

**Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 21 January 2009 at 9am at Tate Modern**

Present	Sir Howard Davies Helen Alexander Lord Browne Jeremy Deller Professor David Ekserdjian Patricia Lankester Franck Petitgas Fiona Rae Monisha Shah	Interim Chair (1-5)  Chair (from 6 – end)
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
Report 7 only	Sue Cambridge	Director of Finance
Report 9 - end	Dr Stephen Deuchar	Director, Tate Britain
Report 8 - end	Vicente Todolí	Director, Tate Modern
Report 9 - end	Caroline Collier	Director, Tate National
Report 10 only	Will Gompertz	Director, Tate Media

The Interim Chair reported that Franck Petitgas would join the meeting late.

**1 Apologies**

- a. Apologies were received from Anish Kapoor and Elisabeth Murdoch.

**2 Confirmation of Minutes**

- a. It was noted that two minor adjustments to the minutes from the November 2008 Board of Trustees meeting would be made.
- b. The Trustees

CONFIRMED the minutes as a true record subject to the suggested changes, and the minutes were signed by the Chair after the meeting.

**3 Matters Arising**

- a. There were no matters arising.

**4 Conflict of Interest Declarations**

- a. There were no conflicts of interest declared.

## **5 Election of the Chair**

Lord Browne left the meeting.

- a. The Interim Chair reported that Trustees had expressed strong support for Lord Browne to succeed Paul Myners as the Chair of the Board of Trustees.
- b. The Board of Trustees

ENDORSED the recommendation of the Nominations Committee that Lord Browne should succeed Paul Myners as Chair of the Board.

Lord Browne joined the meeting and took over as Chair of the meeting.

- c. Lord Browne thanked the Trustees for their support, and expressed his intention to fulfil Trustees' expectations and support the Director of Tate. The Director reported that staff were thrilled that Lord Browne would be Chair and, in light of his long support of Tate and experience, the organisation would be in good hands. The Trustees also expressed gratitude to Paul Myners for his previous leadership of the Board, and to Sir Howard Davies, for his period as Interim Chair.
- d. Trustees discussed formalising guidance on the election of Chair for future Boards. It was noted that the Nominations Committee would continue to play an important role, and that a framework incorporating Trustees' comments would be brought to the Board of Trustees in March 2009.

## **6 Director's Report**

### **6.1 Board Chairmanship and Consequential Trustee Changes**

- a. It was noted that the reported changes had been discussed at the Nominations Committee. It was also noted that Franck Petitgas would become Chair of the Tate Foundation and Elisabeth Murdoch would take over from Franck Petitgas as Chair of the Tate Modern Council. It was also noted that Lord Browne would remain Chair of the Tate Britain Council for the time being, with the intention that another Trustee might take on this responsibility in due course. It was also noted that Helen Alexander would continue in her role as Senior Trustee, as the length of her remaining term was longer than that of Sir Howard Davies, who had held the position prior to becoming Interim Chair.

### **6.2 Trustee Appointments**

- a. The Chair of the interviewing panel, Sir Howard Davies, updated Trustees on the recent process to appoint a new Trustee. It was reported that the interview process had yielded a suitable candidate, who would be put forward to the Minister for possible appointment.
- b. Trustees discussed the proposal to spread the appointment of artist Trustees more evenly across the schedule. It was reported that a previous delay in appointment had resulted in the current close proximity of retirement dates, which would be compounded by the additional appointments to be made this year. It was agreed that the diary commitments required of relevant Trustees would be checked and assessed prior to any decision being taken.

- c. The outline specifications for the remaining two non-artist Trustee appointments were reported. It was also noted Fiona Rae would attend the March 2009 Board of Trustees meeting in order to discuss a number of issues of interest, although her formal term as a Trustee would expire in the days before the March Board meeting.

### **6.3 Tate International Update**

- a. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000.*<sup>1</sup>
- b. Trustees' attention was drawn to the Middle East Conference, taking place on 22 and 23 January 2009 at Tate. It was noted that the conference had generated high interest, and that several key figures from across the art world would be in attendance.

### **6.4 Transforming Tate Britain Phase 1**

- a. It was noted that the procurement option of construction management would be used in order to provide appropriate flexibility, and that this was consistent with the Transforming Tate Modern project. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000.*<sup>1</sup> Trustees discussed the environmental ambitions of the project, and an offer was made to provide further input, based on recent experience with a project containing similar building fabric and heritage characteristics.

### **6.5 Tate Learning Update**

- a. Trustees noted the update on Tate Learning.

