

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 7 JULY 2021 AT TATE ST IVES

Present:	Roland Rudd John Booth Farooq Chaudhry OBE Tim Davie CBE Dame Jayne-Anne Gadhia DBE Katrin Henkel Anna Lowe 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 Managing Director Director, Tate Britain Secretary to the Board of Trustees Director, Tate Liverpool Director, Tate Modern Director of Finance & Estates

Additional Attendees:

Claire Gylphé, Director of Development, item 5
Brad Kelly, Head of Business Planning, Tate St Ives, item 4
Sir Anthony Salz, Chair of Tate St Ives Advisory Group, item 4

1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST
 - a. Apologies were received from Michael Lynton.
 - b. The Chairman thanked the team at Tate St Ives for their facilitation and support of the meeting.
2. MINUTES OF THE MEETING HELD ON 19 MAY 2021 & MATTERS ARISING
 - a. The minutes of the meeting of 19 May 2021 were approved as a true record.
3. DIRECTOR'S REPORT
 - a. The Director updated Trustees on the return of visitors to the gallery after reopening. They noted attendance that is understandably reduced from pre-Covid levels but strong compared to others in the sector. They welcomed the news that both staff and public alike had been enthused by reopening.
 - b. It was noted that audience feedback has indicated high levels of satisfaction around comfort and the safety measures in place in respect of Covid.
 - c. Trustees were informed of strong ticket sales, with *Kusama* at Tate Modern selling out quickly and a new release of tickets being planned. It was noted that

innovations in ticket sales had seen the sale of bundled packages, delivering returns to Tate Eats.

- d. The Director informed Trustees that it was anticipated that the next stage of easing restrictions will see no limits to museums and galleries. Planning is in place to manage visitor numbers and flow accordingly. Audience research across the sector indicates that some Covid-management measures are required for audience comfort. The route system is being maintained. Booking will remain in place for the foreseeable period. Walk-up tickets are available, but the preference is and will remain for booked slots; in line with wider conditions, mask-wearing is advised but not obligatory. The Director of Tate St Ives noted that the advantage of pre-booking has been that visitor numbers to the ticketed site can be better regulated throughout the day.
- e. Trustees were informed of progress to develop a model of blended working for colleagues. This will be considered at the September meeting.
- f. Site Directors updated Trustees on performance and news at each site, noting good critical reception across the board, notably for *Paula Rego* at Tate Modern and the *Australia 1992* display at Tate Modern. The Director of Tate Modern updated Trustees on the climate intervention by Ackroyd & Harvey and Ben Okri, which connects with displays and areas across the site. It was also noted that on 16th July the Turbine Hall would be used in collaboration with the NHS for a mass vaccination. The Director of Tate Liverpool noted that, while *Don McCullin* continues strongly and collection displays of Freud and Bourgeois have opened, activity is also focused on community work including the screening of a film by local filmmakers. She also updated Trustees on a collaboration with Novus which saw a day in which families of prisoners interacted with work made by fathers in prison.
- g. Trustees were informed that the Museum of Art Pudong will open imminently. They welcome the success of the recent project and consultancy. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹*
- h. Trustees noted that discussions with DCMS continue in respect of the Management Framework.
- i. Trustees noted and welcomed the announcement of the new Apprenticeships and Kickstart scheme.
- j. Trustees were informed of proposals for pay that will maintain levels above the national living wage or London living wage. Trustees APPROVED these measures.
- k. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*

4. TATE ST IVES UPDATE

- a. Prior to the meeting, Trustees had visited the Palais de Danse.
- b. The Director, Tate St Ives introduced Anthony Salz, Chairman of Tate St Ives Advisory Council and Brad Kelly, Head of Business Planning, Tate St Ives. She presented Trustees with an update on programme and activity around the gallery.
- c. Trustees noted the reductions in response to Covid. They were informed that the *Haegue Yang* exhibition has been extended to the end of 2021, and the opening of

Petrit Halilaj and Thao Nguyen Phan deferred. They looked forward to these with anticipation. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*¹

