

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 14 July 2010 at Tate Liverpool, Fourth Floor, 12 pm

Present:	Lord Browne Helen Alexander Tom Bloxham Jeremy Deller Patricia Lankester Monisha Shah Bob & Roberta Smith Gareth Thomas	Chairman
Staff present:	Sir Nicholas Serota Alex Beard Masina Frost Julian Bird	Director Deputy Director Head of the Director's Office and Secretary to the Board of Trustees Chief Operating Officer
Additional staff:	Sue Cambridge Caroline Collier Dr Penelope Curtis Anna Cutler Christoph Grunenberg Andrea Nixon	Director of Finance Director, Tate National Director, Tate Britain Director of Learning across Tate Britain and Tate Modern Director, Tate Liverpool Executive Director, Tate Liverpool

1. Apologies

Apologies were received from Franck Petitgas, David Ekserdjian, Mala Gaonkar, Maja Hoffmann, Elisabeth Murdoch, and Wolfgang Tillmans.

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. There we no conflict of interest declarations.

5. Tate Liverpool Welcome and Update

- a. The Directors of Tate Liverpool updated Trustees on recent events and progress. Changes to the political regime in Liverpool following the election were highlighted. It was reported that tourism remains a priority for the city and the region, with the aim to grow the sector by £2 billion and deliver a further 14,000 jobs by 2020, and that Tate's programme is seen to be central to this. It was noted that Tate Liverpool contributes an average of £23 million to the local Liverpool economy each year. It was also noted that Tate Liverpool's impact on the local community over the past 20 years would be recognised, as Tate would be inscribed on Liverpool's Freedom Roll of Association later in the evening, at a ceremony that would be attended by a number of Tate staff and Trustees.
- b. Trustees were updated on the forward programme, local developments and partnerships. It was reported that the upcoming summer exhibitions were collaborations which would result in tours. It was also reported that Tate Liverpool continues to focus on staff and audience development. It was noted that Tate is in discussions with local planning authorities regarding signage and way finding. Trustees were updated on discussions around potential local collaborations. Trustees discussed Tate Liverpool's contributions in the north west, including presenting contemporary art and important solo exhibitions.

Trustees discussed Item 9, and then Items 8 and 16, ahead of the Director's Report.

6. Director's Report

6.1 Protest Update

- a. The Trustees noted the report.

6.2 Public Bodies Bill

- a. Trustees were updated on recent discussions which, it was noted, are part of a more general move to pull back from the direct administration of a number of different bodies and shrink the size of public sector. Trustees agreed that greater freedom to operate independently from Government would be preferable. It was noted however that any potential changes under consideration must have appropriate safeguards built in. It was important, for instance, to retain a balance of views on the Board of Trustees and to maintain the principle of public stewardship of the Collection. It was also noted that the duties and liabilities of Trustees under different scenarios must be understood.

6.3 Transforming Tate Modern Update

- a. Trustees were updated on recent discussions with EDFE. It was noted that further due diligence is being undertaken currently, and Trustees would be asked to consider more detailed development options in November and March.

6.4 Changes to the Regulation of Exempt Charities

- a. The Trustees noted the changes to the regulation of exempt charities.

6.5 MLA Accreditation

- a. The Trustees noted that Tate had been awarded Full Accreditation status by the MLA.

6.6 Trustee Appointment Update

- a. It was noted that two Trustee positions would be advertised in the autumn, in anticipation of the forthcoming retirements of Jeremy Deller and Helen Alexander from the Board in January 2011. Trustees discussed the proposed focus areas for the upcoming appointments in light of the current composition of the Board, the broader environment in which Tate operates, and Tate's organisational priorities. It was agreed that the specification for the upcoming non-artist vacancy on the Board of Trustees would focus on public affairs.

6.7 Tate/National Gallery Trustees' Joint Dinner – Wednesday 15 September

- a. The Trustees noted the report.

6.8 Staff

- a. The Trustees noted the report.

6.9 Tate Programme Schedule 2010

- a. The Trustees noted the programme schedule.

6.10 Sponsorships and Donations

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

6.11 Key Papers for Forthcoming Meetings

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

Item 7 was considered together with Item 18, Minutes from the Councils and Committees.

7. Key Points from Minutes of Councils and Committees

- a. The Trustees noted the key points from the minutes of Councils and Committees.

8. Finance Report

- a. It was reported that the forecast position shown included the impact of the 3% in-year cut to grant-in-aid imposed by the government. It was also reported that the forecast did not yet include the impact of the government pay freeze. It was noted that the in-year cut in grant-in-aid would be met through short term measures. It was also noted that admission income was being monitored closely, particularly during the school holidays. Trustees' attention was drawn to the importance of the Picasso and Gauguin exhibitions in the summer and autumn.

8.1 Approval of Statutory Accounts

- a. Trustees were informed that the audit of the statutory accounts had progressed smoothly, and that there were no additional points to which Trustees' attention should be drawn. A query was raised about the DCMS key performance indicators. It was noted that the indicators would be brought to a more prominent position and reported periodically throughout the year.

