

## TATE: FUNDING AGREEMENT 2008-2011

1. This agreement is between the Department for Culture, Media & Sport (DCMS) and Tate.

### Tate

2. Tate's mission, as set out by the 1992 Museums and Galleries Act, is to promote the public's knowledge, understanding and enjoyment of British art from the sixteenth century to the present day and of international modern and contemporary art.
3. In furtherance of this mission, The Trustees of Tate must also ensure that Tate preserves and adds to works in the Collection; that the works are exhibited to the public; and that works are made available to those wishing to inspect them.
4. Tate's Vision to 2015 has been developed in response to the changes in the economy, technology and communications, and global artistic practice which are shaping the environment in which it operates. Tate seeks to create extraordinary experiences between people and art, and develop its ability to promote public understanding and enjoyment of the art within its remit. To do this, Tate aims to become more:
  - **Global** – by connecting the UK to the world and the world to the UK through our programmes and Collection;
  - **Inclusive** – by being more inviting and welcoming;
  - **Diverse** – by being more reflective of the diversity of Britain and the world;
  - **Open** – by encouraging debate and exchange, and being open to new ideas;
  - **Collaborative** – by working cooperatively with others in and beyond Tate;
  - **Entrepreneurial** – by being stimulating, cutting-edge and ideas-led;
  - **Outward** – by interacting more with audiences outside the gallery walls;
  - **Rigorous** – by maintaining integrity in the quality of our collecting, scholarship and editorial voice; and
  - **Sustainable** – by showing what a museum can do through best practice and leadership.

5. Tate has identified four main strategic priorities for the period to 2012, which are summarised below.

- **Art and Ideas: To develop broader global and artistic perspectives and reflect them in our Collection and programme.**

Underpinned by rigorous scholarship and developing programme of research, Tate will develop its Collection to reflect broader global and artistic perspectives, grow awareness of and access to the Collection, and deliver a focused programme exhibiting a contemporary viewpoint on art.

- **Our Audiences: To provide enjoyable experiences for our gallery visitors and engage with audiences more outside the galleries.**

Tate will develop its current and new audiences in a more coordinated way across all divisions; enhance the gallery experience and extend engagement with audiences beyond the gallery walls through its national, international and media activities and Tate online.

- **Improving the Organisation: To develop the leaders of the future and improve our efficiency.**

Tate will deliver an integrated approach to staff development, management and internal communications; enhance the rigour of operational and financial management; and implement recommendations to reduce its environmental impact.

- **Future Development: To lay the foundations for Tate's development in the first half of the 21st century.**

Tate will enhance its capacity to accommodate audiences' needs and expectations, and a growing and changing Collection, by developing its capital plans for Tate Modern, Tate Britain and Tate St Ives.

## **Financial Allocation**

6. The Secretary of State's letter of December 2007 sets out:

- Tate's allocations for 2008-9 to 2010-11, including ring-fenced sums to be spent on particular projects;
- the Secretary of State's priorities and the Departmental Strategic Objectives (DSOs) for 2008-11 and Tate's contribution towards their achievement;

7. The grant in aid allocation is dependent on Tate maintaining free admission to the permanent collections. Tate's ability to show measurable improvements in service delivery and its contribution to the delivery of DCMS's DSOs will be factors in the Secretary of State's decisions on future allocations, in addition to any other performance monitoring processes that may be introduced.

## Compliance

8. In addition, Tate has undertaken to:

- comply with all relevant legislation;
- comply with its Management Statement and Financial Memorandum;
- observe the requirements of Managing Public Money.

## Performance and Monitoring

9. Tate will supply DCMS each year with the regular financial information set out in the Data collection schedule, as well as returns against 12 performance indicators supplied by DCMS (annexed).

10. This information, together with Tate's Annual Reports and any further reports that Tate prepares in relation to progress against its own corporate priorities, will be used to monitor performance year-on-year. DCMS expects Tate to be able to report in its Annual Report progress against the areas that are of greatest priority to Ministers. These include diversity (of both audiences and those employed by the museum or serving on the board) and actions being taken to promote sustainability and mitigate the effects of climate change.

11. In addition, DCMS would like Tate to provide a quarterly progress report on the capital projects to Transform Tate Modern and create a National Art Collections Centre, and provide the Department with assurance that its handling of potential conflicts of interest and trustee benefits is in line with charity law.

12. The level of scrutiny that DCMS will adopt in monitoring performance during the period of this funding agreement will be commensurate with the outcome of regular joint risk assessment exercises. Tate's risk rating at the start of the funding period is as follows:

Delivery of DCMS objectives	Low
Systems	Medium
External environment	Medium

## Supporting Information

13. The documents relevant to this agreement, and against which Tate will be monitored are as follows:

- Allocation letter
- Performance Indicators
- Risk Assessment
- VFM delivery plan
- Data collection schedule
- MS/FM

- Statement of Internal Control
- Managing Public Money
- Annual Reports and Accounts
- Corporate Plan and reports

Department for Culture, Media & Sport

Ben Lowell

Date 3 July 2008

Tate

Date

19 June 2008

## PERFORMANCE INDICATORS

### Access

1. Number of visits to the museum/gallery (excluding virtual visitors)
2. Number of unique website visits

### Audience Profile

3. Number of visits by children under 16
4. Number of visits by UK adult visitors aged 16 or over from NS-SEC groups 5-8
5. Number of visits by UK adult visitors aged 16 and over from an ethnic minority background
6. Number of visits by UK adult visitors aged 16 and over who consider themselves to have a limiting long-term illness, disability or infirmity
7. Number of overseas visits

### Learning/Outreach

8. Children
  - Number of facilitated and self-directed visits to the museum/gallery by children under 16 in formal education
  - Number of instances of children under 16 participating in on-site organised activities
  - Number of instances of children under 16 participating in outreach activity outside the museum/gallery
9. Adults
  - Number of instances of adults aged 16 and over participating in organised activities at the museum/gallery
  - Number of instances of adults aged 16 and over participating in outreach activities outside the museum/gallery

### Visitor Satisfaction

10. % of visitors who would recommend a visit

### Income Generation

11. ***Self generated income***
  - Admissions
  - Trading
  - Fundraising

### Regional Engagement

12. Number of UK loan venues