### **6.6 Frederick Cayley Robinson acquisition by the Wellcome Foundation**

- a. It was reported that the group of four large panels by Frederick Cayley Robinson, which had been on display in the entrance hall of Middlesex Hospital, have been acquired by the Wellcome Trust and preserved for public display. This was cited as a good example of Tate Britain working across the sector to achieve a satisfactory long-term outcome for the public.

### **6.7 Tate Liverpool Award ("Freedom Roll of Association")**

- a. Trustees noted the report on Tate Liverpool's Freedom Roll of Association award.

### **6.8 Directors' Lunches for Trustees and Staff**

- a. Trustees noted the report on staff and Trustee lunches.

### **6.9 Tate Programme Schedule**

- a. Trustees noted the programme schedule.

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

## 6.10 Sponsorships and Donations

- a. Trustees discussed the terms of a recent bequest made to Tate, and noted the report on Sponsorships and Donations.

## 6.11 Staff

- a. It was noted that Tate's Acting Head of Legal has a background in media and production.

## 7 Finance Report

Sue Cambridge joined the meeting.

- a. The Director of Finance updated Trustees on the current position. A number of movements related to the position and in particular to Tate Enterprises were reported. It was noted that a full reforecast is underway, and that additional options are under consideration including contribution from Tate's related entities.
- b. Trustees queried the underlying operating result and performance of catering in current and recent years. Trustees also discussed issues related to diversification. It was noted that a paper will be prepared on this subject for consideration by the Tate Enterprises Board and Board of Trustees in March 2009.
- c. It was noted that attendance figures are under constant review. It was also noted that attendance at the Bacon exhibition had been amongst the highest ever at Tate Britain, though the target had also been set very high. The Director of Finance highlighted a need to look closely at the number of complimentary tickets and Trustees were reminded that the issue of how Tate captures contribution from Tate Members was under consideration.

### 7.1 Tate Budget 2009-2012

- a. Trustees were updated on the budget for future years. *Information has been exempted under Section 43 (2) 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>2</sup>
- c. *Information has been exempted under Section 36 of the Freedom of Information Act 2000.*<sup>3</sup>

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<sup>2</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 be likely to, prejudice the commercial interests of any person (including the public authority holding it).*

<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*

- d. Trustees discussed the need to balance risks, activity levels and gearing. The need to grow the number of visitors to the Collection was emphasised, and it was reported that success had been achieved in the past, and that previous experience demonstrated that communications must be sustained and long-term in order to be successful.

Vicente Todolí joined the meeting.

## **8 Transforming Tate Modern**

Harry Gugger and Ben Duckworth of Herzog & de Meuron joined the meeting.

- a. The Director reported that Tate's application for planning permission had been submitted on 9 January 2009, and a decision was expected by the end of March 2009. It was noted that a small number of items remained to be resolved, but that they are internal and do not affect planning permission.
- b. Harry Gugger presented the latest designs for Transforming Tate Modern. A further reduction in the building's energy consumption was reported, resulting in 54% lower energy usage and a 44% lower carbon emissions than current building regulations. The plans for each floor of the new building, and initial thoughts on the West, East and South landscapes, were shared with Trustees. It was noted that the West landscape will be developed in consultation with local residents, as part of the acquisition of the 44 Hopton Street site. The Deputy Director reported that CABE and GLA are both supportive of the scheme.

Franck Petitgas joined the meeting.

- c. It was noted that the detailed treatment of gallery floors, ceilings and lighting would be considered in the next phase of work. Trustees also discussed the expected form of the building and landscape for 2012.
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>4</sup>
- e. *Information has been exempted under Section 22 of the Freedom of Information Act 2000.*<sup>5</sup>
- f. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000.*<sup>4</sup>

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<sup>4</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 be likely to, prejudice the commercial interests of any person (including the public authority holding it)*

<sup>5</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).*

- g. Trustees' attention was drawn to the paper describing the Vision for Tate Modern. It was noted that the document is work in progress and would be submitted to Trustees in a more developed form later in the year.
- h. The Trustees

ENDORSED the recommendation of the Project Board to commit to Stage E design, according to the terms described under Option 1 in the report.

The meeting was adjourned for a short break.

Caroline Collier, Dr. Stephen Deuchar, Will Gompertz, and Vicente Todolí joined the meeting.

Following the break, and prior to considering Item 9, Trustees considered Item 16.