9. Scenario Planning: 2011-2014

- a. Trustees were updated on recent indications from the DCMS and Treasury regarding the Spending Review which would be announced on 20 October 2010. It was reported that Tate had been asked to model potential reductions of 25 and 30% over four years, and that a cut on this order would return grant-in-aid to 1993 levels, well before the opening of Tate Modern and the same year that Tate St Ives was opened.
- b. The complexity of Tate's business model was discussed. It was noted that core funding supports other forms of income generation, and that significant reductions would have a knock on effect, resulting in a reduction in self-generated income as well. It was noted that different scenarios are being modelled and, that Tate continues to advocate for a level of cuts that will not compromise the artistic and economic vitality of the sector.
- c. It was noted that Tate has among the lowest level of grant-in-aid per visitor within the national museums, reflecting its success over the past 15 years in growing self-generated income and achieving broader public appeal. Trustees discussed the evolution of Tate's four gallery model. It was noted a small uplift in grant-in-aid had been received with the opening of Tate Liverpool in 1988. Trustees discussed options for generating additional income. It was noted that Tate had already successfully pursued initiatives such as a membership programme, but that further options would continue to be explored. Trustees discussed advocacy. It was noted that messaging between now and September should be coordinated.

- d. It was agreed that Tate should maintain the scope and range of its 2015 Vision in terms of ambition, even if there was a reduction in the quantity of programme. Trustees agreed that core activities, including promoting art and widening reach, should be identified and protected, and that Tate should seek to minimise negative impacts on the visitor experience and public perceptions. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹

The meeting was adjourned for lunch.

10. Tate Learning Strategy

- a. The Director of Tate Learning across Tate Britain and Tate Modern presented the learning strategy. It was reported that the strategy is the result of consultation across learning staff, the four galleries and Tate Media. It was reported that the strategy represented a shift from ‘delivering at’ toward ‘creating contexts for learning’. It was noted that an aim is to do the light lighter, reaching more audiences, and the deep deeper, generating research outcomes that will inform future programme and improvements. It was also noted that more collaboration across departments would be a hallmark of the new approach.
- b. Trustees agreed that the vision for learning was bold and that the integration with other departments, including curatorial and Tate Media, is much to be welcomed. It was discussed that measurement in the area of learning, while difficult, should be pursued, and that an evaluative framework is part of the strategy. Advocacy of Tate’s learning activity with stakeholders was discussed. In response to a query, it was noted that learning across Tate would share a similar ethos and framework, but that specific activities would still reflect the needs and particular audiences of each gallery. It was agreed that a further update would be provided in one year, covering participation, quality of engagement, investment, and any departures from the envisaged model.

11. A Wider World, Tate International

- a. Trustees were updated on the development of Tate’s international activity and plans. It was reported that Tate’s initial focus had been on gaining new areas of knowledge and making shifts to the Collection and programme. It was noted that rapid progress had been made on these fronts, for example in Tate’s collecting, which has been supported by a range of acquisition committees. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*¹ Trustees discussed the need for Tate to define an international agenda with integrity, helping others to establish their cultures and meeting both intellectual and income development objectives.

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).*

- b. Trustees agreed that it is important that Tate should continue to develop its international reach and networks. It was noted that options to do this must be considered alongside the need to protect Tate's reputation and brand. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

12. Acquisitions Financial Statement

- a. The Trustees
NOTED the acquisitions financial statement.

13. Acquisitions for Noting

- a. Trustees' attention was drawn to a number of gifts and loans to the ARTIST ROOMS collection.
- b. The Trustees
NOTED the Acquisitions.

14. Acquisitions for Decision

- a. It was reported that the proposed acquisitions had been considered by the Collection Committee at its meeting in June and it was recommended that the works be acquired in principle, subject to fundraising. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- b. The Trustees
AGREED IN PRINCIPLE to the acquisitions described in the report, subject to fundraising.

15. Transforming Tate Britain Phase 1

- a. It was noted that the Transforming Tate Britain scheme had secured unanimous planning consent by the Westminster City Council. *Information has been exempted under Section 22³ and Section 43 (2)² of the Freedom of Information Act 2000* It was noted that works are planned to begin on site in February 2011.

² *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).*

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).*

16. Tate Enterprises Ltd Capital Reduction

- a. The Trustees

AGREED to the one-time reduction in capital as outlined in the report.

17. Appointments

- a. The Trustees

AGREED to the appointments to the Audit Committee, Nominations Committee and Remuneration Committee as outlined in the report.

18. Minutes from Councils and Committees

- a. The Trustees

NOTED the minutes from the Councils and Committees.

19. Any Other Business

- a. There was no other business.

20. Date of Next Meeting

- a. The date of the next Trustees meeting was noted, to be held on Wednesday, 15 September 2010 at Tate Britain. It was also noted that Trustees would meet the National Gallery Trustees for dinner in the evening, following the September Board meeting.