

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 17 MARCH 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 Roshni Hirani	Director of People, item 4 Work-based Learning Manager, item 6

1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST
 - a. No apologies were received.
2. MINUTES OF THE MEETING HELD ON 20 JANUARY 2021 & MATTERS ARISING
 - a. The minutes of the meeting of 20 January 2021 were approved as a true record.
 - b. Trustees noted the matters that had been approved by email before the meeting. These were a policy on the management of conflicts of interest in fundraising, and the appointments to Councils and Committees.
 - c. They noted and welcomed the reappointment of James Timpson for a second term as a Trustee.
3. DIRECTOR'S REPORT
 - a. The Director informed Trustees that, in line with the schedule announced by Government, 17th May is the earliest possible date at which the galleries can reopen, but this is pending governmental confirmation. Trustees noted preparations around the gallery, and the hard work of teams in all departments.
 - b. Trustees noted that much activity over the past few months has been focused on the process of restructure, the subject of a paper to be considered later in the

meeting. They noted the collaboration with Unions on this process. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

- c. Trustees were informed of how different museums around the world have been affected by the Pandemic and closure periods. They note the complex interplay between respective programmes and the challenges posed to a sector that depends on collaboration and programmes that are balanced across international partners. Site Directors emphasised the spirit of cooperation that has marked discussions with partners and a sense of mutual support.
- d. Trustees noted and discussed projections in respect of audience appetite and attendance. It was noted that Tate's projections concurred with those of sectoral bodies. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. Trustees noted that Government support to mitigate the impact of closure during the Covid lockdown is anticipated and that assurance has been given by DCMS. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. They noted and thanked HM Government for a grant to support essential maintenance work. This will be significant, allowing Tate to address long-standing issues and for money to be allocated to further maintenance needs that have hitherto had to be deferred.
- g. Site Directors updated Trustees in detail on programmes at the respective sites. At Tate Britain, *Turner and the Modern World* has been extended, with *Lynette Yiadom-Boakye* still on show. *Information has been exempted under Section 22 of the Freedom of Information Act 2000²* *Paula Rego* will open in July. At Tate Liverpool, *Don McCullin* has been extended, and *Aliza Nisenbaum* will continue after reopening. *Information has been exempted under Section 22 of the Freedom of Information Act 2000²* At Tate Modern, on reopening in May audiences will be able to see Rodin and Kusama, with an installation of Beuys' oak trees on the south landscape. At Tate St Ives, *Haegue Yang* will be extended, having been open only one month; this will be followed by *Petrit Halilaj* in September. A major redisplay of the collections, and Modernism in St Ives will be ready for reopening.
- h. Trustees were updated on thinking in relation to the working environment that is drawing on the lessons of the Pandemic, including a new approach to blended working from both the office and home. Work will continue on this and be brought to Trustees in due course.
- i. Trustees were informed of work on the Estate. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³ and Section 43 (2) of the Freedom of Information Act 2000¹*

4. ORGANISATIONAL CHANGES UPDATE

- a. The Chief Operating Officer and Director of People updated Trustees on the redundancy process and thinking in relation to restructure.
- b. Trustees noted that the process of voluntary redundancy was almost complete. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*

- c. They were updated on the process of restructure following departures, both within teams and overall.
- d. The Director and Chief Operating Officer outlined proposed changes at Director level.
- e. Trustees discussed these changes, noting the scope of the new CFO role following the voluntary exit of the Director of Finance and Estates and emphasising the importance that this role has senior experience. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- f. Trustees discussed the overall patterns of the proposed restructure. They noted the importance of changes being seen at all levels of the organisation, including Director level. They cautioned against a structure that is top-heavy and advised internal succession wherever possible.
- g. Trustees advised a clear focus on existing priorities in the restructure, notably sustainability. It was noted that this will be a key part of the Estates Strategy.
- h. Trustees approved the changes proposed.

The Director of People left the meeting.

