

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 16 January 2019 held at Tate Britain

Present: Lionel Barber Chairman
Dexter Dalwood
Tim Davie, CBE
Dame Jayne-Anne Gadhia, DBE
Dame Moya Greene, DBE
Dame Seona Reid, DBE
Roland Rudd
James Timpson, OBE
Jane Wilson
Stephen Witherford

Staff Attendees: Dr Maria Balshaw OBE Director
Alex Farquharson Director, Tate Britain
Samuel Jones Secretary to the Board of Trustees
Kerstin Mogull Managing Director
Frances Morris Director, Tate Modern
Stephen Wingfield Director of Finance & Estates

Additional staff attendees:
Item 1-4 Lesley Williams Head of Finance

The Head of Finance joined the meeting.

1. Welcome and Apologies & Declarations of Interest

a. Apologies were received from John Akomfrah, John Booth and Michael Lynton.

2. Minutes of the Meeting held on 21 November 2018 and Matters Arising

- a. Trustees APPROVED the minutes of the meeting of 21 November 2018 as a true record.
- b. Trustees noted that this was Dexter Dalwood's last meeting as Liaison Trustee from the National Gallery and thanked him for his service on the Board.
- c. They also thanked Lesley Williams for her service as Head of Finance at Tate.
- d. They noted the successful closure of accounts on the Tate St Ives Project and thanked the Managing Director and Director of Finance & Estates for their work to achieve this.
- e. They noted that the Managing Director had announced her intention to leave Tate in July.

3. Director's Report & Introduction to the Plan and Budget

- a. Trustees were presented with the Budget and draft Plan. It was noted that following an engagement process with staff, the Plan will be brought back to Trustees for final sign-off in May.
- b. Trustees were informed that the Plan had been developed on the basis of contributions from Executive Group and will be underpinned by more detailed departmental plans. Key Performance Indicators and a roadmap will be developed in the final draft.

- c. Trustees welcomed the Plan and the commitments made in it.
- d. Trustees noted fundraising assumptions.
- e. They noted the central ambition of achieving a fundamental shift in who visits and engages with Tate in terms of both geography and diversity. They welcomed Tate's commitment to working nationwide and recommended emphasising this.
- f. It was thought that the commitment to free entry to the collections displays should be underscored.
- g. Trustees advised that specific areas of the Plan be developed. These included a greater emphasis on Tate Exchange and more on the emotional aspects of membership. They recommended that objectives be grouped within themes and express a sense of progress.
- h. Trustees discussed language and recommended simplicity in a number of areas. They recommended that a clear statement of ambition be included for each site and that digital work feature as part of the programme.
- i. It was thought that ambition in relation to education should be high. They endorsed the view that Tate should seek to augment arts education and cannot be put in the position of replacing it. They welcomed reputational and international ambitions and discussed further emphasising aims for Tate's place in the artistic world.
- j. Trustees discussed the balance of internal ambition and external risk, considering that this should be reflected in the Plan.
- k. Trustees noted the effect of sustained work, with commitments made twenty years ago just bearing fruit. They recommended that the historical and research should be further brought out in the Plan, with effective performance indicators developed for scholarship.
- l. Trustees discussed social contexts and impacts, noting the importance of the Tate Britain rehang. They discussed the compatibility of growth in audience numbers and impact in relation to diversity.
- m. They endorsed the importance of supporting artists and recommended that this should be clearly stated.
- n. Trustees recommended that the Plan be linked clearly to the Budget, with greater detail given on fundraising *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹* and *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- o. Trustees discussed the Budget and were updated on its consideration by the Finance and Operations Committee.
- p. They emphasised prudence in the context of global economic uncertainty and the impact of departure from the European Union. They noted increasing costs and the pressure that this will bring in future budgeting.
- q. It was noted that the Budget covered the first year of the Plan, with budgets for future years to be developed over the course of this year.
- r. The Chair of the Finance and Operations Committee reported that the current budget has been balanced *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*

- s. Trustees noted the policy of holding two months operating costs restricted. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³*
- t. Trustees were informed that the cost of producing exhibitions is *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³*
- u. Trustees discussed contingency, *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³*
- v. Trustees were informed of financial management. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³*
- w. It was noted that while the external economic environment has become far more uncertain, internally risk has been reduced with the completion of the capital projects. Concern was expressed about the impact of any currency fluctuation with Britain's departure from the EU, in particular in respect of exhibition costs.
- x. *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- y. Trustees discussed specific risks against the budget *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³*
- z. Trustees were informed of recent meetings with the unions *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- aa. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³*
- bb. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹ and Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- cc. Trustees discussed the proposal to use freedoms granted to museums. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³ and Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- dd. Trustees APPROVED the Budget for year one of the Plan, recommending the prudence in economic uncertainty of detailed reporting every quarter via Finance and Operations Committee and that extraordinary or material changes are approved by Trustees.

4. Finance Report

- a. Trustees were informed of areas of financial risk, *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*. They noted that the outcome of the hearing in respect of the flats at Tate Modern had yet to be delivered *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000³*.

The Head of Finance left the meeting.

5. Acquisitions & Collection Committee Report

- a. Trustees APPROVED and RATIFIED the acquisitions and allocation of Trust Funds as outlined in the paper.
- b. Trustees approved the update to the Loans Policy.

6. Tenancy Agreement Approval - Porthmeor Studios

- a. Trustees AUTHORISED Tate to sign the relevant documentation.

7. Key Points from Minutes of Councils and Committees

- a. Trustees noted the key points detailed in the papers.
- b. In addition, they were updated on progress in the recruitment of a new Director for the Tate Americas Foundation. They noted that a key task for the appointee will be to develop and implement a new strategy following the completion of funding for recent capital projects. A time will be scheduled for Trustees to meet the new Director and if possible Board Members of Tate Americas Foundation.
- c. Trustees were informed of discussions at Tate St Ives Advisory Council including of the Cornish Residents scheme and the Estates strategy with the new gallery open.
- d. They were informed of the development of Tate Liverpool Advisory Council under the new Chairman and Director. They welcomed the report of a visit of Tate Liverpool's local supporters to Tate St Ives.
- e. Trustees were informed of strong results in Tate Commerce and Tate Catering. They congratulated the Chief Executives of each.

8. Any Other Business

- a. Trustees were updated on the collection of pledged gifts.
- b. It was suggested that young members might be recruited to advisory councils.
- c. On the occasion of his last board, Dexter Dalwood gave thanks and some reflections on his time as a Trustee. He urged Tate to be bold and set agendas, noting achievement on the representation of women artists. He underscored the importance of Tate Liverpool and Tate St Ives to the whole.

9. Date of Next Meeting

Wednesday 20 March, Tate Modern East Room

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 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 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).