

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 19 May 2021

Present:	Roland Rudd John Booth Farooq Chaudhry OBE Tim Davie CBE Dame Jayne-Anne Gadhia DBE Katrin Henkel Anna Lowe Michael Lynton Dame Seona Reid DBE James Timpson OBE Jane Wilson	Chairman
Staff Attendees:	Dr Maria Balshaw CBE Anne Barlow Vicky Cheetham Alex Farquharson Samuel Jones Helen Legg Frances Morris Stephen Wingfield	Director Director, Tate St Ives Chief Operating Officer Director, Tate Britain Secretary to the Board of Trustees Director, Tate Liverpool Director, Tate Modern Director of Finance & Estates
Additional Attendees:	Lisa Mack	Director of People, item 4

1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST
 - a. No apologies were received for this meeting.
2. MINUTES OF THE MEETING HELD ON 17 MARCH 2021 & MATTERS ARISING
 - a. The minutes of the meeting of 17 March 2021 were approved as a true record.
 - b. Due to the timings required, Trustees had considered and approved outside of the Board meeting the lease of a studio for a temporary period to accommodate an artist while working on a commission.
 - c. There were no other matters arising.
3. DIRECTOR'S REPORT
 - a. The Director summarised events and activities across the Gallery, noting the pleasure in opening the doors and welcoming the public back.
 - b. The site directors updated Trustees on the programme. At Tate Modern, *Kusama* has fully sold out, while at Tate Britain, *Turner's Modern World* and *Lynette Yiadom-Boakye* are nearing the end of their runs, which have proved successful while open; at reopening, visitors were able to see the new installation by Heather Phillipson in the Duveens. At Tate St Ives, *Haegue Yang* continues and the gallery was reopened with a new collection hang based on five artists with deep connections to

St Ives. At Tate Liverpool, *Aliza Nisenbaum* and *Don McCullin* continue, alongside new displays of the Liverpool Biennial.

- c. Trustees were informed that overall ticket sales are going well, with the major exhibitions sold out to the limit of current capacities and bookings for the collection displays strong.
- d. They noted that membership has held up well during the Pandemic.
- e. Trustees were shown a video produced for a London-wide campaign to encourage domestic visitors. They welcomed the collaboration between many different organisations, including national museums and other cultural venues, which was supported by the Mayor's Office.
- f. Trustees were updated on mood and morale in the organisation. They noted that, notwithstanding the welcome reopening of the galleries, there is fatigue because of the pressures of the Pandemic and the attrition of the past year. It was noted that any redundancy process is difficult and unsettling for an organisation. Trustees discussed how staff could be supported through this period.
- g. Trustees were updated on the work of the Race Equality Taskforce and the presentation and good reception of its work in a recent all staff meeting.
- h. They noted and welcomed work in establishing an apprenticeships programme. It was noted that aspects of this programme will give professional development opportunities to existing colleagues.
- i. They were informed that, with the Director taking on the Chair of the National Museum Directors Council, the staff of that organisation are now based at Tate, as is the convention.
- j. Trustees welcomed a report of good progress in the Pudong project, with the consultancy delivered, and the exhibition nearly installed ready for the opening in July. They were informed that the exhibition will tour subsequently to Seoul, Adelaide, Tokyo and Osaka.
- k. Trustees were informed of work continuing in Liverpool. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- l. Trustees noted work proceeding in relation to a new model of blended working to suit the needs of different colleagues in the context of the Pandemic; this will report at a future meeting. Trustees recommended an approach that has clear and equitable rules, ensuring both that organisational requirements are met, and that there are clear terms of reference for all.
- m. Trustees noted the piloting of a Tate channel on Tiktok.
- n. They were updated on the progress of the project to improve ticketing systems.
- o. They were informed of progress in recruiting international curators, posts supported by donors.
- p. Trustees asked about plans to mark COP26. They were informed that these are being discussed, with the potential to link to aspects of the programme and Tate Exchange.

4. ORGANISATIONAL CHANGES UPDATE

- a. The Chief Operating Officer and the Director of People updated Trustees on organisational changes following the redundancy programme.
- b. Trustees noted the overall number of voluntary exits. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000¹*
- c. Trustees were informed of total payroll savings. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. It was noted that recruitment for the role of Chief Financial Officer is underway. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000¹*
- e. The Chair of the Finance & Operations and Audit Committees noted that she had acted in a supervisory capacity to ensure the probity of this process and that it had in her view been very well handled.
- f. Trustees discussed the proposed new role of Director of Business Transformation. *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- g. Trustees discussed the importance of managing headcount at a time of deep economic uncertainty. They were informed of close management of activity levels and that the use of casual staff will be monitored carefully, while recognising the particular importance of freelance work in the cultural ecology. It was agreed that metrics will be developed to track this at Finance & Operations Committee.

5. DRAFT MANAGEMENT FRAMEWORK AND SETTLEMENT LETTER

- a. The Director and Head of the Director's Office outlined the documents to Trustees.
- b. Trustees noted the support received from HM Government. The updates to the Framework document were noted and the strength of the relationship with the Department for Digital, Culture, Media and Sport welcomed.
- c. Trustees noted the consistency of the terms of the Framework with Tate's statutory mission to care for and promote the public understanding and enjoyment of British, Modern and Contemporary art.
- d. It was AGREED that Tate should proceed in agreeing a final version of the document with the Department, making some minor changes in relation to specifics of Tate's operations and statutory framework.
- e. Discussing the wider environment, Trustees noted the volatility of current debate in the press and social media in respect of heritage: they noted the importance of a controlled and rapid response whenever such an issue arises.
- f. They emphasised the importance of freedom of artistic expression.

6. 2021-22 BUDGET UPDATE

- a. Trustees were updated on a balanced budget, and congratulated the teams involved.
- b. They noted and thanked HM Government for the support provided in the context of the Pandemic.

7. FINANCE REPORT

7.1 Report from Finance & Operations and Audit Committee meetings

- a. The Chair of the Finance & Operations and Audit Committees updated Trustees on discussions at the recent meetings, noting that much had been covered within this agenda.
- b. Trustees were informed of a tender process. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. Trustees noted membership of Investment Committee. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees were informed of a strong audit report.
- e. They noted that the risk register will reflect the need to maintain activity at a level viable for the new staff structure.
- f. They noted the regular update from the legal department.

7.2 Update on 2020/21

- a. Trustees were updated on financial performance.
- b. It was noted that an update on reserves will be given at the next meeting.
- c. Trustees noted the use of furlough, and that the finance team have for diligence reasons identified this as an aspect of future audit.

8. DRAFT GOVERNANCE STATEMENT

- a. Trustees APPROVED the draft Governance Statement.

9. REGISTER OF TRUSTEES' AND DIRECTORS' INTERESTS 2020-21

- a. Trustees APPROVED the annual register of Trustees' and Director's Interests, and noted the review of overall declarations.

10. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- a. Trustees noted the key points of councils and committees.
- b. They thanked Seona Reid for her service as Chair of Tate Britain Advisory Group.
- c. They thanked Members of Tate Foundation for their support of apprenticeships.

11. ANY OTHER BUSINESS

- a. Trustees remarked on an audit report recording good governance over the Covid year. It was thought that the success of digital adaptation could be built into future practice.
- b. It was noted that the next meeting will be in St Ives.

DATE OF NEXT MEETING

Wednesday 7 July 2021

Endnotes

¹ **Section 43 (2)** of the *Freedom of Information Act 2000* provides that:

Information is exempt 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).

² **Section 36** of the *Freedom of Information Act 2000* provides that:

Information is exempt if its disclosure under this Act would be likely to have any of 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.*