- d. Trustees were updated on the restructure in Tate St Ives. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*²
- e. They discussed the wider economy in Cornwall. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*²
- f. Trustees were informed of community work, notably around Adam James' residency. This has seen art bags distributed at foodbanks across West Cornwall.
- g. They noted new digital walk-throughs that had been produced for exhibitions and displays, which will be adapted to become part of local marketing. A collaboration with Plymouth University has seen the gallery mapped in virtual reality, which will enable people who might not otherwise be able to access the building.
- h. Trustees were informed of steps to enhance sustainability, noting that 100% of the energy used by the site is now renewable, with services plastic free and food recycled. Dividing walls in the gallery space will no longer be constructed anew, with different ways to divide the main hall being developed.
- i. They were informed of collaborations. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*¹
- j. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*¹ and *Section 43 (2) of the Freedom of Information Act 2000*²
- k. The Chair of Tate St Ives Advisory Council noted changes to the Council with a view to contribution to the Palais plan. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*²
- l. The Head of Business Planning, Tate St Ives noted that the lockdown period has seen attendance reduced. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*² The experience of operating during Covid has indicated opportunities for the future, with enhanced retail offers and a changed offer in the cafes providing resilient income in the off-season, supported by changes back of house that allow for efficiencies in service. Trustees were informed that the changes in retail and catering spaces have meant that the team can expand the commercial events business, with the potential for weddings. Overall, the business will continue to capitalise on the strength of the staycation market. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*². Trustees were updated on the local pass. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*². The Chair of Tate Enterprises Ltd noted strong connections with Tate St Ives, with Tate Enterprises Director Anna Rigby having joined Tate St Ives Advisory Council.

The Chair of Tate St Ives Advisory Council and Head of Business Planning, Tate St Ives left the meeting.

4. FUNDRAISING UPDATE

- a. This topic had been addressed at a meeting over the summer. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*
- b. The Director of Development updated Trustees and discussed the structure of forthcoming campaigns.
- c. She informed them of an invitation to present a pitch. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000².*
- d. Trustees noted the structure and governance proposed. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000².* They APPROVED the proposed structure and authorised the process of establishing it to begin.
- e. Trustees discussed the strategy. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000².*
- f. Trustees discussed internal and external communication. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*

5. REX WHISTLER MURAL

- a. The Director introduced this item. It was noted that the restaurant remains closed and will be so while any process continues. From a financial perspective, Trustees were also informed that, because of restricted footfall in the context of the pandemic, the higher end of Tate's catering offer is under separate review.
- b. It was reiterated that elements of the work are always going to be uncomfortable and controversial. This discussion follows the Trustees' decision that a process be initiated to determine how best the work might be displayed. The Executive felt that this process should engage with the work in situ, and hence should begin when social distancing rules allowed.
- c. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹*
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6. FINANCE REPORT

6.1 Report from Finance & Operations and Audit Committee meetings

- a. The Chair of the Finance and Operations and Audit Committees updated Trustees on the recent meetings, noting that the main business had been the review of the Statutory Accounts, which would be covered later in the agenda.
- b. She noted that the committee had reviewed the completion of recent organisational changes and had discussed capital programmes.
- c. Trustees noted financial performance, which is stronger than could have been anticipated in the context of Covid. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- d. Trustees were informed of other business covered including a report assuring compliance with the Management Agreement and a review of the risk register; the Chair of the Committees noted the need to maintain close scrutiny on staff workload in context of current pressures.
- e. Trustees were informed of the standing reviews of legal activity and safeguarding.

6.2 Update on 2021/22

- a. The Director of Finance and Estates informed Trustees of a budget reforecast scheduled for the summer. He noted a secure position underpinned by committed allocations from Government.

7. APPROVAL OF STATUTORY AND KNAPPING FUND ACCOUNTS

- a. The Director of Finance and Estates presented the Statutory Accounts for review.
- b. The Chair of the Audit Committee informed Trustees that internal audit had raised no material issues in 2020/21 and that the committee had therefore recommended the annual accounts of the Tate Gallery for approval, and likewise the accounts of the Knapping Fund and Tate Gallery Projects Ltd.
- c. He noted Governmental assurance of going concern status in the context of Covid.
- c. Trustees were informed of a very thorough audit.
- d. Trustees APPROVED the accounts of the Tate Gallery, the Knapping Fund and Tate Gallery Projects Ltd, and AUTHORISED the Chairman and Director to sign them.

8. ACQUISITIONS REPORT

- a. The Chair of the Collection Committee updated Trustees on the recent meeting and acquisitions proposed. He drew Trustees' attention to a paper on the impact of climate emergency on the collection and how it is displayed and shared, noting the success of virtual couriering.
- b. Trustees noted and RATIFIED the acquisitions proposed.

9. APPOINTMENTS TO COUNCILS AND COMMITTEES

- a. Trustees APPROVED the appointments in the paper.

10. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- a. Trustees noted the key points of councils and committees.

11. ANY OTHER BUSINESS

- a. There was no other business.

DATE OF NEXT MEETING

Wednesday 15 September 2021

Endnotes

¹ **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).

² **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).

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.