5. 2021-22 BUDGET UPDATE

- a. Trustees welcomed the indication of Tate's allocation following the Chancellor's Budget.
- b. It was noted that rates relief will continue to the end of June.
- c. Trustees noted performance against budget. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³ and Section 43 (2) of the Freedom of Information Act 2000¹*
- d. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- e. Trustees discussed the Covid support package. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- f. They noted redundancy costs. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³ and Section 43 (2) of the Freedom of Information Act 2000¹*
- g. The Chair of the Finance and Operations Committee noted the achievement in delivering this budget.

The Work-based Learning Manager joined the meeting.

6. RACE EQUALITY TASKFORCE UPDATE

- a. The Director of Tate Liverpool introduced Roshni Hirani, who was speaking as a member of the Race Equality Taskforce.

- b. It was noted that the Race Equality Taskforce was established to make recommendations that would inform structural change. Over 90 colleagues across the organisation applied to be members, and the membership will rotate following agreed terms of office.
- c. The Taskforce has worked with Directors to identify the deliverable actions outlined. These will be tracked and regular status updates provided on the intranet. The plan is iterative and so further recommendations will be made.
- d. Trustees noted that the group has now switched focus to the engagement phase of its work and is developing a guide to allyship and a communications plan.
- e. The Work-based Learning Manager described to Trustees her experience as a member of the Taskforce. She noted her desire to build an inclusive organisation and increase access to careers at Tate and that the Taskforce was an opportunity to accelerate that work. She noted the different points of view represented in the Taskforce and that the meetings are a constructive forum for debate.
- f. Farooq Chaudhry and Anna Lowe reflected from their position as Trustee Sponsors of the Taskforce. They endorsed the sentiment that there is trust and that it is a safe space for discussion.
- g. Trustees welcomed the report and update on the work of the Taskforce. They thought collectively that a session for the Board on diversity would be desirable and a clear endorsement of the efforts made across the organisation. Options will be proposed to the Chairman.
- h. Trustees welcomed the sophistication of discussion around curatorial processes, endorsed by Site Directors, which ensures creative voice and autonomy, but allows space for the input of colleagues on a range of issues. An example of this is the contribution that Front of House teams make by bringing valuable knowledge of the public and audience reaction to the process of presenting work.

The Work-based Learning Manager left the meeting.

7. FINANCE REPORT

7.1 Report from Finance & Operations and Audit Committee meetings

- a. Trustees noted that many of the matters discussed and scrutinised in the meeting of the Finance and Operations Committee, including a detailed update on the VR scheme, had been presented for consideration at this meeting.
- b. Trustees noted the Management Information Pack.
- c. The Chair of the Audit Committee reported that the auditors had given a technical update noting good progress on the internal audit, with all outstanding matters now resolved. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- d. Trustees noted the update on the year-end process of the Knapping Fund.

- e. Trustees noted that the Corporate Risk register had been reviewed and that the Audit Committee is satisfied with good management.
- f. Trustees were informed of the regular update from the Head of Legal. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*

7.2 Update on 2020/21

- a. Trustees noted an update in financial performance from the Director of Finance and Estates.

8. ACQUISITIONS REPORT

- a. The Chair of the Collection Committee updated Trustees on a recent meeting, highlighting some acquisitions. *Information has been exempted under Section 22 of the Freedom of Information Act 2000²*
- b. *Information has been exempted under Section 22 of the Freedom of Information Act 2000²*
- c. Trustees welcomed the breadth of origin of all of the works acquired.

9. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- a. Trustees noted the key points.
- b. It was noted that the July meeting of the Board of Trustees will be held in St Ives.
- c. Trustees were informed of hard work to promote online sales in Tate Enterprises and secure event bookings for later in the year.
- d. Trustees noted the appointment of Amia Srinivasan to the Ethics Committee, and that she had attended her first meeting.

10. ANY OTHER BUSINESS

- a. It was noted that, with Seona Reid's term of office due to end soon, Jane Wilson will act as interim Chair of Tate Britain Advisory Group.

DATE OF NEXT MEETING

Wednesday 19 May 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 22** of the *Freedom of Information Act 2000* provides that:

(1) *Information is exempt 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 a 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).*

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).

³ **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.*