

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 15 November 2017 at Tate Britain

Present: Lionel Barber Interim Chairman
Tim Davie
Jayne-Anne Gadhia
Michael Lynton
Dame Seona Reid
Roland Rudd
James Timpson
Stephen Witherford

Staff Attendees: Maria Balshaw Director
Caroline Collier Director, Partnerships and Programmes
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 7 only Anna Abbott Director of Audiences

1. Apologies

- a. Apologies were received from John Akomfrah, Dexter Dalwood, Mala Gaonkar, Moya Greene and Maja Hoffmann.

2. Confirmation of Minutes

- a. The minutes of the meeting of Wednesday 20 September were agreed as a true record.
- b. Trustees welcomed Roland Rudd to his first meeting as a Trustee.

3. Matters Arising

- a. There were no matters arising.

4. Conflict of Interest Declarations

- a. No conflicts were declared in respect of the business of this meeting; Jayne-Anne Gadhia informed Trustees that she is chairing a committee on behalf of Arts Council England.

5. Finance Report

- a. Trustees were informed of discussion of the estate and the working environment.
- b. *Information has been exempted under Section 22 of the Freedom of Information Act 2000¹*
- c. They were updated on the process of closing the finances on the Tate St Ives project.

- d. Trustees discussed fundraising, noting a challenging corporate environment.
- e. Trustees were informed of further pledges committed in completing the Tate Modern fundraising.
- f. Trustees were informed of legal costs projected in respect of the claim made by neighbours at Tate Modern.
- g. Trustees noted the rate of returns of staff performance reviews.
- h. Trustees noted that core funding from Grant in Aid remains low, which will continue to make operations challenging.

6. Director's Report

- a. Trustees were updated on strong exhibition performance.
- b. They noted the success of the opening weekend of Tate St Ives and the launch of the Cornish Members' Pass.
- c. They were informed of the opening of the second year of Tate Exchange and Claire Twomey's installation and strong attendance levels.
- d. Trustees noted the first anniversary of Uniqlo Tate Lates. It was reported that over 120,000 have visited these evenings, the majority under 35, and that much had been learned about the social offer Tate can provide based on art.
- e. Trustees were informed that the Budget process is underway for 2018/19. They noted investment scheduled to meet particular needs, including increased security in response to the wider risk environment in London and IT requirements; a full budget will be presented in January.
- f. Trustees were informed that Hamish Anderson has been appointed as CEO of Tate Enterprises on a permanent basis. They noted improved performance in this business.
- g. Trustees were informed that in April 2018 Pamela Joyner will take over as Chair of the Tate America Foundation from Jeanne Donovan Fisher, they thanked the latter for her service and continuing support. They noted the support of Tate Americas Foundation for the vision of connecting Tate to new audiences; it was noted that more will be made of visits by Tate personnel and Trustees to the US. Trustees discussed opportunities across the US.
- h. Trustees noted and welcomed the recent publication of the Mendoza Review and the Strategic Review of the DCMS Sponsored Museums. They endorsed the commitment to national work.

The Director of Audiences joined the meeting.

7. Audiences 2016/17 Findings

- a. Trustees were presented with the latest audience research.
- b. It was noted that, given the closure of Tate St Ives for much of the period covered, the research addresses three sites.