## **9 Tate Strategic Plan**

- a. Masina Frost updated Trustees on the development of Tate's Strategy. It was reported that the strategy reflects Tate's adaptation to longer term changes in the broader environment, in museums, and to shorter-term challenges such as the economic situation, cost uncertainty, and public finances. The six key streams of the draft strategy were described. It was stated that an emphasis on broader global perspective, commercial acumen, collaboration, and greater consistency is evident across each of the six strands. Plans for refining the strategy, as well as communicating and implementing it were also reported.
- b. Trustees discussed plans for communication and agreed that the handling of internal communication of the strategy is very important. The Director also highlighted that the strategy eliminates marginal activity in a number of areas and sharpens focus where it matters most.
- c. Trustees expressed their support for the work to date and its comprehensive approach. Trustees also discussed the content of the strategy and the steps required to finalise it. The following comments were noted:

Overarching:

- Despite a difficult external environment, it should be emphasised that underlying public interest in contemporary art continues to grow;
- It should be clear what is truly distinctive and must be done to retain Tate's competitive and comparative advantage in the world;
- Different parts of the organisation should define their tasks, but should be able to recognise what their part in achieving the strategy is, and the basis by which they will be measured;
- Top line measurements should be limited to the ten or fifteen most important (ideally quantitative) measures, which can be reported on and evaluated regularly;
- Targets should be ambitious and stretching, and should also reflect what is considered to be feasible;
- The strategy format should be a compelling communication which draws people to it.

Specific:

- Relationships with local and regional authorities should be specified among donors and funders;
  - The point about delivering excellent programme whilst delivering financial objectives could be made clearer;
  - The strategy should clearly address staff interests;
  - Art dealers should be specified in the context of relationships with artists and there should be more clarity around artists' contacts;
  - Tate should consider whether artists might be involved more in Tate's research and scholarship;
  - It should be made clear that objects also embody ideas.
- d. It was agreed that the strategy, together with the financial business plan, would be brought to the next Board meeting for Trustees' review and approval.

## **10 Tate Media Strategy**

- a. Will Gompertz introduced the Tate Media strategy. It was noted that Tate Media's purpose is to engage audiences beyond the gallery. The top priorities for each division within Tate Media were presented.
- b. It was discussed that while it is important to retain focus on core audiences, there is a particularly strong case for investing in engagement with young people online as this is a key channel of engagement for them.

Franck Petitgas left the meeting.

- c. It was emphasised that the spread of activity is large and that the fit of some parts of the Tate Media group should be examined. It was also highlighted that financial discipline is important. It was noted that an objective is to agree a business plan for Tate Media.
- d. In response to a query, it was reported that the top three priorities for Tate Media overall are selling exhibitions and memberships, the growth and development of Tate Online, and the development and delivery of the Audience Strategy. It was noted that the audience strategy needs to be balanced correctly, taking into account both revenues and reach.
- e. Trustees discussed the importance of Tate Online as a channel and agreed effort and funds should be invested to support the resource. A query was raised around languages online, and it was reported that a subset of the site is already available in multiple languages, and that the intention is to expand this given improvements in translation software. It was also reported that discussions are underway to develop a section of the website aimed at arts professionals.
- f. The Director highlighted that as Tate Online grows in quantity and quality, an issue to be addressed is how Tate Media relates to other parts of the institution, team structures and control of online content.
- g. It was agreed that audiences, learning, and media should be considered in tandem.

Sir Howard Davies left the meeting.

## **11 Acquisitions Financial Statement**

- a. It was noted that steps are being taken to ensure future spend on acquisitions is in line with agreed budgets.
- b. The Trustees

NOTED the Acquisitions Financial Statement.

## **12 Acquisitions for Noting**

- a. Trustees' attention was drawn to the extraordinary gift to Tate of a body of early works by the Polish artist Magdalena Abakanowicz.
- b. The Trustees:

NOTED the Acquisitions.

### **Purchase**

*Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>6</sup>*

### **BRITISH ART PRE 1900**

#### **Long Loan In**

**Sir Joshua Reynolds** 1723-1792  
*Master Crewe as Henry VIII* 1775  
*Miss Crewe* 1775

### **BRITISH ART POST 1900**

#### **Gift**

**Conroy Maddox** 1912-2005  
*Untitled ('In Paris')* 1937

#### **Purchased by the Director**

**Barry Flanagan** born 1941  
*Two space rope sculpture (gr 2 sp 60)* 1967

**Jon Savage** born 1953  
*Uninhabited London* 1977

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**Willie Doherty** born 1959  
*Ghost Story* 2007

