

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 20 MAY 2020

Present: Lionel Barber Chairman  
John Akomfrah, CBE  
John Booth  
Farooq Chaudhry, OBE  
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

Staff Attendees: Maria Balshaw 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  
Katherine Montague Director of People  
Frances Morris Director, Tate Modern  
Stephen Wingfield Director of Finance & Estates

In the context of the Covid-19 pandemic, this meeting was held by teleconference.

1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST

a. No apologies were received.

2. MINUTES OF THE MEETING HELD ON 25 MARCH 2020 & MATTERS ARISING

a. The minutes were approved by email prior to the meeting.

b. The Chairman noted that Tate's immediate response to the pandemic had been discussed at a previous, extraordinary meeting of the Board. This meeting will focus on the detailed plans as developed by the Executive.

c. There were no matters arising.

3. COVID-19 RESPONSE

3.1 Introduction and Overview

a. The Director thanked Trustees for the support they have provided, as a Board and as individuals. She also noted the tremendous work of the Executive Group and colleagues across the organisation in preparing the plans presented at this Board.

It was noted that these represent the recommendations of the Executive Group and are based on collective discussion.

- b. Trustees noted that the plans have been developed to protect the organisation and staff as best as Tate is able. The budget proposed takes the measures necessary to ensure solvency for 2020/21. The plans constitute significant reductions to both programme and operations.
- c. She informed Trustees that Tate's approach has been planned in close communication with peer national museums, international colleagues and Government. The Director updated Trustees on the plans agreed by the remobilisation group convened by the National Museums Directors' Council, which she chairs, and which represents thinking across all four nations of the UK. To build knowledge about public behaviour and avoid overwhelming transport systems, it has been agreed that national museums in London will open sequentially. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup>*
- d. This schedule would require a careful and safe return to work over June and July for staff fulfilling duties essential to reopening, with other staff either working from home or remaining on furlough. It was noted that many staff will continue to work from home for the coming period, enabling socially distanced conditions for those in the gallery. It will also enable the measures necessary for the safety of visitors to be put in place.
- e. The Director informed Trustees of the assumptions that national museums have used in planning. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- f. Trustees noted that all planning as detailed in the budget paper has been prudent, adopting the approach of a worst-case scenario.
- g. They noted that it also incorporates the ability to flex, either to respond to greater numbers and audience confidence, or reverse and close should a second spike occur.
- h. It was thought that Tate should ensure that it is in a position to accommodate contact tracing if required.

#### 4. BUDGET

- a. The Chief Operating Officer introduced the budget.
- b. She informed Trustees that self-generated income has been projected to reduce. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- c. Trustees were informed of the requirements in balancing the budget. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- d. Trustees were informed of the impact on fundraised income. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>* Promising conversations with both

corporate and individual supporters continue and indicate some opportunity in this area.

- e. Trustees were updated on projections for audiences and membership and the underlying assumptions. They noted that planning is based on timed ticketing for all entry, social distancing of 2m and capacity scoping.
- f. They noted a projected reduction in Fees and other income. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- g. The Chief Operating Officer outlined cost projections, noting reductions to the artistic programme and that planning has taken into account the new needs of the operation. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- h. Trustees were updated on site costs, noting that many of these are fixed. The closure period has meant some savings and a Government concession on rates has delivered savings of £2m. *Information has been exempted under Section 31 of the Freedom of Information Act 2000<sup>4</sup>, Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- i. Trustees were updated on capital expenditure, which has been reduced; however, there will be investment in technological requirements including replacing end of life systems and implementing the requirements of home working.
- j. Trustees noted that necessary capital expenditure will be flexed to mitigate the changing situation throughout the year and manage cashflow.
- k. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>* They expressed concern about the economic environment in 2020/22. A robust budget will be needed for that year and should be developed as a matter of priority.
- l. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- m. The Chair of the Finance and Operations Committee informed Trustees that she had scrutinised the budget, testing assumptions with Executive. She advised a pessimistic base case. Trustees were reassured that assumptions were prudent and based on downside scenarios.
- n. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- o. Trustees noted the possibility of extending opening hours and that this is being modelled.
- p. Trustees congratulated teams on rapid work in very trying circumstances; they required that a two-year view be given of the budget better to inform decision-making as the situation in 2020/21 becomes clearer and to ensure resilience against the effect of wider economic recession. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*

- q. Trustees considered that the plan demonstrates sustainability and noted the value of this in fundraising conversations.
- r. The Chair of Tate Enterprises Ltd updated Trustees on planning in the commercial subsidiary. He noted the strength of the team. The initial impact on trading has been severe, with online business picking up, encouragingly but only in the last week after reopening was possible. Footfall will be critical in recovery. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- s. Noting the planning presented Trustees APPROVED the budget for 2020/21.

## 5. PROGRAMME IMPLICATIONS

- a. The Site Directors updated Trustees on programme planning. They noted the general principle of shows being staggered over a longer period rather than cancellation. Exhibitions will be shown in larger spaces, enabling social distancing. Public communications will emphasise the availability of free collection displays at all sites.
- b. At Tate Modern, the reopening date will allow revenues to be realised. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup>* Trustees noted that the programme has been reconsidered with a mind to likely audiences. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup>* Unavoidable cancellations in the touring programme were noted.
- c. Trustees were informed of plans for the reopening of Tate Britain. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup>*
- d. Trustees were informed of the opening plans for Tate Liverpool. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup>* Some elements of the programme have been deferred because their nature does not allow social distancing.
- e. They were updated on reopening plans for Tate St Ives. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup>*
- f. Trustees welcomed the programme, congratulating teams on the work done.
- g. They discussed the ethics of international loan shows in respect of environmental impact. They were informed that these issues are discussed widely and that new ways of maintaining international exchange but lessening environmental impact are being explored.

## 6. STAFFING IMPLICATIONS

- a. The Director of People updated Trustees on measures already taken and those proposed. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>* These include a freeze on recruitment. They noted the detail provided in the paper.
- b. It was noted that members of Executive Group have voluntarily taken a 10% reduction in pay for an initial three months.

7. PUBLIC SAFETY

- a. Trustees noted the planning set out in the papers.
- b. Detailed information was circulated after the meeting.

8. CONCLUSION

- a. The Chairman summarised discussion, noting the scale of the challenge.
- b. The survival plan is compelling and sets the basis from which to build recovery.
- c. He emphasised the importance of planning and budgeting over a two-year period, assuming recession in the second year.
- d. It will be important to distinguish cyclical change from structural change; some impacts will be severe but recover, others will be more long-lasting. It cannot be assumed that international travel will be the same, with consequent impact on inbound tourism.
- e. Tate offers value to partners as a source of inspiration and ideas. It is important that Tate remains mindful of the value that it can bring.

9. ANY OTHER BUSINESS

- a. On the occasion of his last Board meeting prior to stepping down, John Akomfrah was thanked for his service as a Trustee.

10. DATE OF NEXT MEETING

Wednesday 1 July 2020

## 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 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.

<sup>3</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>4</sup> **Section 31** of the Freedom Information Act 2000 provides that:

Information is exempt if disclosure would prejudice:

- the prevention or detection of a crime, apprehension or prosecution of offenders; administration of justice etc.
- an investigation by the authority into illegality, improper conduct, anyone's professional/managerial fitness or competence
- protection of charities against misconduct or mismanagement; the protection or recovery of the property of charities
- an investigation of an accident; ensuring the health, safety and welfare of employees; protecting the health and safety of other persons