

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Friday 19 May 2017 at Tate St Ives

Present:	The Lord Browne of Madingley Lionel Barber Dexter Dalwood Tim Davie Jayne-Anne Gadhia Mala Gaonkar Moya Greene Lisa Milroy Dame Seona Reid Gareth Thomas James Timpson Stephen Witherford	Chairman
Staff Attendees:	Sir Nicholas Serota Anne Barlow Caroline Collier Alex Farquharson Samuel Jones Kerstin Mogull Frances Morris Mark Osterfield Stephen Wingfield	Director Artistic Director, Tate St Ives Director, Partnerships and Programmes Director, Tate Britain Secretary to the Board of Trustees Managing Director Director, Tate Modern Executive Director, Tate St Ives Director of Finance and Estates
Additional staff attendees:		
Item 6	Polly Bidgood	Development Director
Item 8 and 9	Anna Abbott	Director of Audiences
Item 8	Rob Baker	Chief Marketing Officer
Item 8	Monica Thomas	Membership Manager
Item 9	Simon Grant	Editor, Tate Etc.
Full meeting	Maria Balshaw Effie Koliou	Director Elect Governance and Policy Manager (observer)

1. Apologies

- a. Apologies were received from John Akomfrah and Maja Hoffmann.

2. Confirmation of Minutes

- a. The Minutes of the meeting of Wednesday 22 March were agreed as a true record.

3. Matters Arising

- a. There were no matters arising in the minutes.
- b. It was noted that this was Gareth Thomas' final meeting of the Board, and that Lisa Milroy, whose term concludes in July has send apologies to the July Board. Trustees thanked each for their service.

4. Conflict of Interest Declarations

- a. Seona Reid declared a conflict of interest in respect of any matters concerning the Heritage Lottery Fund.

5. Finance Report

5.1 Report form Chair of Finance and Operations Committee

- a. The Chairman of the Finance and Operations Committee updated Trustees on the recent meeting, including discussions of Tate Catering and Enterprises; of IT infrastructure; and of Tate Members. It was noted that budget has been allocated to necessary IT upgrade projects.

5.2 Key points from the minutes of the Finance and Operations Committee meeting held on 15 May 2017

- a. Trustees were informed of the recommendation of the Finance and Operations Committee in respect of Catering *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- b. It was noted that a full paper on Enterprises will be brought to a future Board and that discussion at this meeting had focused on catering.
- c. Trustees were also updated on a discussion of IT, particularly in the context of widespread media reports of cyber security *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* It was reported that budget has been allocated to this area.

5.3 Management Information Pack March 2017

- a. Trustees were informed of the year-end position noting success given the unusual nature of the preceding twelve months with the opening of the new Tate Modern and the major show, David Hockney, running across two financial years. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- b. Trustees noted the allocation of funds to contingency to provide resilience in future years.
- c. They were informed of performance in admissions and corporate events *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees were updated on progress in completing the fundraising of the Tate Modern Project. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. Trustees noted the naming of the new building to mark the lead donation; they were informed that the Members Room will be named in honour of a major legacy gift.
- f. They were informed of progress in realising pledges *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- g. It was noted that conversations continue positively with further donors at a major level.
- h. Trustees discussed further fundraising *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

The Director of Development joined the meeting.

6. Development Strategy 2017-18

- a. Trustees were informed of the strategy, noting that it addresses a changing environment and changing needs for Tate in relation to the conclusion of the capital projects. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- b. They were informed of priorities and noted the importance of keeping to these in order to focus on fundraising efforts.
- c. It was reported that the fundraising team has successfully raised money for projects that span all four Tate sites.
- d. Trustees discussed opportunities in the fundraising market *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. They discussed corporate sponsorship *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. Trustees discussed the structure of fundraising in the future *Information has been exempted under Section 36 of the Freedom of Information Act 2000²* It was noted that the Chairman of Tate Foundation is working with the Executive in planning for the future.

7. Tate St Ives

[The meeting had been preceded by a visit to the Tate St Ives project site, the Barbara Hepworth Museum and the Palais de Danse]

- a. Trustees were informed of a successful re-opening of the existing galleries after refurbishment, which took place on 31 March.
- b. They were informed that the opening date of the new extension has been announced as 14 October, and that the project is on track to meet that. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. Trustees were informed of a recent and very positive meeting with the Heritage Lottery Fund in respect of the Tate St Ives Legacy Project, which is proceeding well.
- d. The Executive Director, Tate St Ives informed Trustees of the vision for the gallery after the launch, which has been developed in line with the audience framework with the aim of maintaining current audiences, but attracting newcomers *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* This will be achieved through the improved visitor experience provided by the new building, *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*.
- e. Trustees noted that the display of St Ives artists will further connect the local to a wider, international context, a theme that will be supported by major shows that will in the first year include Rebecca Warren and art relating to and inspired by Virginia Woolf. This will be followed by a major summer retrospective of Patrick Heron and an exhibition of work by Rosalind Nashashibi and Lucy Skaer alongside that by Paul Gauguin.

