

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON TUESDAY 21 JULY 2020

- Present:**
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| Lionel Barber | Chairman |
| John Booth | |
| Farooq Chaudhry OBE | |
| Dame Jayne-Anne Gadhia DBE | |
| Katrin Henkel | |
| Anna Lowe | |
| Michael Lynton | |
| Dame Seona Reid DBE | |
| Roland Rudd | |
| James Timpson OBE | |
| Jane Wilson | |
- Staff Attendees:**
- | | |
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| Dr Maria Balshaw CBE | Director |
| Anne Barlow | Director, Tate St Ives |
| Vicky Cheetham | Chief Operating Officer |
| Alex Farquharson | Director, Tate Britain |
| Samuel Jones | Secretary to the Board of Trustees |
| Helen Legg | Director, Tate Liverpool |
| Frances Morris | Director, Tate Modern |
| Stephen Wingfield | Director of Finance & Estates |
- Additional Attendees:** Katherine Montague Director of People (items 4 and 6)
1. **WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST**
 - a. Apologies were received from Tim Davie and Moya Greene.

 2. **MINUTES OF THE MEETING HELD ON 20 MAY 2020 & MATTERS ARISING**
 - a. The minutes were approved as a true record.
 - b. The Chairman welcomed Roland Rudd the Chair elect and thanked Trustees for their participation in selecting one of their number to succeed him on the conclusion of his term in January 2020.
 - c. There were no matters arising.

 3. **KNAPPING FUND ACCOUNTS 2019-20**
 - a. Trustees APPROVED the Knapping Fund Accounts for 2019-20.

 4. **BUDGET 2020-21 AND 2021-22**
 - a. The Chairman noted the uncertainty involved in budgeting and thanked the Director for her work in securing additional government support.
 - b. The Director updated Trustees on reopening plans and safety measures in place and thanked the Director of People for her work in leading the cross-Tate

remobilisation group. She noted the challenges facing staff, and the rollout of a programme of wellbeing support for staff in line with Tate values.

- c. The Director introduced the revised budget for 2020/21. The financial situation remains challenging, notwithstanding the Governmental support package. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹*
- d. Assumptions regarding visitor confidence for 2020/21 have been developed in line with peer organisations and will be tested robustly.
- e. The Chief Operating Officer noted changes to the 2020/21 budget since the Covid-19 budget agreed by Trustees in May. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*
- f. Online sales insights are being monitored and reviewed weekly to optimise the purchase journey and maximise inventory opportunity. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- g. Costs have been reduced across the organisation to achieve a balanced budget. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*
- h. The Director of People noted measures already taken and those proposed. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*
- i. The Director of Finance & Estates updated Trustees on capital expenditure, reserves, cashflow and going concern, noting confirmation by the National Audit Office that the national museums are going concerns in 2020/21 and 2021/22. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*
- j. The Chairman and Chair of the Finance & Operations Committee thanked teams for their work on the updated budget. The latter noted that with careful management of cashflow, it has the flexibility necessary to respond to uncertainty in the coming months and plan for the future.
- k. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*
- l. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*
- m. The Chair of Tate Enterprises Ltd updated Trustees on the position of the commercial subsidiary, noting the timeline to rebuild revenues and loss of trading income to the Gallery. The Director noted that equality impact analysis was in place in respect of the restructure. Communication channels with trade unions are open; PCS are advocating for industrial action and a strike in Tate Commerce teams is likely.
- n. The Director updated Trustees on new processes and virtual methodologies in Collection Care that support social distancing but hold long term environmental benefits in terms of reduced dependencies on travel.

- o. The Director, Tate Modern noted challenges to the display of time-based works in the context of social distancing and updated Trustees on work ongoing to reintegrate film and moving image into the programme over the medium to long-term.
 - p. A report on Tate's national partnerships and support of regional institutions will be brought to Trustees for discussion towards mid-2021.
 - q. The Chairman introduced the preliminary budget 2021-22 for discussion.
 - r. Trustees were updated on 2021-22 programme plans for Tate Modern, noting its balance of scholarship and broad appeal. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³
 - s. Trustees were updated on 2021-22 programme plans for Tate Britain. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³
 - t. They were informed of the 2021-22 programme at Tate Liverpool, which will open with the Liverpool Biennial, and final weeks of *Don McCullin* and *Aliza Nisenbaum*. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³
 - u. Trustees were updated on 2021-22 programme plans for Tate St Ives. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³
 - v. The Chief Operating Officer noted the assumptions underpinning the balanced budget for 2021-22 including the continued governmental support and eased social distancing measures. Trustees noted best- and worst-case outcomes across budget lines.
 - w. Trustees were updated on income projections for Tate Enterprises Ltd. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*¹ and *Section 43 (2) of the Freedom of Information Act 2000*²
 - x. The Chairman and Chair of the Finance & Operations Committee noted the range of outcomes and supported the direction of travel towards presentation of the 2021-22 budget for approval in April 2021.
 - y. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*¹ and *Section 43 (2) of the Freedom of Information Act 2000*²
5. REVIEW OF INVESTMENT POLICY
- a. The Director of Finance & Estates introduced the review of the Investment Policy. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*¹ and *Section 43 (2) of the Freedom of Information Act 2000*²
 - b. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*¹ and *Section 43 (2) of the Freedom of Information Act 2000*²
 - c. The options proposed in the paper were noted. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*³

- d. Membership of the Investment Committee will be reviewed. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*
- e. It will be important to develop consistency between the Investment Committee, Tate Foundation and Tate Americas Foundation.
- f. An interface with the Ethics Committee will be maintained as policy discussions progress. *Information has been exempted under Section 36 of the Freedom of Information Act 2000¹ and Section 43 (2) of the Freedom of Information Act 2000²*

6. RACE EQUALITY ACTION UPDATE

- a. The Director updated Trustees on the formation of a Race Equality Taskforce to accelerate actions, the public-facing statement for which was written with the Co-Chairs of the BAME network. She noted a full report will be presented to Trustees at its meeting in September.
- b. The Director of People updated Trustees on actions and measures underway to diversify recruitment, including plans for sectoral training and career development programmes.
- c. The Trustee representatives on the Taskforce noted conversations with staff and the need to build trust in the achievability of structural change across the organisation, which will require sustained investment of time and resource.
- d. The Director thanked Trustees on behalf of the organisation for their ongoing support.

7. ANY OTHER BUSINESS

- a. The Secretary of State for Culture will attend Tate Britain on Monday 27 July for a walkthrough of the galleries with the Chairman, Director and Director, Tate Britain prior to the public reopening.

8. DATE OF NEXT MEETING

Wednesday 16 September

Endnotes

¹ **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.*

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 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).