

## Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 21 January 2015 at Tate Britain

Present:	The Lord Browne of Madingley	Chairman
	Tomma Abts	
	Tom Bloxham, MBE	
	Mala Gaonkar	
	Maja Hoffmann	
	Lisa Milroy	
	Elisabeth Murdoch	
	Dame Seona Reid, DBE	
	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
	Lesley Williams	Head of Finance
	Rebecca Williams	Director, Audiences and Development
	Stephen Wingfield	Finance Director
Item 2 only	Christopher Jonas	Chairman, TTM Project Board
Item 2 only	Tony Wall	Construction Director, Stanhope plc
Item 8 only	Jeroen Schuijt	Chief Executive, Tate Catering
Item 8 only	Laura Wright	CEO, Tate Enterprises
Items 9 and 10	Matthew Gale	Head of Displays, Tate Modern
Item 11 only	Rob Baker	Chief Marketing Officer
Item 11 only	Brian Boylan	Chairman, Wolff Olins
Item 17 only	Bernard Horrocks	Intellectual Property Manager

The Chairman of the Tate Modern Project Board and Tony Wall of Stanhope plc joined the meeting.

### 1. Apologies

Apologies were received from Lionel Barber, Franck Petitgas and Hannah Rothschild.

### 2. The Tate Modern Project

- a. The Chairman of the Tate Modern Project Board updated Trustees on progress. They were informed of risks remaining on the project. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- 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. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*

- e. Trustees were informed that installation of the pre-cast concrete panels has been completed. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- f. Trustees noted the innovative nature of the brickwork. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- g. It was noted that the internal fit out is ahead of programme in some areas and in all other areas on target. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- h. They noted that an exercise is currently underway with Southwark Council to examine the pedestrianisation of the street area to the south.
- i. The Chairman thanked the Chairman of the Tate Modern Project Board and Tony Wall for their reports.
- j. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- k. Trustees were updated on fundraising. *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>*
- l. *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 36 of the Freedom of Information Act<sup>3</sup>*

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

### **3. Confirmation of Minutes**

- a. The minutes of the meeting held on Wednesday 19 November were agreed as a true record.

### **4. Matters Arising**

- a. There were no matters arising.

### **5. Conflict of Interest Declarations**

- a. As a donor, Maja Hoffmann declared a conflict of interest in respect of item 16.

### **6. Finance Report and Management Information Pack**

- a. Trustees were presented with the Management Information Pack. They were informed that the Q3 reforecast is being developed. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>* It was decided that trends over 5 years should be a subject for the Trustees' away day.

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

- a. Trustees were informed of discussion of the budget by the Finance and Operations Committee. *Information has been exempted under Section 43 (2) of the Freedom of*

*Information Act 2000*<sup>1</sup> The Committee recommended that Trustees approve the Budget.

## **7. Corporate Plan and Budget 2015/16**

- a. Trustees were presented with the Corporate Plan and Budget. It was noted that the Plan is anchored in the Vision agreed in 2014. The major challenges for the forthcoming year were described, starting with continued cuts in Grant-in-Aid and an increase in pension costs. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- b. It was noted that *Alexander Calder* and *The World Goes Pop* are at the end of the year. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- c. Trustees were informed of the fundraising target. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- e. They noted that salary costs have remained static. *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 noted that the Corporate Plan 2015/16 will be followed by a Plan for the next 3 years. *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 36 of the Freedom of Information Act 2000*<sup>3</sup>
- h. Trustees expressed a wish to consider marketing at future meetings. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- i. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>
- j. It was discussed that the major challenge is the steady reduction in Grant-in-Aid. The only way to deal with this is to increase self-generated income. *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 36 of the Freedom of Information Act 2000*<sup>3</sup>
- k. The importance of a mixed programme was underlined. *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. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*<sup>3</sup>

- p. The Corporate Plan and Budget were approved.

The Chief Executives of Tate Catering and Tate Enterprises joined the meeting.

## **8. Tate Catering and Tate Enterprises Business Plans**

- a. Trustees were presented with the Tate Catering Business Plan. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- b. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- c. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- d. Trustees were informed that access had been factored into the consideration of pricing. It was clarified that, while prices cannot be differentiated across sites, it is possible to vary the offer.
- 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 the catering offer at Tate Modern. *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>*
- h. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>* Trustees were updated on departures and potential appointments to the Tate Enterprises Limited Board.
- i. Trustees were presented with the Tate Enterprises Business Plan. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>* They noted that success was driven by both *Matisse* and the strategies that were implemented from 2013/14. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- j. *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> and Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- m. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- n. Trustees discussed the relationship between ticket pricing and spend in enterprises.
- o. Trustees discussed the quality of prints. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*

- p. Trustees were informed that work is underway to manage the stock-keeping required to cater for enhanced online sales.