- c. Trustees were informed that attendance at all sites has increased, but that in general there has been a decline in the London market, largely due to external factors including terrorism and the decline in visiting families as a result of the cost of a day visit to London. It was observed that a nationwide trend to localism might also be a factor.
- d. Trustees noted strong performance at Tate Britain a result of *Hockney* and other popular shows such as *Queer British Art*. They particularly welcomed a rise in the number of first-time visitors.
- e. Trustees discussed the need to build on and continue this success, further establishing Tate Britain as a destination, particularly for overseas visitors.
- f. Trustees discussed the families offer across galleries, noting appetite for activities alongside seeing art. They were informed of offers that will address this in collaboration with catering.
- g. Trustees discussed audience diversity, and strategies in development to increase this, building on the audiences reached through *Soul of a Nation*, *Queer British Art* and other shows.
- h. Trustees discussed Tate Modern in detail and were informed of record figures, driven primarily by the opening of the Blavatnik building. They welcomed high satisfaction ratings.
- i. They noted a strong overseas attendance and the need for wider linguistic provision alongside destination marketing. They were also informed that this year has seen an increase in family visitors to Tate Modern.
- j. Trustees noted the success of Uniqlo Tate Lates, particularly in attracting younger audiences. They noted the more social focus and success of this and other arts-driven activity, such as Tate Collective, Circuit and Tate Exchange.
- k. Trustees were informed of strong overall visitor numbers to Tate Liverpool and year-on-year growth, reflecting sector-wide growth across northern England. They noted growth in visits from domestic tourists. They noted strong local partnerships and success in attracting BAME audiences and those aged 16-24. There remain challenges in relation to exhibition, families and local audiences and Trustees were informed of strategies in development to address this.
- l. Trustees were informed of overall priorities including ensuring that core audiences remain engaged, and increasing international and domestic tourism, while focusing on families, young people, local audiences and diversity. It was noted that audience strategy will examine bringing art to life and storytelling through interpretation.
- m. Trustees discussed marketing and were informed of plans to reinforce the profile of galleries as destinations, alongside continuing to communicate key exhibitions.
- n. Trustees welcomed the success of social media strategies. They recommended further work in relation to recommendations via social and other media.
- o. Trustees discussed perceptions of Tate and marketing that will ensure that it is welcome to all. They were informed of curatorial and interpretative ideas that will support this.

- p. Trustees emphasised the importance of speaking to audiences of all ages and ensuring that the practical experience of the galleries, alongside the intellectual and emotional experience of art, is critical.

The Director of Audiences left the meeting.

8. Employee Survey Initial Take

- a. Trustees were informed of the initial findings of a recent staff survey, noting that fuller analysis would be discussed at a subsequent meeting.
- b. They welcomed the strong commitment expressed in relation to Tate's Vision.
- c. They were informed of areas of focus and endorsed the plan to address these: offering support in doing so.
- d. They were informed of discussions with other national museums as to how to address sector wide matters.
- e. They endorsed the principle of cross-departmental working in encouraging collaboration and a sense of whole.
- f. Trustees were informed of progress in relation to inclusion and reassured of Tate's commitment to encouraging people to come forward should they experience incidents of harassment.
- g. They were informed of plans to strengthen leadership capacities throughout the organisation, giving all staff a sense of being valued.
- h. Trustees agreed that an action plan regarding the staff survey should be brought back to a later meeting (likely March). Trustees offered to participate in informal sounding group meetings outside the board meeting. Maria Balshaw to convene as required.

9. Acquisitions and Collection Committee Report

- a. Trustees noted the report of the Collection Committee and the acquisitions made.
- b. They approved two acquisitions in principle and subject to fundraising.
- c. Time will be given in a subsequent meeting for curators to present the collection strategy.

10. Policy Renewals

- a. Trustees approved the renewal of the Acquisition and Disposal and Care for the Collections Policies.

11. Appointments to Councils and Committees

- a. Trustees noted the reappointment of Gabrielle Hase for a second term of four years as a Board Director of Tate Enterprises Ltd.

12. Tate for All

- a. Trustees noted an update on the Diversity and progress against the Tate for All strategy.
- b. They acknowledged the support of Gus Casely-Hayford and thanked him for his role in acting as an independent member of the Tate for All board. It was noted that Tate's commitment to this role will be continued.
- c. They noted Tate's ambitions in this area and welcomed the multidimensional focus on diversity.
- d. Trustees welcomed the update on inclusive leadership, noting that 90% of staff have undergone or signed up to training.
- e. They requested an update on equal pay disclosures as they are made.

13. Key Points from Minutes of Councils and Committees

- a. Trustees were updated on the proceedings of Tate Members Council, welcoming the work of that group in developing the membership and contributing to strategy.
- b. They were informed of a good discussion of the Audience Strategy by Tate Modern Advisory Council.
- c. They were informed of discussions at Tate Enterprises Ltd Board, welcoming strong performance in this area at Tate St Ives.
- d. They noted the report of Tate Liverpool Advisory Council.
- e. They were informed that the Ethics Committee had undertaken the annual review of Corporate Partners, noting no matters arising. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000²*

14. Any Other Business

- a. Trustees approved the signature of renewed tenancy agreements for Porthmeor Studios in St Ives.
- b. Trustees thanked Caroline Collier for her service to Tate, noting the significant contribution she has made in establishing Tate's work across the UK and internationally and overseeing learning, collection care, research and diversity.

15. Date of Next Meeting

Wednesday 31 January 2018, Tate Modern

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).*