

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 23 May 2018 held at Tate Liverpool

Present: Lionel Barber Chairman
John Akomfrah CBE
Dexter Dalwood
Tim Davie
Moya Greene
Michael Lynton
Dame Seona Reid
James Timpson OBE
Jane Wilson
Stephen Witherford

Staff Attendees: Maria Balshaw Director
Alex Farquharson Director, Tate Britain
Samuel Jones Secretary to the Board of Trustees
Kerstin Mogull Managing Director
Frances Morris Director, Tate Modern
Helen Legg Director of Tate Liverpool designate
Stephen Wingfield Director of Finance & Estates

Additional staff attendees:

Item 5 only Rowan Freshwater-Turner Internal Communications Manager
Item 5 only Cheryl Richardson Director of Human Resources
Item 6 only Clarrie Wallis Senior Curator of Contemporary British Art

1. Welcome and Apologies & Declarations of Interest

- a. Apologies were received from Jayne-Anne Gadhia, Maja Hoffmann and Roland Rudd.
- b. The Chairman welcomed Jane Wilson to her first meeting as a Trustee.
- c. Trustees welcomed Helen Legg as the Director of Tate Liverpool designate.

2. Minutes of the Meeting held on 21 March 2018 and Matters Arising

- a. Trustees formally congratulated Lionel Barber following his appointment as Chairman.
- b. Trustees noted that Maja Hoffmann would be retiring as a Trustee on the conclusion of her second term and thanked her for the contribution she has made to the Board.
- c. The minutes of the meeting of 21 March 2018 were approved as a true record.

3. Director's Update

- a. Trustees were updated on developments in respect of ARTIST ROOMS.
- b. It was noted that, following his retirement as an ex officio curator in December, Anthony d'Offay had stepped down as a member of the ARTIST ROOMS Foundation Board; Trustees were informed that the Board is appointing two independent trustees.

- c. Trustees were informed that a new agreement will be drafted between ARTIST ROOMS Foundation and Tate and the National Galleries of Scotland. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹ and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- d. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹ and Information has been exempted under Section 40 (2) of the Freedom of Information Act 2000³*
- e. Trustees congratulated the teams involved in the launch of Tate Collective and welcomed the success of the first few weeks.
- f. Trustees were informed of strong overall performance *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- g. They were updated on success in St Ives with a good opening of *Patrick Heron* and higher overall visitor numbers than expected. They noted that the gallery has been shortlisted for the Museum of the Year award and has won a RIBA award.
- h. Trustees noted that, over the summer, work will be undertaken on a five-year plan that will deliver the Director's Vision.
- i. Trustees were updated on several major bids to new prospects. *Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴*
- j. Trustees discussed the forthcoming Spending Round. It was thought that Members might play a role as advocates. They noted continuing campaigns in respect of cultural education.

4. Tate Liverpool Director: Introduction

- a. The Chairman of Tate Liverpool Advisory Council welcomed the Director of Tate Liverpool designate, who identified Tate Liverpool's distinctiveness within the Tate family as her starting point.
- b. *Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴*
- c. She noted her commitment to attract local as well as national and tourist audiences.

The Human Resources Director and Internal Communications Manager joined the meeting.

5. Tate Gallery Employee Survey 2017

- a. Trustees were informed of the results and analysis of the Staff Survey.
- b. They noted a good response rate, with overall engagement up and staff recording a strong sense of vision and purpose.
- c. They were informed of an action plan developed through discussions across the organisation.
- d. They noted the importance of leadership and work in place to support this at all levels. It was reported that leadership will be made more visible through regular meetings with staff, and by Directors attending the meetings of other departments.

- e. Trustees were informed of two further areas of focus: improving IT and communication in ways that will better enable work, and career development and recognition.
- f. They were updated on ongoing work to prevent bullying and harassment, making it easier for people to report and signpost issues. Trustees reinforced their commitment in this area.
- g. Trustees were informed of work to establish values that will guide decision-making and support the Vision. They emphasised the importance of continued work on the vision and staff engagement with it.
- h. It was reported that the connections between staff networks and the organisation's governance are being strengthened.
- i. Trustees were informed of plans to support career and personal development.
- j. Trustees noted the objective of reducing workload.
- k. It was thought that pay and reward should be looked at collaboratively across the sector.
- l. Trustees discussed different models of survey that might be used in the future. They noted the importance of continued and regular engagement with staff on these issues.
- m. Trustees endorsed the action plan and further emphasised the importance of focusing on leadership and communication.