The Chief Executives of Tate Catering and Tate Enterprises left the meeting; the Head of Displays, Tate Modern, joined the meeting.

**9.** *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*

Tom Bloxham left the meeting; the Chief Marketing Officer and Brian Boylan, Chairman, Wolff Olins joined the meeting.

**10. Tate Modern Displays 2016**

- a. The Head of Displays, Tate Modern updated Trustees on developing plans for the new displays. Trustees noted that the plans had been developed in consultation with colleagues across Tate Modern and Tate Britain.
- b. Trustees noted the focus on wider internationalism, representing a gender balance in displays and showing different sorts of practices.
- c. They were informed that displays have been conceived across the new building as a whole. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- d. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- e. Trustees were informed that the new spaces will allow the display of particular, large-scale installation works. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>* The new spaces will also enable a greater examination of different practice around the world. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- f. They were informed of the first ARTIST ROOMS displays in the new building. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- g. They were informed of the themes around which displays will revolve. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>* In each, the displays will open and examine connections across the world by taking different views of the established orthodoxy of modernism. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- h. Trustees noted that there will be greater opportunity to display archival work and reflect ongoing research. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- i. Trustees were informed of display changes already taking place in the existing building. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- j. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- k. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*

- l. Trustees welcomed the emphasis on the artist. It was discussed that the new displays will examine the artist's relationship with the viewer and audience. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>* Trustees emphasised the importance of finding simple, apposite words to communicate the new displays.
- m. Trustees discussed how interpretation might cater for both different levels of engagement in the displays and the size of the new building. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>* It will also be important to provide people with simple routes to well-known and favourite artists and works. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>* and *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>* Trustees were informed that teams from Learning are very much involved in the conception of the displays.
- n. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- o. Trustees were informed of fundraising for digital activity.
- p. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- q. It was agreed that the Board will be updated on digital activity at the next meeting.

The Head of Displays, Tate Modern left the meeting.

## **11. Tate Brand Update**

- a. The Chief Marketing Officer and Brian Boylan presented an update on the development of the brand.
- b. Trustees were informed of the flow of the brand from the Vision and, in due course, to the visual identity.
- c. It was noted that the brand will be implemented across all sites. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- d. Trustees noted the development from the Tate brand, from 'look again, think again' to 'always changing, always Tate'. They were informed that the new brand will update this. *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>*
- e. Trustees noted the elements drawn from the Vision, primarily the role of art in enriching lives; these can be our own, those past and present and extending to society as a whole. *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>*
- f. *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. *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>*

- h. Trustees recognised the starting points of the brand in Tate today.
- i. They discussed the challenges. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup> and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- j. Trustees requested that the presentation be circulated.
- k. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>* They were informed of research that indicates that audiences seek encounters with art, people and ideas.
- l. Trustees discussed the performance indicators required of the brand. It was noted that the brand can also be used as a yardstick in planning.
- m. Trustees discussed the importance of enjoyment, reflection and the sense of experience previously unencountered. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup> and 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>* They emphasised the importance of activity – and the sense of being active – to younger audiences. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- o. Trustees discussed the importance of access. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- p. It was discussed that communications should speak equally across all art in the collection and include aspects other than the visual.
- q. Trustees were informed that the next steps will be to engage all staff in the brand, supporting its implementation across activities. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- r. The brand will also be discussed at meetings of the site councils.

The Chief Marketing Officer and Brian Boylan, Chairman, Wolff Olins left the meeting.

## **12. Director's Report**

- a. Trustees congratulated the Director of Tate Britain on the success of her recent Paul Mellon lectures at the National Gallery.
- b. Trustees were informed of the grant to the Tate St Ives 2 project from the Coastal Communities fund. They congratulated the Executive Director of Tate St Ives and the Head of Public Sector Fundraising for their work in developing this bid.

### **12.1 Progress Against Away Day Objectives**

- a. Trustees noted progress made against the Away Day Objectives.

### **12.2 Programme Performance**

- a. Trustees noted strong performance across the programme.

### **12.3 Tate Modern**

- a. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*

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

### **12.5 Tate Members AGM**

- a. Trustees were informed of debate at this meeting.