### **Gift/Purchase**

**Mark Leckey** born 1964  
*Felix Gets Broadcasted* 2007  
*Flix* 2008

### **Outset / Frieze Art Fair Fund**

**Hurvin Anderson** born 1965  
*Jersey* 2008

**Tris Vonna-Michell** born 1982  
<> 2008  
*Untitled (5 x 7)* 2008

### **Long Loan In/Acceptance in Lieu**

**Sir Herbert James Gunn** 1893 – 1964  
*Portrait of Sir William Oliphant Hutchison* c.1926

### **INTERNATIONAL ART**

#### **Purchased at auction with approval of the Chair**

**Bruce Nauman** born 1941  
*Untitled* 1965

### **Gifts**

**Joan Mitchell** 1926-1992  
*Chord II* 1986

**Magdalena Abakanowicz**, born 1930  
*Abakan Red* 1969  
*Abakan Orange* 1971  
*Backs* 1976-1980  
*from Embryology* 1978-1980

**Erik Dietman** 1937 – 2002  
*Turkish Proverb* 1988-1998

**Akram Zaatari** born 1966  
*This Day* 2003

**Marcel Dzama** born 1974  
*The Lotus Eaters* 2001-2007

*Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>7</sup>*

### **American Acquisitions Committee**

**Christopher Williams** born 1956

*Cutaway model Switar 25mm f1.4 AR. Glass, wood and brass.*

*Douglas M. Parker Studio, Glendale, California, November 17, 2007 - November 30, 2007 2007*

### **American Fund**

**Cathy de Monchaux** born 1960

*Trolley 1987*

### **LAAC**

**Sandra Gamarra** born 1972

*Page 70 2006*

### **Purchased by the Director**

**Hans-Peter Feldmann** born 1941

*All the Clothes of a Woman 1970*

### **Outset / Frieze Art Fair Fund**

**Lorna Simpson** born 1960

*Photo Booth 2008*

**Andrea Fraser** born 1965

*Projection 2008*

**Akram Zaatari** born 1966

*Nature Morte 2008*

**Bela Kolárová**

*Solution for Clips 1969*

### **Long Loans In**

**August Sander** 1876-1964

*Working Students 1926*

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## Long Loan In/Future Acceptance in Lieu

**Georg Baselitz** born 1938  
*Hand* 2007

## ARCHIVE

### Gift

**Sarah Fox-Pitt**

A portfolio of small artworks and ephemera from artists primarily working in St. Ives 1944-90s

## 13 Acquisitions for Decision

- a. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000.*<sup>8</sup>
- b. The Trustees

NOTED the update on the Acquisitions for Decision.

*Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>8</sup>

## 14 Turner in Beijing

- a. Dr. Stephen Deuchar updated Trustees on developments regarding the proposed tour of the Turner exhibition to Beijing. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000.*<sup>8</sup>
- b. Trustees emphasised the need to agree a policy of operating principles for the situation when multiple works are toured, including the forms and carriers of indemnity. It was further emphasised that such decisions should be made according to agreed guidelines rather than ad-hoc. It was agreed that a policy would be developed for approval by Trustees. Trustees discussed the indemnity options and associated risks.

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

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## **15 Insurance and Indemnity of Artworks**

- a. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000*<sup>10</sup>

The following item, Investment Strategy, was considered after the break.

## **16 Investment Strategy**

- a. Trustees were updated on Tate Foundation discussions. It was noted that following the decision taken by Trustees at the November Board meeting, Tate would undertake a more active cash management policy than in the past, and any funds redeemed would be held in cash and cash equivalents with blue chip financial institutions.
- b. The Trustees

APPROVED the recommendations contained in the report; and

NOTED that further recommendations of the Tate Foundation would be submitted to Trustees in March 2009.

## **17 Appointments to Councils and Committees**

- a. Trustees' attention was drawn to the retirement of Lady Sue Hollick from the Tate Modern Council, following ten years of service on the Council and serving as Chair of the Tate Members Council. It was also noted that Mary Ann Sieghart would join the Tate Modern Council.
- b. The Trustees

APPROVED the appointments to Councils and Committees.

## **18 Key Points from Minutes of Councils and Committees**

- a. The Trustees

NOTED the key points from the minutes of the Councils and Committees.

## **19 Minutes from Councils and Committees**

- a. The Trustees

NOTED the minutes from the Councils and Committees

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**20 Key Papers for Forthcoming Meetings**

- a. The Trustees

NOTED the papers for forthcoming meetings.

**21 Date of Next Meeting**

- a. The next Tate Board of Trustees meeting will be held on Wednesday 18 March 2009, at 9 am, in the Board Room at Tate Britain.