The Human Resources Director and Internal Communications Manager joined the meeting. The Senior Curator of Contemporary British Art joined the meeting.

6. Curatorial Project

- a. Trustees were updated on a forthcoming curatorial project, *Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴*
- b. *Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴*
- c. They were informed of the premise and concept of the work. *Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴*
- d. Trustees welcomed the project and emphasised the importance of an effective engagement campaign.
- e. They discussed practicalities *Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴*
- f. They discussed the display *Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴*
- g. *Information has been exempted under Section 22 of the Freedom of Information Act 2000⁴*
- h. It was noted that the shops and catering should support the inclusivity of the project.

- i. Trustees discussed the importance of providing a collective experience around the project.
- j. It was thought that it should be supported by a digital strategy.
- k. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

7. Management Initiatives and KPIs

- a. Trustees were informed of the management initiatives and supporting performance measures. They noted that they represent transitional objectives in advance of the development of the full plan over the summer.

8. Finance Report

- a. Trustees congratulated the Executive on a strong year.
- b. They were informed of work to close accounts on the Tate St Ives Project, *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- c. They noted strong performance in exhibitions in 2017/18 and the benefit of the exhibition Tax Credit.
- d. Trustees were informed of the projected position for year end *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- e. Trustees were informed of progress in collecting the final pledges on the Tate Modern Project.
- f. Trustees approved proposed changes in bank mandates.

9. Preparedness for General Data Protection Regulation

- a. Trustees were informed of steps taken to prepare for the new legislation.

10. Appointments to Councils and Committees

- a. Trustees RATIFIED the appointments of Lubaina Himid to Tate Britain Advisory Council and Elvira Dyangani Ose to Tate Modern Advisory Council.
- b. They RATIFIED the reappointments of Jon Snow, Rachel Lloyd, Chris Chinaloy, Brian Chadwick and Lorraine Candy to Tate Members Council.
- c. They noted the retirement of Lionel Barber as Chairman of the Ethics Committee, and the appointment of Moya Greene as a member and Chair. They noted the appointment of Seona Reid to replace Jayne-Anne Gadhia, who has stepped down as a member.
- d. It was noted that Moya Greene will be proposed to the Department for Digital, Culture, Media and Sport as the 'qualified person' under the Freedom of Information Act.
- e. Trustees RATIFIED the appointment of Jane Wilson to the Collection Committee.

- f. They noted that Tim Davie has stepped down as Interim Senior Trustee and will be replaced by Moya Greene as Senior Independent Trustee, with Roland Rudd taking on the new role of Deputy Chair to support on fundraising.
- g. Trustees were updated on the progress in recruiting a successor to Mala Gaonkar.

11. Transport of Art Tender

- a. Trustees APPROVED the appointment of transport agents as outlined in the paper.

12. Designation of a Fund

- a. Trustees APPROVED the designation as outlined in the paper.

13. Museums & Galleries Exhibition Tax Relief: Re-purposing of Tate Gallery Publishing Limited

- a. Trustees APPROVED the resolutions as outlined in the paper.

14. Trustees and Directors Registers of Interests 2017/18

- a. Trustees APPROVED the registers of interests.

15. Key Points form Minutes of Councils and Committees

- a. Trustees noted the proceedings of a meeting of the Tate Foundation Trustees.
- b. They were informed of the annual meeting of Tate Members.
- c. They noted a report of a meeting of the Tate Americas Foundation, and welcomed the appointment of Pamela Joyner as Chair.

16. Any Other Business

- a. There was no other business.

17. Date of Next Meeting

Trustees noted the date of the next meeting as Wednesday 4 July 2018, Tate Modern East Room, 09.00 – 15.00

Endnotes

¹ **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

² **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).

³ **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

⁴ **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).