

## MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 15 SEPTEMBER 2021

Present:	Roland Rudd Tim Davie CBE Dame Jayne-Anne Gadhia DBE Katrin Henkel Anna Lowe Michael Lynton James Timpson OBE Jane Wilson	Chairman
Staff Attendees:	Dr Maria Balshaw CBE Anne Barlow Vicky Cheetham Alex Farquharson Samuel Jones Frances Morris Stephen Wingfield	Director Director, Tate St Ives Chief Operating Officer Director, Tate Britain Secretary to the Board of Trustees Director, Tate Modern Director of Finance and Estates

### Additional Attendees:

Rowan Freshwater-Turner, Head of Employee Engagement and Communication, item 5  
Fiona Jones, Head of HR Business Partnering, item 5  
Rosemary Lynch, former Director of Collection Care, item 6  
Lisa Mack, Director of People, item 5  
Kathryn Martindale, Incoming Chief Financial Officer (observing)

1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST
  - a. Apologies were received from Farooq Chaudhry and Helen Legg.
2. MINUTES OF THE MEETING HELD ON 7 JULY 2021 & MATTERS ARISING
  - a. The minutes of the meeting of 7 July 2021 were approved as a true record.
  - b. Trustees noted the approval of a lease for additional storage in St Ives by email outside of the meeting.
  - c. They noted and welcomed the reappointment of Michael Lynton for a second term as a Trustee.
3. DIRECTOR'S REPORT
  - a. The Director welcomed Kathryn Martindale, newly appointed Chief Financial Officer and observing this meeting, who will start in role on 1 November 2021.
  - b. Trustees were informed of the recent press launch of the programme, noting a good reception which bodes well for recovery.
  - c. The Director of Tate Modern informed Trustees of the programme, noting that it is reduced in size but nevertheless rich. *Surrealism Beyond Borders*, a collaboration with the Metropolitan Museum of Art is due to open in early 2022, along with

*Cezanne*, which will look at the artist's impact in the development of modernism. She noted the second Uniqlo Tate Play activation. *Information has been exemption under Section 22 of the Freedom of Information Act 2000*<sup>1</sup>

- d. The Director updated Trustees on the forthcoming opening of the Turner Prize 2021 at the Herbert Art Gallery & Museum in Coventry, noting that it will show in Liverpool in 2022.
- e. The Director of Tate St Ives noted a forthcoming exhibition by the Vietnamese artist, Thao Nguyen Phan in 2022. *Information has been exemption under Section 22 of the Freedom of Information Act 2000*<sup>1</sup> Trustees also noted two partnerships with Plus Tate galleries, the Baltic in Newcastle Gateshead and The Hepworth Wakefield around Barbara Hepworth.
- f. Trustees were updated on a brand review of ARTIST ROOMS. *Information has been exemption under Section 22 of the Freedom of Information Act 2000*<sup>1</sup>
- g. Trustees were informed of attendance, noting that levels are higher than had been expected against prudent budgetary assumptions. They noted success in attracting local audiences. They welcomed the news that stronger attendance has led to increased revenue for Tate Enterprises. Trustees discussed future visitor numbers. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>2</sup>
- h. Trustees noted and welcomed the success of the Counter Editions range in Tate Commerce. They were informed of a new print partnership with John Lewis.
- i. Trustees noted the submissions made in mid-August in respect of the Spending Round.
- j. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>2</sup>
- k. Trustees noted an update on capital projects. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>2</sup>
- l. Trustees congratulated the teams on recent success at the Business Continuity Awards.
- m. They welcomed an update on the launch of the new apprenticeship scheme.

#### 4. TATE BRITAIN UPDATE

- a. The Director, Tate Britain updated Trustees on programme, noting the recent conclusion of *Turner's Modern World*.
- b. He noted the very strong reception and opening performance of *Paula Rego*.
- c. Trustees noted the popularity of Heather Phillipson's commission in the Duveens and its appeal on Instagram.
- d. Trustees were informed that *Hogarth and Europe* will open in November, which will look at dialogue between Hogarth and European artists. This will be followed by *Life between Islands*, which will tell the rich story of how the Caribbean has reshaped

Britain. This will be complemented by a contemporary focus through *Art Now*, which will focus on Black practitioners, SERAFINE1369, showing at the moment, followed by Danielle Dean.

