

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 25 MARCH 2020

Present:	Lionel Barber John Booth Farooq Chaudhry, CBE Tim Davie, CBE Dame Jayne-Anne Gadhia, DBE Dame Moya Greene, DBE Katrin Henkel Anna Lowe Michael Lynton Dame Seona Reid, DBE Roland Rudd James Timpson, OBE Jane Wilson	Chairman
Staff Attendees:	Maria Balshaw 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

Following restrictions in place in the context of the Covid-19 pandemic, this meeting was conducted through teleconference.

1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST
 - a. Apologies were received from John Akomfrah.
2. MINUTES OF THE MEETING HELD ON 15 JANUARY 2020 & MATTERS ARISING
 - a. The minutes were approved as a true record.
 - b. The Chairman formally commended the Director and senior staff on the speed and nature of their response to the outbreak of the Covid-19 pandemic. It was thought that the decision to close the galleries was taken appropriately and expediently.
 - c. The Chairman noted that, although circumstances have now overtaken the budget to be discussed later in the meeting, the work done has been thorough and gives confidence and comfort in making decisions as they are required in the coming period.
3. DIRECTOR'S REPORT
 - a. Trustees noted the Director's report.

b. It was noted that the recent Budget announcement had seen the allocation of money to national museums for essential maintenance. *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*

c. Trustees noted the commissioning of an audit. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*

4. COVID-19

a. Trustees were informed of the position, noting that the buildings were closed to the public as of 1800 on Tuesday 17 March.

b. Since then, staff had moved to working at home, with all but essential staff working remotely by Monday 23 March. Key workers have been identified by senior managers. Any individual working on site will be signed in and out by security. Trustees noted that essential security, housekeeping and maintenance are in place as per Tate's Business Continuity plans. They thanked individual staff and contractor agencies for this essential work.

d. Trustees were updated on the latest number of those self-isolating across Tate.

e. They noted and welcomed the strength of spirit shown by staff. Colleagues have developed informal ways of offering each other support and the sense of community is strong.

f. Trustees noted that the same procedures and conditions apply across all Tate sites.

g. They noted that planning and steps are being taken to ensure financial security for staff as best as Tate is able. Trustees discussed the position of freelancers and artists and were informed that Tate is making representation to the government to ensure that these vital groups are supported. It was noted and welcomed that all individual artists and others who had sessions booked with Tate that have had to be cancelled are being paid.

h. Trustees emphasised the importance of interventions and communications to support staff wellbeing.

i. Trustees were updated on the wider financial position. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

j. They were informed of the year end position. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²* The Chair of the Finance and Operations Committee commended the finance team on concluding the year in such trying conditions.

k. Trustees were informed that members will be offered a free month of membership. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

l. They noted the chance for members and ticket-buyers to donate spend on now-cancelled offers in support of the organisation. They welcomed and were grateful for the support expressed by those choosing to take this up.

- m. Trustees were updated on Tate's digital offer, noting high levels of popularity both nationally and internationally, particularly in children's online programming and interactive services. They welcomed this and noted the importance of maintaining engagement. Trustees discussed resources that might support home-schooling.
- o. Trustees were informed of close and ongoing contact with Government. It was noted that the National Audit Office has indicated that year-end deadlines will be relaxed to accommodate current pressures. They noted concerted communication from national museums to Government on matters common to the sector.
- p. The site directors updated Trustees on programme planning and management for the coming months. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- q. At Tate Modern, live exhibitions have been cancelled and content repurposed for online display. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹ and Section 36 of the Freedom of Information Act 2000³*
- r. Trustees were updated on planning for Tate Britain. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹ and Section 36 of the Freedom of Information Act 2000³*
- s. They were informed of planning at Tate Liverpool. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹ and Section 36 of the Freedom of Information Act 2000³*
- t. At Tate St Ives, Gabo and Emily Speed were on display at the point of closure. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹ and Section 36 of the Freedom of Information Act 2000³*
- u. Trustees welcomed the thoroughness of planning in extremely uncertain circumstances. They noted the need both to agree scenarios that will help planning in common across the organisation and to stage the process of re-opening to minimise crowds. It was thought that a common position across museums nationally and internationally would help in presenting a clear position to the public.
- v. Trustees noted and thanked teams for clear communication with donors.

Roland Rudd left the meeting.

- w. Trustees discussed the digital offer and were informed that this is being enhanced during the closure period. Along with new content, this will see the re-release of existing material and content developed for specific groups, such as members, which will later be released more widely.

5. BUDGET 2020-21

- a. The Chair introduced this item, noting that while circumstances have changed radically since the finalisation of the budget, it provides a strong basis from which to recalibrate Tate's planning. It is also an obligation to have a budget that has been signed off by Trustees.
- b. Trustees noted the importance of the furlough scheme and its application across Tate entities to the organisation's financial security.

- c. The Director of Finance and Estates introduced the 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 2000²*
- d. The Chair of the Finance and Operations Committee noted the excellent work done in producing the budget.
- e. The budget was approved, and its strength as a baseline for planning in the next few months noted.

6. FINANCE REPORT

6.1 Report from Finance & Operations and Audit Committee

- a. Trustees noted the report of the meeting, which had focused mainly on the budget.
- b. The Chair of the Audit Committee formally reported the results of internal audit. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*

6.2 Update on 2019/20

- a. Trustees noted that any reopening date following Covid-19 remained unclear. Planning is underway insofar as it is possible. Trustees noted their reassurance with this.
- b. Trustees noted the Management Information Pack.

7. ANY OTHER BUSINESS

- a. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
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DATE OF NEXT MEETING

Wednesday 20 May 2020

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