger audiences in decision-making at Tate. The Chairman also updated Trustees on the process of recruiting two Artist Trustees.

## **8. Finance Report**

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

- a. The items discussed by the Finance and Operations Committee were addressed elsewhere in the meeting.

### **8.2 Management Information Pack**

- a. Trustees were updated on changes subsequent to the compilation of the Management Information Pack. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- b. They noted the success of *Matisse: the Cut-Outs* and strong Enterprise performance. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- c. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>

## **9. Tate Liverpool**

- a. The Executive and Artistic Directors of Tate Liverpool updated Trustees on the programme and plans for the gallery.
- b. They were informed of audience research. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- c. Trustees were updated on planning and communication. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- e. Trustees were updated on the pilot programme with the City of Liverpool College. This has been successful. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*. Based on the model of Tate Collective, Tate Liverpool is experimenting with a Family Collective on peer to peer programming within the gallery.
- f. Trustees were informed of the partnership with Liverpool Biennial, which enables the gallery to make both art and Tate Liverpool visible in sites across city. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup> and Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- g. Trustees were updated on the work of Tate Collective and the Circuit festival. They were also told of Tate Liverpool's work with younger audience members and of collaboration at different levels on planning activities to create a public offer for these audience groups. Tate Collective regularly meet with the Executive and Artistic Directors.
- h. Trustees noted the focus on the Tate Collection, using the known to help audiences explore the new and to encourage a sense of ownership of the national Collection.

## **10. Tate Objectives 2015-16**

- a. Trustees were presented with Tate's objectives.
- b. They were informed that, at the staff briefings, these will be shared with staff as a guide to work over the coming years and carry with them targets for senior leaders.
- c. Trustees noted that the objectives will provide the basis for a corporate plan that will be developed alongside the budget in the autumn.
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- e. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- f. Trustees advised a small change in wording from 'British' to 'British-based' artists.

## 11. Financial and Programme Framework to 2017/18

- a. Trustees were presented with a paper that had been discussed at Finance and Operations Committee, and a document summarising that discussion.
- b. They were informed of the programme framework. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- c. Trustees noted the programming of specific exhibitions. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- d. Trustees were informed of ticket-pricing for specific exhibitions. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- e. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- g. Trustees discussed research into audience wants and needs. They were updated on testing of programme ideas that is undertaken. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- h. It was emphasised that the instinct of curators is vital to the exhibition programme. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- i. Trustees discussed the development of the programme frameworks. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- j. Trustees discussed recent changes to the programme. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- k. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- l. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- m. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- n. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- o. Trustees discussed the impact of cuts in Grant in Aid. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- p. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- q. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*

- r. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- s. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- t. Trustees were updated on retail revenue driven by *Mondrian*.

Elisabeth Murdoch left the meeting.

## **12. Tate St Ives**

### **12.1 Tate St Ives Phase 2 Update**

- a. The Executive Director of Tate St Ives updated Trustees on the capital project and on developments during the closure period. He informed Trustees of the new reception area and the Heron Mall reporting a very positive response from both members of staff and the public. He also informed Trustees of the development of a resource room dedicated to the St Ives Modernists and funded by the Heritage Lottery Fund. It was noted that this includes children's and family area, which is a very important part of the tourist offer.
- b. Trustees noted good progress on the enabling works. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- c. Trustees were informed of the programme. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- d. Trustees were updated on the tender process for the second phase, noting the successful company. This company is now working with the design team. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- e. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>

**12.2** *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup> and *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>3</sup>

**13.** *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000 and Information has been exempted under Section 36 of the Freedom of Information Act 2000*

## **14. Acquisitions Financial Statement**

- a. Trustees noted the Acquisitions Financial Statement.
- b. They were informed that the Collection Committee would review the Collections Strategy at its October meeting. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>

**15. Permanent transfers of works to and from Tate and National Portrait Gallery**

- a. All ten Trustees present at the meeting voted unanimously to AUTHORISE the permanent transfer of two works from the Tate Collection to the National Portrait Gallery, London and the acceptance of three works on permanent transfer from the National Portrait Gallery, London to Tate.

**16. Tate St Ives Artist Programme – Tenancy Agreement Approval**

- a. Trustees AUTHORISED Tate to sign two lease agreements for three months and one for six months in respect of studios at Porthmeor Studios, St Ives for the purposes of residencies as part of the Tate St Ives Artist Programme.

17. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*

**18. Appointments to Councils and Committees**

- a. Trustees RATIFIED the appointments of Vivian Hunt and Charles Roxburgh to Finance and Operations Committee.
- b. Trustees RATIFIED the appointment of Charles Roxburgh to Audit Committee.
- c. Trustees RATIFIED the appointment of Hannah Rothschild as Chair of the Collection Committee and the appointments of Maja Hoffmann and David Taylor to that Committee.
- d. Trustees RATIFIED the reappointment of Wolfgang Tillmans to Ethics Committee.
- e. Trustees RATIFIED the appointments of Lyn Goleby and Vivian Hunt to Tate Modern Advisory Council.

**19. Any Other Business**

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

**20. Date of Next Meeting**

Trustees noted the date of the next meeting as being Wednesday 19 November 2014, 09.00-13.00 in the East Room, Tate Modern.

**Tate Liverpool (continued)**

- a. In the remaining time, Trustees invited further updates from the Executive and Artistic Directors of Tate Liverpool.
- b. They were informed of a focus on the North of England as a whole, emphasising the sense of Tate as a truly national museum in conjunction with work with Plus Tate partner institutions.
- c. Trustees noted plans through communications to build the recognition of Tate Liverpool as a home of the national collection.

- d. Trustees discussed Tate Liverpool's international role, for example through pioneering exhibitions like that of the work of Nasreen Mohamedi.
- e. Trustees discussed the alignment of the work of collecting committees with the exhibition programme at Tate Liverpool.

The meeting finished with a closed session for Trustees.

## Endnotes

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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 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).*

<sup>3</sup> **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 of 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.*