

Confidential**MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 15 SEPTEMBER 2004 AT 10.30 AM IN THE BOARD ROOM AT TATE BRITAIN**

Trustees present:	Paul Myners	(Chair)
	Helen Alexander	
	Victoria Barnsley	
	Melanie Clore	
	Howard Davies	
	Chris Ofili	
	Julian Opie	
	Gillian Wearing	
Staff present:	Sir Nicholas Serota	(Director)
	Alex Beard	(Deputy Director)
	Jan Debbaut	(Director, Tate Collection)
	Dr Stephen Deuchar	(Director, Tate Britain)
	Sarah Exeter	(Corporate Governance Manager, observer)
	Anna Jobson	(Head of Policy and Planning and Secretary to the Board of Trustees, minutes)
	Andrea Nixon	(Director of Development)
	Vicente Todoli	(Director, Tate Modern)
	Sian Williams	(Director, Finance and Resources)
	Peter Wilson	(Director, Projects and Estates)

1 APOLOGIES FOR ABSENCE

Apologies were sent by Jennifer Latto and John Studzinski.

2 MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON 14 JULY 2004

The minutes were signed by Paul Myners as a true record of the meeting.

3 MATTERS ARISING

There were none.

4 DIRECTOR'S REPORT**4.1 Planning round 2005**

A summary of the process for the forthcoming planning and budgeting round had been circulated for Trustees' information and was noted. A fuller report would be made to the meeting in November.

4.2/3 Interpretation and Education Strategy 2004/7 and National and International Audits

In the initial years following the opening of Tate Modern and Tate Britain, Tate's strategic focus had been on establishing the new galleries. However, in the last year, more thought had been given as to what Tate could offer as a single entity in a number of fields. This had resulted in the decision to create a Tate-wide Interpretation and Education strategy and in two pieces of audit on Tate's national and international activities. These would eventually inform new strategies.

The Interpretation and Education strategy would be discussed at the November meeting. At its heart was the ambition to improve the coherence of the four local programmes when considered together, but also to capitalise on their combined impact to make a greater contribution at policy levels.

More detailed analysis arising from the national and international audits would also be discussed at the November meeting, together with a view on the next steps. In summary, they had demonstrated that there was already a great deal of activity underway but that it needed improved strategic direction and co-ordination. Although dedicated units had in the past been created to undertake this role, their focus had been limited to exhibitions and displays and they had resulted in additional activity. The ambition now was to think about national and international relationships across the range of the museum's activities and to harness the potential of existing activities rather than to add new ones.

4.4 US Office update

Trustees noted the report from Tate's fundraising office in the US. **Passage excluded, section 43.2.**

4.5 Turner Insurance Windfall

Trustees noted the position stated in the papers. A further report would be made to the next meeting.

4.6 Turner Exhibition Terrorism Cover

Passage excluded, section 43.2.

4.7 Freedom of Information Act

Trustees noted the update included in the papers, agreeing the schedule of exemptions and the principle that Board minutes should now be published online, in line with the practice of most other museums and galleries.

4.8 Tate Britain Security

Trustees noted that, following a review of the operation of Tate Britain, a decision had been taken to explore the feasibility of outsourcing the Gallery's security arrangements. **Passage excluded, section 40.2.**

4.9 Asbestos Management Policy

Trustees noted the policy.

4.10 National Lottery Event at Tate Modern

Trustees noted that a National Lottery event was to be held at Tate Modern on 6 November and that it would involve the closure of the Turbine Hall for the day, and that of the entire gallery, from 16.00.

4.11 Tate Membership and Ticketing Services

Trustees noted that Tate had won the contract to provide ticketing services for the Wallace Collection's forthcoming Boucher exhibition. **Passage excluded, section 43.2.** Trustees congratulated the team on this success and on having managed the Hopper demand so smoothly.

4.12 Trustees visit to Tate St Ives

Any Trustees who had not yet notified Lynn Murfitt of their wish to visit St Ives on 8 October were to do so.

4.13 Change of Date July 2005 Board meeting

Trustees noted that the date of the July 2005 meeting had been changed to 14 July.

5 COLLECTION CAMPAIGN - ART FOR TATE

The paper circulated in the notes detailed progress and next steps. **Passage excluded, section 43.2.**

6 ACQUISITIONS

It was noted that the acquisitions statement currently projected a deficit for the current financial year but that the intention was to address this by identifying additional sources of funding or delaying payments until 2005/6. A solution would be found before January 2005.

