

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 18 NOVEMBER 2020

Present:	Lionel Barber John Booth Farooq Chaudhry OBE Tim Davie CBE Dame Jayne-Anne Gadhia DBE Katrin Henkel Anna Lowe Michael Lynton Dame Seona Reid DBE Roland Rudd 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 Chief Operating Officer Director, Tate Britain Secretary to the Board of Trustees Director, Tate Liverpool Director, Tate Modern Director of Finance & Estates
Additional Attendees:	Lisa Mack	Director of People (item 3)

1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST
 - a. No apologies were received.
2. MINUTES OF THE MEETING HELD ON 16 SEPTEMBER 2020 & MATTERS ARISING
 - a. The minutes of the meeting of 16 September 2020 were approved.
 - b. An update was given following discussion at the September Board of Rex Whistler's *The Expedition in Pursuit of Rare Meats*. Trustees were informed that discussion as to the future use of the room and presentation of the mural has begun internally with external views to be sought as this work progresses. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹*
 - c. Trustees emphasised the importance of contextualising and explaining artworks.
 - d. They were informed of wider political and media discussion of the subject of contentious heritage.
3. BUSINESS AND FINANCIAL PLANNING UPDATE
 - a. The Director introduced the item.

- b. She noted a financial situation of unprecedented difficulty. She outlined the impact of Covid on footfall and income, noting projected annual audience numbers of 1m in contrast to the 8-8.5m Tate might normally expect. The result has been a 60% drop in earned income.
- c. It was noted that museums worldwide face a similar picture.
- d. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*
- e. The Director introduced the framework adopted by the Executive Group in thinking through Tate's strategy. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*
- f. Overall, the operating model will shift from one that in any case had become increasingly hard to service, to one that is more sustainable both financially and environmentally. The principles of the process will be to protect quality and equality in what Tate does and do so sustainably.
- g. Trustees noted significant steps taken already to reduce budgets, with departments reducing activity between 40 and 60% and noted that income had been projected accurately over Q1-2, but nevertheless represented 42 pence in every pound that might have been expected in a normal year. A recruitment freeze and reduction to all but essential consultant and freelance work has reduced staffing costs without further measures being required. The hope has been to reduce payroll costs further through these means, but this has not been possible.
- h. Trustees AUTHORISED Tate to examine the potential of an implement further measures to reduce costs. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*
- i. Trustees were presented with the budget for 2020-21 and draft budget for 2021-22. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³* The second period of lockdown has eroded the Operating Contingency beyond the use projected in May.
- j. Trustees noted that all actions taken thus far had sought to protect colleagues and that measures to reduce headcount will be a last resort. They AUTHORISED Tate to embark upon a process of offering Voluntary Redundancy, with an intention to avoid the need for any subsequent Compulsory Redundancies as far as is possible.
- k. Trustees discussed reserves. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³* They emphasised the importance of rebuilding reserves as soon as it is possible to do so.
- l. Trustees were informed of growth in some areas, for example Tate Collective and young people's activity; this brings fundraising opportunity as sponsors and donors look to support public good.
- m. The Chairman of Tate Enterprises recommended continued caution in respect of commercial revenues. *Information has been exempted under Section 36 of the*

Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³

- n. Trustees were presented with the process for payroll reductions and discussed planning. It was noted that actions to date, primarily a freeze in recruitment, had created some savings. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³* It was noted that the Executive Group will continue on reduced pay. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³* It was noted that the offer of Voluntary Redundancy will be made at all levels and in all areas of the organisation.
- o. Trustees were informed of necessary discussions with DCMS and approval and noted the timetable for this. They emphasised the need for expedience.
- p. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³* It was noted that there is no pre-conception of redundancies and decision-making will take into account potential as well as experience. Analysis will be undertaken to ensure that equality and diversity are maintained.
- q. Trustees recommended clarity in the overall narrative and a clear vision and target of what the organisation needs to be. They were informed of planning in place for internal and external communication.

Anna Lowe left the meeting.

- r. It was noted that plans already underway will be factored into future thinking. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹*
- s. Potential and different ways of working were discussed. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*

Tim Davie left the meeting

- t. It was noted that work is beginning now to rethink the long-term business model.
- u. Trustees were asked for their thoughts as this commences.
- v. It was noted that a similar process is underway in Tate Enterprises, with the planning assumption that visitor levels will not recover for a number of years. This process will feed into the thinking for the Gallery as a whole.
- w. Trustees noted that there remains potential for fundraising. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹, Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*
- x. They discussed Tate's long-held objective to reduce the environmental impact of its operations and noted that sustainability in financial and environmental terms should be a priority in the process of rethinking the institution.

- y. It was noted that work is underway to devise ways in which Tate's international obligations in terms of loans and acquisitions can be fulfilled with less environmental impact. This is combined with a re-examination of how national impact can be increased even further, with the potential of long-term loans to regional collections.
- z. Trustees discussed the impact on staff. *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- aa. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*
- bb. They discussed a recalibration of the model, away from a focus on numbers. They noted the exciting potential of working with local voices and stories at the same time as monetising knowledge and skills on an international level. The vision and mission give focus and scope for this revisioning, taking what sets Tate apart as a core.

4. ACQUISITIONS REPORT

- a. The Chair of the Collections Committee introduced the item, thanking John Akomfrah as the outgoing Chair.
- b. He noted and gave highlights from the acquisitions.
- c. Trustees RATIFIED and APPROVED the acquisitions in the papers.
- d. They noted ongoing thinking in relation to sustainability.
- e. They APPROVED the Acquisition and Disposals Policy.

5. FINANCE REPORT

5.1 Reports from Finance & Operations Committee and Audit Committee meetings

- a. The Chair of the Finance and Operations Committee updated Trustees on the recent meeting. She noted a new member in David Crichton-Miler, who also sits on the Board of Tate Enterprises Ltd. She noted that the bulk of the Committee's business had been in preparation for the present meeting. She informed Trustees that the Committee had discussed arrangements for Gallery staff and agreed that public-facing staff should be furloughed during the second lockdown and that pay should be topped up to 100%.
- b. She noted that work on the consultancy contract with Pudong is on track.
- c. Trustees noted that the programme framework had been discussed.
- d. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*
- e. As Chair of the Audit Committee, she noted that the Statutory Accounts had successfully been laid before parliament and that the Audit plan for next year will be

considered in January. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*

- f. She noted that the Committee had reviewed a detailed risk register of legal cases.

5.2 Update on 2020/21

- a. The Trustees noted the Management Information Pack.

6. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- a. Trustees noted the updates from Councils and Committees.

7. ANY OTHER BUSINESS

- a. Trustees noted changes to the furlough scheme. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*
- b. *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Section 43 (2) of the Freedom of Information Act 2000³*

8. DATE OF NEXT MEETING

Wednesday 20 January 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 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.*

³ **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).