### **12.6 Update on Research**

- a. Trustees noted the update and were informed that a strategy will be brought to the Board later in the year.

### **12.7 2014 Family Conference Feedback**

- a. Trustees noted the update and that the format will be refreshed next year.

### **12.8 Freedom of Information Tribunal Update**

- a. Trustees were informed of the verdict of the Tribunal. They noted that Tate would release the information required. It was noted that the Tribunal had on several occasions in its decision notice praised Tate's transparency and approach in handling this request.

### **12.9 Chairman of the Trustees of the National Gallery**

- a. Trustees congratulated Hannah Rothschild on her appointment.
- b. They noted and thanked her for her commitment to Tate and willingness to continue serving as a liaison trustee. They noted that she would continue to serve as Chair of the Collection Committee but would for reasons of time step down from Tate Britain Advisory Council.

### **12.10 Trustee Appointments and Reappointments**

- a. Trustees noted the forthcoming round of recruitment for Artist Trustees.
- b. They noted and congratulated Lionel Barber on his reappointment as a Trustee for a second term.

### **12.10 Trustee Away Weekend – 27 and 28 February 2015**

- a. Trustees noted the arrangements for the Away Weekend.

### **12.11 2016 Board Dates**

- a. Trustees noted the Board dates.

### **12.12 Staff Update**

- a. Trustees noted the staff update.
- b. They were informed of the work of Tate's Volunteers, and thanked for them for the contribution that they make.

### **12.13 Tate Programme Update**

- a. Trustees noted the programme update.

### **12.14 Sponsorships and Donations**

- a. Trustees noted the update on sponsorships and donations.

### **12.15 Key Papers for Forthcoming Meetings**

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

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

- a. Trustees noted the key points of councils and committees.
- b. They noted the recommendations made by Governance and People Committee.
- c. They were informed that Tate Liverpool Advisory Council had welcomed the displays proposed.
- d. Trustees noted the update from the Ethics Committee.
- e. The business of the Finance and Operations Committee had been covered earlier in the meeting; Trustees noted the update from the Audit Committee.
- f. Trustees noted the report from the Tate Americas Foundation. They were informed of the visit to the UK of the Chairman of the Foundation and a moment will be organised at which she might meet Trustees.
- g. Trustees noted discussion at the Tate Modern Advisory Council of the Collection displays and Tate Exchange.
- h. Trustees were informed of the meeting of Tate Members Council and of the appointments made at the Annual General Meeting. They were informed of matters raised by members at that meeting.
- i. Trustees were informed of the acquisitions made and recommended by Collections Committee.

## **14. Acquisitions Financial Statement**

- a. Trustees noted the Acquisitions Financial Statement.
- b. Trustees AUTHORISED the allocation of Acquisition Funds proposed.

## **15. Acquisitions for Noting**

- a. Trustees noted the decisions made by the Collections Committee. They noted the gifts that have been made as a result of the work of the acquisitions committees.
- b. They were informed that these include important gifts, including photographs through Cultural Gifts Scheme Allocation, for which they expressed thanks.

## **16. Acquisitions for Decision**

- a. As a donor, Maja Hoffmann declared a conflict of interest and absented herself from the meeting for the discussion of a proposed acquisition. Trustees AUTHORISED this acquisition. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*
- b. *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>*
- c. Trustees AUTHORISED all other acquisitions proposed noting that all were covered by general funds or specific donations.
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*

The Intellectual Property Manager joined the meeting.

## **17. Tate's Use of Creative Commons Licence**

- a. Trustees were informed of the proposal to adopt a Creative Commons, non-commercial, no-derivatives unported licences in respect of low-resolution images of all copyright-expired, wholly-Tate-owned artworks and up to 52,000 additional items from the Archive.
- b. They noted international and national comparisons.
- c. They noted the potential to scale the licence up after trial.
- d. Trustees AUTHORISED that the licence be adopted. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*

The Intellectual Property Manager left the meeting.

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

## **19. Tate Estates Maintenance and Tate Modern**

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

## **20. Any Other Business**

- a. Trustees were informed that Tate Britain has been shortlisted as one of five museums within the European Group Travel awards.
- b. On the occasion of her last meeting, Trustees thanked Tomma Abts for her service as a Trustee.

**21. Date of Next Meeting**

- a. Trustees noted the date of the next meeting as being Wednesday 18 March 2015, 09.00-13.00, in the East Room, Tate Modern

The meeting was followed by a Trustees' closed session.

## Endnote

---

<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 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