Trustees noted the contents of the acquisitions booklet and approved all bequests, future bequests, gifts and purchases, with one exception,

Passage excluded s.43(2)

7 FOR DECISION

7.1 Corporate Governance Review

Trustees noted the five key recommendations, which were that:

- more transparent processes be adopted for deciding the composition of the Board and its sub-committees and for making appointments to these groups
- the structure changed to add sub-committees devoted to Appointments and Collections, that Finance and Audit Committee be replaced by a separate Audit and Risk Committee and a Finance and Operations Committee and that the Building Committee be replaced by project-specific delivery groups
- changes made to the timing, structure and business planning of meetings to enable focus on more strategic issues
- a review of papers undertaken
- more robust induction processes adopted, Trustees' and committee members' guidance revised and performance measures for non-executive groups introduced.

The following comments were made:

- the rationale for creating separate Finance and Audit committees was to ensure that sufficient time could be given to financial issues given the increasing level of audit business; the role of the Finance Committee would be extended to encompass other operational issues such as Human Resources and Information Systems and it would be known as Finance and Operations Committee
- it was unclear why the decision to retain the site Councils had been taken when feedback had demonstrated a perceived lack of clarity as to their role. It was suggested that this should be addressed by sharpening the remit of the Councils, by improving their relationship with the Board and by introducing induction for members rather than by disbanding the Councils. Indeed, the merit of having a dedicated group of advocates for each site was felt to be sufficient justification for retaining the Councils compared with alternative models considered
- the precise role of the Collection Council, its membership and its relationship to the Board, required more definition and it was agreed that terms of reference (and revised terms of reference for other groups) would be considered at a future meeting
- the proposed review of papers was welcomed and should encompass the means by which information was delivered to Trustees (including the potential of using digital media)

- the question of whether or not store visits prior to Board meetings should be continued was debated: on the one hand, there was recognition of the need to use time more effectively and the tendency for store visits to delay the start of meetings but, on the other, Trustees were reluctant to relinquish access to potential acquisitions and felt that the use of time was adequate if Trustees and staff were punctual
- the relationship between Tate's acquisition strategy and the individual acquisition causes put forward for consideration by Trustees was not always clear to Trustees.

It was agreed:

- that the broad direction of the recommendations seemed sound
- that they should be implemented according to the timetable included in the papers.

7.2 Investment Policy

Trustees approved the policy included in the papers.

7.3 Appointments

Trustees noted the need to proceed with the search for two Trustees to replace Professor Dawn Ades and Gillian Wearing and agreed to contact Anna Jobson with views on the profile sought in the two new Trustees. Anna Jobson would liaise with DCMS with a view to commencing the process.

Trustees approved the appointment of:

- Harry Issacs to the Tate St Ives Council
- Councillor Paul Brandt to the Tate Liverpool Council.

7.4 Register of interests

Trustees noted that the register of interests was now complete. They approved, in principle, the online publication of the register but asked Anna Jobson to investigate the practice elsewhere in Whitehall before going ahead and requested that their home addresses be removed from the published version. They also asked that Anna Jobson draft a letter to Trustees setting out in full the practice that should be followed from meeting to meeting in the event of conflicts arising.

8 FOR DISCUSSION

8.1 Bankside Phase 2

Trustees noted the position set out in the papers with respect to (passage excluded, section 43.2) and to the need to proceed with an application for planning consent to relocate EDFE and extend Tate Modern. Two issues arising in consequence of this situation were discussed: that seeking planning permission put the project into the public domain and that the process was likely to be time consuming and resource intensive. As the project was above the OJEU threshold, an open competition for an architect would be held and Tate's notice in the Journal would be placed shortly.

8.2 British Art Policy

Trustees noted the policy circulated in the papers. It was to be adopted as a means of guiding Trustees and staff on the general exhibiting principles in relation to contemporary British art among the four Tate sites.

8.3 Tate Security

Trustees noted that Tate had re-evaluated its security arrangements in the light of terrorist threats and criminal activity.

8.4 Tate Enterprises Business Plan

This item was postponed to the November meeting.

9/10 GALLERY REPORTS AND OTHER MINUTES

Trustees noted the reports and minutes, commenting particularly on the volume of activity managed by the staff. Trustees asked that their congratulations be passed onto staff.

11 ANY OTHER BUSINESS

There was none.

12 DATE OF NEXT MEETING

Wednesday 17 November at 10.30am