

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 25 May 2022

Present: Roland Rudd Chairman
Farooq Chaudhry OBE
Dame Jayne-Anne Gadhia DBE
Katrin Henkel
Anya Hindmarch CBE
Kwame Kwei-Armah OBE
Anna Lowe
Rosalind Nashashibi
Danny Rimer OBE
Howard Shore
James Timpson OBE
Lord Ed Vaizey

Staff Attendees: Dr Maria Balshaw CBE Director
Anne Barlow Director, Tate St Ives
Vicky Cheetham Managing Director
Alex Farquharson Director, Tate Britain
Samuel Jones Secretary to the Board of Trustees
Helen Legg Director, Tate Liverpool
Kathryn Martindale Chief Financial Officer
Frances Morris Director, Tate Modern

Additional Attendees:

Lisa Mack, Director of People (item 4)
Dionne Williams-Dodoo, Head of HR Operations (item 4)
Carmel Allen, CEO Tate Commerce (item 5)
Hamish Anderson, CEO Tate Eats (item 5)

1. **WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST**
 - a. Apologies were received from Tim Davie and Michael Lynton.
 - b. The Chairman welcomed Rosalind Nashashibi to her first meeting as a Trustee.
2. **MINUTES OF THE MEETING HELD ON 16 March 2022 & MATTERS ARISING**
 - a. The minutes of the meeting of 16 March 2022 were approved as a true record.
 - b. Trustees noted their approval by email of the draft Grant Funding Agreement between Tate and Liverpool City Council, which sets out the terms of the £10m funding for Tate Liverpool's capital development awarded by the Department for Levelling Up, Housing and Communities.
 - c. The Chairman noted a recent dinner to mark the generous gift of work by Dimitris Daskalopoulos, which was attended by the Secretary of State for Culture, Media and Sport.
3. **DIRECTOR'S REPORT**

- a. The Director updated Trustees on gallery attendance. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- b. The Director of Tate Modern reported pleasing performance in exhibitions within a programme that is necessarily smaller. She noted that, while international audiences have as expected been slow to recover, British audiences at Tate Modern are at almost pre-pandemic levels. Family audiences are strong, which is reflected in rises in local, younger and more diverse attendance.
- c. The Director of Tate Britain reported on the transition of exhibitions. *Life Between Islands* has proved a tremendous success, and has been succeeded by *Cornelia Parker*, which has received strong reviews and welcome from artists. It runs in tandem with *Sickert* and Hew Locke's Duveens commission. He noted his gratitude to the teams involved in such an active and successful programme. The year will also see the return of *Lynette Yiadom-Boakye* and the beginning of the rehang of the historic galleries in July.
- d. The Director of Tate St Ives updated Trustees on preparations for the opening of *Ad Minoliti* and, later in the year, *Barbara Hepworth*. She updated them on fundraising for the Palais de Danse. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. The Director of Tate Liverpool updated Trustees on a successful press launch for the Turner Prize and the opening of *Radical Landscapes*, which presents a rethink of the British landscape tradition. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* She updated Trustees on a recent visit from the DCMS and the Treasury in respect of the capital project and informed them of fundraising discussions. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* Trustees formally noted and welcomed the appointment of 6A as architects for the project.
- f. Trustees welcomed an update on the strong performance of membership and congratulated the teams involved. A report will be brought to a future meeting to give in depth analysis and draw learnings. It was noted that the strong diversity statistics feeding through from Tate Collective are pleasing.
- g. Trustees were updated on the project to improve ticketing systems, noting the importance this will have across the institution. They congratulated the team on its successful management and noted the endorsement of Finance and Operations Committee.
- h. Trustees noted preparations to mark HM Queen Elizabeth II's Platinum Jubilee.
- i. The Chairman and Trustees thanked Vicky Cheetham for her tremendous service as Tate's Managing Director. They noted the appointment of Mark Miller as Director of Learning, and of Emma King as Capital Projects Director.

4. PEOPLE AND CULTURE STRATEGY

Lisa Mack and Dionne Williams-Dodoo joined the meeting.

- a. Trustees were updated on the strategy, noting that it had been informed by the reflection sessions conducted after the restructure in 2021 and subsequent surveys of colleagues within Tate. They noted consultation with Directors Group.

- b. Trustees welcomed and endorsed the priority of achieving change in who works for Tate and how they are looked after when they do so.
- c. The Director of People outlined the centrality of looking after those working for Tate. She outlined the objectives of becoming an organisation that reflects the diversity of its audiences, and an employer of choice.
- d. To this end, Trustees noted work on the strength of Tate as an employer brand, the reconsideration of where roles are advertised and the creation of new routes in through apprenticeships.
- e. Trustees were updated on the commitment to improve reward and recognition where possible. It was noted that, while pay is restrained by the economy and wider public sector regulations, it is critical to make the experience of working for Tate as good as possible.
- f. Trustees were updated on work to ensure the inclusiveness of Tate's culture, with more opportunities for employees to be involved by contributing their ideas and experiences. They noted the development of consistent standards around mindful working, and better work-life balance.
- g. KPIs and ambitious targets will support this work. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- h. They were informed of work to ensure the provision of opportunities to develop skills and knowledge while working at Tate. It was noted that this will include non-linear development.
- i. Trustees were updated on work to enhance the People function within the organisation, embedding a model of business partnering and improving the systems in place.
- j. Trustees welcomed the strategy. They asked that the team examine further the opportunity for people to share their ideas within the organisation, and to communicate their concerns.
- k. Trustees were informed of work done to update policies and procedures and improve systems. A further update will be given on employee engagement.
- l. Trustees emphasised the need for practice to extend across Tate's entities. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- m. Trustees discussed changing working practices and preferences. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- n. Previous work on pay and reward, and on values, will be circulated for the benefit of new Trustees.

