

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 23 September 2015 at Tate Liverpool

Present:	Tom Bloxham, MBE Maja Hoffmann Lisa Milroy Elisabeth Murdoch Franck Petitgas Dame Seona Reid Stephen Witherford	Chair – from Item 13 Chair – until Item 13
Staff Attendees:	Sir Nicholas Serota Caroline Collier Chris Dercon Alex Farquharson Samuel Jones Effie Koliou Kerstin Mogull Francesco Manacorda Frances Morris Andrea Nixon Rebecca Williams Stephen Wingfield	Director Director, Partnerships and Programmes Director, Tate Modern Tate Britain Director designate (observer) Secretary to the Board of Trustees Governance & Policy Manager (observer) Managing Director Artistic Director, Tate Liverpool Director of Collection, International Executive Director, Tate Liverpool Director of Audiences and Development Finance Director
Item 6 only	Christopher Jonas	Chairman, TTM Project Board
Item 6 only	Tony Wall	Stanhope plc
Items 11-12	Rob Baker	Chief Marketing Officer
Items 11-12	Ros Lawler	Digital Director

1. Welcome and Apologies

- a. Apologies were received from The Lord Browne of Madingley, John Akomfrah, Lionel Barber, Mala Gaonkar, Hannah Rothschild and Gareth Thomas.
- b. Trustees welcomed the Director Designate of Tate Britain, Alex Farquharson, attending as an observer in advance of taking up his role in November.
- c. As Senior Trustee Franck Petitgas chaired the meeting in the absence of The Lord Browne of Madingley.

2. Confirmation of the Minutes of the Meeting held on Wednesday 1 July 2015

- a. The minutes of the meeting of 1 July 2015 were approved.

3. Matters Arising

- a. There were no matters arising.

4. Conflict of Interest Declarations

- a. No conflicts of interest were declared in respect of the business of this meeting.

5. Finance Report

5.1 Report from the Chair of Finance and Operations Committee

- a. Trustees noted the discussions of the Finance and Operations Committee as recorded in the papers for the meeting.

5.2 Management Information Pack

- a. The Finance Director presented the Management Information Pack.
- b. It was reported that *The World Goes Pop* has opened strongly. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. It was reported that the next quarter reforecast was imminent. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees were informed of the main risks to forecasts. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. Trustees were informed of the impact of a heightened general security status on costs. *Information has been exempted under Section 33 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- g. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹ and Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- h. Trustees were informed of the success and attendance of the IK prize-winner, *Tate Sensorium*. They noted the potential of such moments of appeal. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

5.3 Spending Round Update

- a. Trustees were updated on discussions in anticipation of the Spending Round. They noted that, like other institutions, Tate had been asked to model the impact of cuts ranging from 25-40% over the four year spending period. It was reported that the effects would be significant.
- b. Trustees expressed concern about the impact that the threat of cuts has on staff morale. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. Trustees were informed of media speculation about charging in national museums and reiterated their commitment to the principle of free entry.
- d. A detailed paper will be brought to the November Board meeting in advance of the announcement of the funding settlement later in the month.
- e. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. Trustees were updated on work underway to maximise revenue opportunities.

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

Items 15–18 were discussed at this point in the meeting.

6. The Tate Modern Project and Preparations for Opening

- a. Trustees noted the official announcement of the opening date as 17 June 2016.
- b. The Chairman of the Tate Modern Project Board updated Trustees on progress. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees noted a positive relationship with the teams on site and were informed of the ever-present risk of delay due to weather over the winter. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. Trustees were informed of the professional estimate of cost. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- g. Trustees were updated on developments over the reporting period. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* It was reported that the brickwork continues on track. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- h. Good progress in interior work was reported. Floors are being laid in the Switch House, with work underway to polish concrete on Level 2. It was noted that the required rate of electrical installation is being met and that lift installation is on the critical path.
- i. Trustees were updated on external work. It was noted that agreement had been reached with Southwark Council on Section 278 works in respect of Sumner Street.
- j. Trustees emphasised the importance of clarity in the handover of the building and the commission of integrated systems. They were informed of planning underway in respect of audience-focused activities, including displays, retail and catering and wayfinding. It was noted that updates will be a regular feature of future reports, beginning with a paper at the November Board outlining a schedule of work to be completed before June.
- k. Trustees discussed planning for IT infrastructure and noted that a team is based on site. They discussed a potential soft launch of the Level 1 bar prior to opening.
- l. Trustees noted that the final outturn budget of £260m has been announced.
- k. Trustees thanked the Chairman of the Tate Modern Project Board and Stanhope.

The Chairman of the Tate Modern Project Board and Tony Wall of Stanhope left the meeting. The Director of Collections, International, joined the meeting.