- e. Trustees were given an overview of forthcoming spotlight displays. *Information has been exemption under Section 22 of the Freedom of Information Act 2000<sup>1</sup>* It was noted that the rotation of these displays has been reduced in the context of overall budget reductions. *Information has been exemption under Section 22 of the Freedom of Information Act 2000<sup>1</sup>*
- f. Trustees were informed of the 2022-3 Duveens Commission, which will be by Hew Locke.
- g. They noted exhibitions in the rest of 2022-23, including Sickert, Cornelia Parker and the return of the Lynette Yiadom-Boakye exhibition which was curtailed by the pandemic. They also noted forthcoming exhibits of the Bill Brandt Collection display and work by the Norwich school. *Information has been exemption under Section 22 of the Freedom of Information Act 2000<sup>1</sup>*
- h. *Information has been exemption under Section 22 of the Freedom of Information Act 2000<sup>1</sup>*
- i. Trustees welcomed the strength of the programme. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>2</sup>*

The Head of HR Business Partnering and Head of Employee Engagement & Communication joined the meeting.

## 5. BLENDED WORKING UPDATE

- a. Trustees were introduced to proposals for blended working, noting the lessons drawn from the experience of lockdown and the benefits brought by new ways of working and technological adaptation.
- b. They noted research undertaken with colleagues and peer organisations.
- c. Tate will trial a model of blended working. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*
- d. Trustees discussed the balance required. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*
- e. Trustees noted that more meeting rooms are now technologically enabled for online meetings, which will bring particular benefit to engagement between sites.
- f. Trustees were notified of the results of a recent Pulse Survey. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*
- g. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*

The Director of People, Head of Business Partnering and Head of Employee Engagement & Communication left the meeting.

## 6. COLLECTIONS CARE AND STORAGE

- a. The Director introduced Trustees to planning in respect of collection care needs in the long term. The former Director of Collections Care presented the item.
- b. She updated Trustees on discussions that have progressed over the past year. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*
- c. Trustees were informed of storage needs. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*
- d. Trustees were informed of strategy. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*
- e. Trustees discussed the proposal. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*
- f. Trustees noted the strength of plans. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*
- g. They were informed of planning and finances. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*

The former Director of Collection Care left the meeting.

## 7. TRUSTEE ENGAGEMENT

- a. Trustees were informed of plans to improve the transparency of the Board in relation to staff, including moments at which colleagues can meet Trustees, as well as presentations and engagement on specific matters of business.
- b. It was thought that a Trustee with specific responsibility for young people and learning programmes should be nominated.
- c. Trustees were updated on the progress of current Trustee appointments.

## 8. FINANCE REPORT

### 8.1 Report from Finance & Operations and Audit Committee meetings

- a. The Chair of the Finance and Operations and Audit Committees updated Trustees on recent meetings. She noted that these had been covered elsewhere in this agenda.
- b. On the occasion of his last Board meeting, Trustees thanked the outgoing Director of Finance and Estates for his 24-year service to Tate.

### 8.2 Update on 2021/22

- a. The Director of Finance and Estates updated Trustees on performance. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>2</sup>*

9. APPROVAL OF BANK MANDATES

- a. Trustees approved the amendment of Bank Mandates to reflect the departure of the Director of Finance and Estates and the appointment of a new Chief Financial Officer.

10. APPOINTMENTS TO COUNCILS AND COMMITTEES

- a. Trustees APPROVED the appointments to Councils and Committees.

11. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- a. Trustees noted the key points of Councils and Committees.

12. ANY OTHER BUSINESS

- a. Trustees noted strong performance in a recent trial of content on TikTok.

DATE OF NEXT MEETING:

Wednesday 17 November 2021

## Endnotes

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<sup>1</sup> **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).

<sup>2</sup> **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).

<sup>3</sup> **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.