Lisa Mack and Dionne Williams-Dodoo left the meeting.

5. INTRODUCTION TO TATE ENTERPRISES & CREATING A NEW CULTURAL ENTERPRISE MODEL

Carmel Allen and Hamish Anderson joined the meeting.

- a. The Chairman of Tate Enterprises introduced the item. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- b. Trustees were informed of the spectrum of activity across Tate Enterprises. They noted that, within Tate Commerce, retail outlets can number 16, depending on programme, with over 100 people working across teams.
- c. They were updated on the success of Tate publishing and its particular strength in children's books. They welcomed the wider importance of its work, for instance the increased representation of BAME protagonists and the consequent impact on representation within children's publishing as a whole. There is also commercial success with the rights to Tate's books being sold in different languages. Tate has a strong profile on bookshop.org. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. Trustees noted shifts in thinking in relation to product. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. They were updated on the strong performance of limited editions, including the success of working collaboratively with curatorial teams, for instance the Counter Editions range developed working with the Director of Tate Modern. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- f. Trustees welcomed the strength of e-commerce. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- g. They were informed of successes in image licensing, for instance the use of Tate images by Samsung as TV screensavers. They noted collaboration with the legal team to safeguard Tate's trademarks, which enables further international deals.
- h. They were informed of Tate's work in representing artists and artists' estates in image licensing and protection, noting a recent agreement with Cildo Meireles.
- i. Trustees were updated on activity and performance in Tate Eats, noting 16 outlets across five venues.
- j. They were informed of the importance of corporate membership as a regular and predictable income stream.
- k. They were updated on the performance of the Events business, noting its significance in not being tied to visitor numbers. They were informed of its profitability and the recent update of the website and brand.
- l. The coffee roastery continues as strong performer, sourcing coffee directly from suppliers, 50% of whom are women. Trustees noted that the roastery is also rented out to other coffee producers.
- m. Trustees were updated on the impact that the ongoing project to enhance the customer journey will have on enterprises, bringing the experience of different aspects of Tate together. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

- n. They noted business innovation developed during the lockdown period, which will be continued. This includes renting out kitchens. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- o. Both Tate Commerce and Tate Eats noted the benefit of stronger collaboration with rest of organisation. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- p. Trustees were updated on plans to renovate the Level 1 café at Tate Modern, which will reinforce the family offer across the gallery as a whole and create more commercial opportunity with the ability to open after hours. Again, collaboration with curatorial teams has been significant with a curator working with the Eats team to put art in the space.
- q. Trustees discussed changing consumer habits, notably in respect of sustainability. They noted the response of Tate Commerce, developing offers that are more sustainable, for instance based on a circular economy in clothing. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- r. Trustees welcomed the strength of performance overall. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- s. Trustees noted the strength of revenue lines. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

Carmel Allen and Hamish Anderson left the meeting.

6. FINANCE REPORT

6.1 Report from Finance & Operations Committee meeting

- a. The Chair of the Finance and Operations Committee updated Trustees on a recent meeting, noting that it was a first for new members, Danny Rimer, Ed Vaizey and Stephen Jolly.
- b. She updated Trustees on discussions of the refreshment of the Investment Committee, and that members had been impressed by the project to implement new ticketing and customer management systems.
- c. The committee had discussed capital projects, welcoming the support granted by DCMS in respect of emergency maintenance.
- d. Trustees were updated on a recent meeting of the Audit Committee in which key risks had been discussed. *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*
- e. It was noted that the Dignity and Respect Policy has been recommended for approval.
- f. Trustees noted that standing updates had been scrutinised by the Committee.
- g. A Safeguarding Trustee will be appointed to replace outgoing Trustees.

6.2 Update on 2021/22

- a. The Chief Financial Officer updated Trustees on finance. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³ and Section 43 (2) of the Freedom of Information Act 2000¹*
- b. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- c. They were informed of future budgeting. *Information has been exempted under Section 36 of the Freedom of Information Act 2000²*

7. DRAFT GOVERNANCE STATEMENT

- a. Trustees APPROVED the draft Governance Statement.

8. REGISTER OF TRUSTEES' AND DIRECTORS' INTERESTS 2021-22

- a. Trustees APPROVED the annual register of Trustees' and Directors' Interests and noted the review of overall declarations.

9. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- a. Trustees noted the key points from Councils and Committees.

10. ANY OTHER BUSINESS

- a. It was noted that the next meeting will be in St Ives.

DATE OF NEXT MEETING

Wednesday 6 July 2022, Tate St Ives

Endnotes

¹ **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).

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 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).