7. Tate Exchange

- a. The Director of Partnerships and Programmes updated Trustees on developments *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

- b. Trustees were informed that discussions with associates have progressed, with fifty-five now signed up. They were informed that digital development is underway, the curriculum designed and an artist commissioned for the first year.
- c. Trustees were informed of plans developed. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. Trustees discussed the importance of agency. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- g. Trustees noted that planning will continue. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- h. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- i. Trustees were informed that curatorial discussions with associates will begin in the New Year and that artists are being considered and will shortly be approached.

8. Tate Liverpool

- a. The Executive and Artistic Directors of Tate Liverpool updated Trustees on activity in the Gallery.
- b. Trustees were informed of the wider political discussion of devolution in Liverpool. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. Trustees noted the role that Tate Liverpool plays on the waterfront. *Information has been exempted under Section 43 (2) the Freedom of Information Act 2000¹* They were informed of Tate's work in developing the Liverpool curriculum.
- d. Trustees were informed of efficiencies made at Tate Liverpool *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* They noted the reduction of exhibitions from three to two and the halving of the number of display changes.
- e. They noted an increase in income through international collaborations and the attraction of profile and funding through partnership working.
- f. Trustees were informed of the success of *Warhol* and an increase in local audience *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* and a broadened diversity of audience profile.
- g. Trustees were updated on the future programme. They congratulated the Artistic Director on the success of the magazine principle and the focus given to representing less familiar art, gender and geographical diversity in the programme.
- h. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

- i. Trustees were informed of the future programme, noting the pairings of well-known artists with introductions to less familiar artists. They noted forthcoming shows of Francis Bacon and Maria Lassnig *Information has been exempted under Section 22 of the Freedom of Information Act 2000³* and *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- k. Trustees noted that the changes in programme have enabled greater focus on learning. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- j. Trustees were informed of key moments in collection displays that will attract audiences, for instance the display of Henry Matisse's *The Snail*, Tracey Emin's *My Bed*. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- k. Trustees congratulated Tate Liverpool on increasing membership and were informed that this has been driven by the work of front of house teams. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- l. Trustees congratulated the team at Tate Liverpool on its success while achieving efficiencies. It was noted that 2018 will be Tate Liverpool's thirtieth anniversary.

The Digital Director and Chief Marketing Officer joined the meeting.

9. Collection Displays: The New Tate Modern

- a. The Director of Collections, International presented plans for the collection displays in the new Tate Modern. It was noted that displays across the entire building will be rehung in advance of the opening.
- b. Trustees noted the response to changing audience expectation and the desire of audiences to contribute opinions and views. They were informed that the opportunity to do so will be a feature of the displays, which will also retain a deep connection to the history of art, reflecting different viewpoints.
- c. Trustees noted that the displays will move away from the conventional focus on western modernism, featuring much material that has not yet received wide attention.
- d. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- e. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- f. Trustees noted that the fruit of Tate's recent collection strategies will be seen in the displays.
- g. Trustees noted that spaces on every floor will be devoted to interpretation. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- h. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- i. Trustees noted the discursive connections with Tate Exchange, welcoming its focus on public engagement and its histories across the entire building, including the displays in the Tanks which will allow people to interact with the collection, and in performed works across the building which will animate the body.

- j. Trustees were informed that the Turbine Hall will be presented as an open, public space. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- k. Trustees welcomed the plans with enthusiasm.
- l. It was noted that work continues to develop clear communication of the concepts behind the displays.

10. Exhibition Frameworks

- a. The Director of Partnerships and Programmes presented the exhibition frameworks, reporting their match to financial frameworks.
- b. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹ and Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- c. It was noted that the system of quarterly assessment meetings continues. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees discussed the impact of reductions in Grant in Aid and noted the critical challenge that arises. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. Trustees were updated on the programming of Tate St Ives around the opening of the new galleries. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- g. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- h. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- i. Trustees APPROVED the programme frameworks.

11. Audience Strategy 2015-2020

- a. The Chief Marketing Officer reported to Trustees on the Audience Strategy.
- b. Trustees were informed of the centrality of the brand and the principles of democratising access and being audience-inspired.
- c. They noted the aims of removing barriers to engagement across all audiences and sustaining long-term engagement.
- d. They noted the importance of clear and simple communication.
- e. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

- f. They noted the focus on young people and families, local audiences and first time visitors across the spectrum of the audience and were informed of the formation of a cross-departmental group to examine this.
- g. They were updated on the work of contracted agencies and emphasised the importance of ensuring consistency of approach and coherency of solution across them. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- h. Trustees were informed of work on relationship management, building data and knowledge that will enable Tate to offer a more personalised experience to visitors.
- i. Trustees discussed the relationship between the brand and associated work and individual sites. It was reported that a workshop will be held with Tate Britain Council and the incoming Director of Tate Britain over the autumn. Trustees noted that the brand will provide an overall consistency, with inflections in its manifestation at each site.
- j. Trustees discussed performance indicators. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- k. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- l. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- m. Trustees welcomed the ambition of the audience strategy, noting work that will continue on the targets as suggested.

