

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 21 March 2018 held at Tate Britain

Present:	Lionel Barber Dexter Dalwood Tim Davie Jayne-Anne Gadhia Moya Greene Maja Hoffmann Dame Seona Reid Roland Rudd James Timpson Stephen Witherford	Interim Chairman
Staff Attendees:	Maria Balshaw Alex Farquharson Samuel Jones Kerstin Mogull Frances Morris Stephen Wingfield	Director Director, Tate Britain Secretary to the Board of Trustees Managing Director Director, Tate Modern Director of Finance & Estates

Additional staff attendees:		
Item 3 only	Sarah Bailey	Head of Legal
Item 4 only	Anna Abbott	Director of Audiences
Item 4 only	Monica Thomas	Head of Membership
Item 4 only	Mark Miller	Convenor, Young People's Programme

1. Welcome and Apologies & Declarations of Interest

- a. Apologies were received from John Akomfrah and Michael Lynton. No conflicts were declared in respect of the business of this meeting.

2. Minutes of the Meeting held on 31 January 2018 and Matters Arising

- a. The minutes of the meeting held on 31 January 2018 were approved as a true record.

The Head of Legal joined the meeting.

3. Director's Update

- a. Trustees were informed of the strong performance of current shows.
- b. They congratulated Tate on the high viewing figures recently reported by the Association of Leading Visitor Attractions and noted the record figures at Tate Britain.
- c. Trustees noted a promising summer programme in Tate St Ives with Patrick Heron due to open late in the spring.
- d. They noted formally the appointment of Helen Legg as the Director of Tate Liverpool and plans in place to mark the gallery's 30th anniversary.
- e. They were informed of fundraising success including a grant of £1.5m from the Andrew Mellon Foundation to support research into the stewardship of performance, installation and internet art. They also welcomed the news of a *Information has been exempted under Section 22 of the Freedom of Information Act 2000*¹ Trustees were informed of recent development visits to Hong Kong, Korea and Australia.

- f. Trustees were informed of a consultancy opportunity *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000²*
- g. It was noted that work continues in respect of the strategic response to the staff survey and will be reported in May.
- h. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- i. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- j. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- k. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- l. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- m. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*
- n. *Information has been exempted under Section 36 of the Freedom of Information Act 2000³*

The Head of Legal left the meeting; the Director of Audiences, the Young People's Convenor and Head of Membership joined the meeting.

4. Tate Collective

- a. Trustees were informed of the forthcoming launch of Tate Collective and details of the scheme, the ambition of which is to create the largest young person's membership in a gallery within one year.
- b. They thanked Tate Members Council for their support and advice on the scheme.
- c. Trustees noted the successful precedents of Uniqlo Tate Lates at Tate Modern and Late at Tate at Tate Britain. They noted that the project development had been informed by what had been learned through the success of young people's programming, seeking both to connect art to young people's lives and contexts across the country and to provide opportunities to develop professional skills.
- d. Trustees were informed of research that has identified cost as a significant barrier to participation by young people, and social and experiential opportunities as key appeals.
- e. They noted that the programme will span all Tate sites, will be free to join and entirely digital; they were informed of the importance of peer production. It was noted that the name had been chosen by younger audience members.
- f. They were informed of the ambitions and targets for the first year of Tate Collective: *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000²* They welcomed the ambition to diversify audiences *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000²*
- g. Trustees noted that the scheme is the fruit of collaboration across teams at Tate.

- h. They were presented with design approaches and noted the flexibility and openness of proposals. Trustees were informed of and discussed wider communications, which will use digital channels to reach into communities and connect to other young collectives.
- i. Trustees noted the intention to explore different ideas of space that span social and working activity.
- j. They were informed of budgeting noting fundraising opportunity. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000²*
- k. Trustees welcomed the initiative and congratulated the teams involved.
- l. Trustees noted the exciting opportunity and the constructive challenges that the scheme will bring by inviting a deeper conversation with audiences.

The Director of Audiences, the Young People's Convenor and Head of Membership left the meeting.

5. Finance Report

- a. Trustees were informed of and noted strong financial performance.
- b. It was thought that reporting could give greater texture to comments, positive and negative, received in galleries.

6. Acquisitions and Collection Committee Report

- a. Trustees noted and ratified the decisions made by Collection Committee, as identified in papers.

7. Policy Reviews

- a. Trustees approved the renewal of the Ethics and Donations Policies.

8. Key Points from Minutes of Councils and Committees

- a. Trustees noted the report of discussions at Councils and Committees.
- b. They noted success in Tate Catering and the proposals for the refresh of levels 9 and 10 at Tate Modern.
- c. They noted that Sir Anthony Salz will convene his first meeting as Chairman of Tate St Ives Advisory Council in the early summer and that Moya Greene will act as the link Trustee.
- d. Trustees formally noted the contribution made to Tate's Ethics and Freedom of Information Appeals Committees by Sir Paul Jenkins and expressed sorrow at the news of his passing.
- e. It was noted that an independent review of security will be presented to Audit Committee as a matter of diligence.

9. Any Other Business

- a. There was no other business to discuss.

10. Date of Next Meeting

It was noted that the next meeting will be held on Wednesday 23 May at Tate Liverpool.

Endnotes

¹ **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).

² **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).

³ **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