- f. The Artistic Director, Tate St Ives outlined some initial thoughts on future programme. She described a focus on the connection between the local, national and international. Trustees noted that the programme will bring forth the radicalism and internationalism of St Ives artists as well as taking inspiration from it *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹.*
- g. Trustees endorsed the theme that runs throughout Tate's programmes of looking at key figures from different perspectives and profiling under-recognised artists and movements.
- h. They were informed of plans to adapt Tate Exchange to St Ives *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- i. Trustees discussed the potential of the new spaces *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
They noted and welcomed the continued engagement with the town *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

The Director of Audiences, the Chief Marketing Officer, the Membership Manager and the Editor, Tate Etc joined the meeting.

8. Tate Members Business Plan and Strategy

- a. Trustees welcomed a recent membership performance. It was recognised that retention will be challenging.
- b. They discussed the membership model and were informed that it is working well, *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. They were informed of plans for a more sustained relationship with members throughout the course of a year *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees discussed the motives for membership *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. They noted plans to enhance retention, *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. Trustees were informed of pricing *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

- g. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- h. Trustees emphasised the importance of membership as a national scheme.

9. Tate Etc. Magazine Redesign 2017

- a. Trustees were presented with the developments to *Tate Etc*, noting that it is the art magazine with the largest circulation in Europe and the Americas.
- b. They noted the aim of enriching people's understanding of art and their experience of Tate; it was discussed that the magazine goes beyond Tate and offers encounters with artists and views about their work.
- c. They were informed of feedback that was positive *Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees noted and welcomed the design change, which provides more visual space.
- e. They were informed of a successful launch at the Venice Biennale *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000² and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³*

10. Director's Report

10.1 Trustee Appointments

- a. Trustees were updated on the process of appointing a new Trustee and of the forthcoming campaign to appoint an Artist Trustee to succeed Lisa Milroy.

10.2 Tate Programme Update

- a. Trustees noted the update.

10.3 Tate Exchange Update

- a. Trustees were updated on the conclusion of Tate Exchange's first year, which exceeded expectations *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*
- b. They noted an enthusiastic response from partners, audiences and artists and evidence that younger and more diverse audiences were attracted.

10.4 Tate Research Update

- a. Trustees were updated on 'In Focus' projects, noting three published in March to mark Women's History Month: one on Vanessa Bell, another on Winifred Knights and a third on Susan Hiller.

10.5 Museums and Galleries Tax Relief

- a. Trustees were informed of guidance from the Treasury that the Finance Bill, which includes the Tax Reliefs, will be deferred until the next Parliament.

10.6 Staff Update

- a. Trustees noted the announcements of Chris Stephens' and Francesco Manacorda's appointments as Directors of the Holburne Museum, Bath and the V-A-C Foundation respectively and congratulated them.
- b. They noted the departure of Gerry Dawson and thanked her for her service and welcomed the appointment of Julian Thomas as the Interim Director of IS.
- c. They were informed of plans for the Employee Survey, which will be launched in September after the incoming Director has started.
- d. They noted a session that had been hosted to provide guidance to staff on the impact of leaving the EU on EEA Nationals.

10.7 Emergency Preparedness and BCP

- a. Trustees noted that this is being reviewed to ensure that recent changes in standards are implemented and that current plans remain in place for the duration of the review.

10.8 Sponsorships and Donations

- a. Trustees noted the update.

10.9 Health and Safety Update

- a. Trustees noted the update.

10.10 2018 Board Dates

- a. Trustees noted the dates.

10.11 ARTIST ROOMS

- a. Trustees were informed of plans to fundraise to support ARTIST ROOMS after the current funding expires in 2019.

10.12 National Gallery

- a. Trustees noted helpful discussions with the National Gallery in respect of curatorial collaboration.

10.13 Key Papers for Forthcoming Meetings

- a. Trustees noted the Key Papers

11. Key Points from Minutes of Councils and Committees

- a. Trustees noted updates from Councils and Committees.
- b. They were informed of Tate Foundation's approval of the audit plan and budget for the forthcoming year.

- c. They noted an update from Tate Americas Foundation.

12. Acquisitions Financial Statement

- a. Trustees noted the Acquisitions Financial Statement.

13. Renewal of a lease for Tate Enterprises' Warehouse

- a. Trustees approved the lease for signature.

14. Bank Mandates

- a. Trustees approved additional signatories.

15. Trustees' and Directors' Registers of Interests

- a. Trustees noted and approved the Registers.

16. Appointments to Councils and Committees

- a. Trustees noted the retirement of Seona Reid from Freedom of Information Appeals Committee and RATIFIED the appointment of Jayne-Anne Gadhia as Chair.

17. Any other business

- a. Trustees commended Sir Nicholas Serota on the occasion of his final board meeting as Director and thanked him for his remarkable service to the institution, art and the nation.

18. Date of Next Meeting

- a. Trustees noted the date of the next meeting as Wednesday 5 July 2017, at Tate Britain.

Endnotes

¹ **Section 43 (2)** of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would, or would likely to, prejudice the commercial interests of any person (including the public authority holding it).

² **Section 36** of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would be likely to have any 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 22** of the Freedom of Information Act provides that:

- (1) Information is exempt information 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 the 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).
- (2) 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).