12. Digital Report

- a. The Director of Digital updated Trustees on work streams in this area.
- b. Trustees were informed of an increase in traffic to the site. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- c. They congratulated the teams involved on awards won for programmes and social media work.
- d. Trustees were updated on work to improve Tate's digital profile. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. They were informed of the consolidation of content across the website.
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* They noted that the Tate Shot of Tracey Emin installing *My Bed*, has been viewed over 91,000 times via Tate's Facebook page.
- g. Trustees noted the success of work with the Archive, particularly the John Piper project. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- h. They noted work on Tate's social media profile, which has seen Tate's Twitter following pass 2m.
- i. Trustees noted the development of in-venue experience *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*

- j. It was reported that the Homepage Hack had provided valuable insight into how people use the site. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹ and Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- k. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- l. Trustees congratulated the team and the Digital Working Group on the progress made. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

Maja Hoffmann, Elisabeth Murdoch, Franck Petitgas and Stephen Witherford left the meeting; Tom Bloxham took the Chair.

13. Director's Report

13.1 Actions Arising from Away Day

- a. Trustees noted progress made against actions identified at the Away Day.

13.2 Trustee Appointments

- a. Trustees were updated on the process of recruiting a Trustee to fulfil the vacancy created by Monisha Shah's retirement.

13.3 Chairman's Dinner for Trustees: Tuesday 17 November 2015

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

13.4 China: Economic and Financial Dialogue

- a. Trustees were informed of an event hosted by the British Council at Tate Britain.
- b. They were informed that the Managing Director had attended an event with the Chancellor of the Exchequer in Beijing at which a number of cultural collaborations were announced, including the tour of a Tate exhibition, *Landscapes of the Mind*, to China.

13.5 Family Conference 2015: Friday 27 November, Tate Modern

- a. Trustees noted the date of the Family Conference.

13.6 Health and Safety Update

- a. Trustees noted an update on Health and Safety.

13.7 Sustainability Update

- a. Trustees were informed that work continues on Tate's sustainability strategy.

13.8 Staff Update

- a. Trustees were informed of the proposed pay increase. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

- b. Trustees were informed that a full report on the Employee Survey will be given at the November board. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. It was reported that there had been an improved return on annual performance reviews this year.
- d. Trustees noted the update on diversity and inclusion.

13.9 Annual Press Conference: Tate Annual Report

- a. Trustees were updated on the press conference and the announcement of the opening date of the new Tate Modern as 17 June 2016.
- b. It was reported that the names given to the north and south wings of the building will be the Boiler House and Switch House respectively and that the wayfinding will celebrate the original function of the building, centred on the Turbine Hall.

13.10 Tate Programme Update

- a. Trustees noted the programme update.

13.11 Sponsorships and Donations

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

13.12 Tate Members Update

- a. Trustees noted the update on Tate Members.

13.13 Key Meetings Schedule 2016

- a. Trustees noted the key meetings schedule.

13.14 Key Papers for Forthcoming Meetings

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

14. Key Points from Minutes of Councils and Committees

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

15. Acquisitions Financial Statement

- a. Trustees APPROVED the acquisitions financial statement.

16. Qantas/Tate/MCA International Acquisition of Australian Art Program

- a. Trustees were informed of the collaboration with the Museum of Contemporary Art in Sydney and the sponsorship by Qantas for the acquisition of Australian art.
- b. They were informed that curators welcome this initiative.
- c. They APPROVED the signing of the contract.

17. John Constable *Beaching a Boat*, Brighton 1824

- a. Trustees considered the recommendation made in the recent report of the Spoliation Advisory Panel.
- b. The views of those Trustees who had sent apologies to the meeting were reported.
- c. Trustees unanimously AUTHORISED Tate to follow the recommendation.

18. Appointment of Chairman of the Freedom of Information Appeals Committee

- a. Trustees RATIFIED the appointment of Gareth Thomas as Chairman of the Freedom of Information Appeals Committee for the remainder of his term as a Trustee.

19. Any Other Business

- a. Trustees congratulated *Information has been exempted under Section 40 (2) of the Freedom of Information Act 2000⁴* on celebrating thirty years working at Tate. They thanked her for her continuing diligence and support.

20. Date of Next Meeting

- a. Trustees noted the date of the next Board meeting as Wednesday 18 November, 09.00-13.00 in the Board Room at Tate Britain.

Endnotes

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).*

² **Section 33** of the Freedom of Information Act provides that: *Information is exempt information if its disclosure would, or would be likely to, prejudice the exercise of any of the authority's functions in relation to:*

- (a) *the audit of the accounts of other public authorities, or*
- (b) *the examination of the economy, efficiency and effectiveness with which other public authorities use their resources in discharging their functions.*

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).*

⁴ **Section 40 (2)** of the Freedom of Information Act provides that: *Information is exempt where either:*

- 1) *disclosure would contravene the Data Protection principles, or would be likely to cause damage or distress, or*
- 2) *the data subject would not have a right of access/right to know under the Data Protection Act*