

## MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 6 JULY 2022

Present:	Roland Rudd Farooq Chaudhry OBE Dame Jayne-Anne Gadhia DBE Tim Davie Katrin Henkel Anya Hindmarch CBE Kwame Kwei-Armah OBE Rosalind Nashashibi James Timpson OBE Lord Ed Vaizey	Chairman
Staff Attendees:	Dr Maria Balshaw CBE Anne Barlow Alex Farquharson Samuel Jones Kathryn Martindale	Director Director, Tate St Ives Director, Tate Britain Secretary to the Board of Trustees Chief Financial Officer

### Additional Attendees:

Sir Anthony Salz, Chair of Tate St Ives Advisory Group  
Claire Gylphé, Director of Development (item 4)  
Emma King, Capital Director (item 4)  
Anna Abbott, Director of Audiences (item 5)

1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST
  - a. Apologies were received from Helen Legg, Anna Lowe, Michael Lynton, Frances Morris, Danny Rimer and Howard Shore.
  - b. Tim Davie, Jayne-Anne Gadhia, Kwame Kwei-Armah and James Timpson attended by videoconference.
  - c. No interests were declared in relation to matters on the agenda.
2. MINUTES OF THE MEETING HELD ON 25 MAY 2022 & MATTERS ARISING
  - a. The minutes of the meeting of 25 May 2022 were approved as a true record.
  - b. Trustee noted their approval by email of the lease renewal for the Tate Commerce distribution centre.
  - c. Trustees noted their approval by email of changes to Tate Gallery's bank mandates' signatories list and their authorisation of Maria Balshaw and Kathryn Martindale to sign all relevant documentation.
  - d. They noted the approval by email of appointments and reappointments to Tate's advisory councils and sub-committees.
3. DIRECTOR'S REPORT

- a. Trustees welcomed the news of three senior appointments: Mark Miller as Director of Learning, Catherine Wood as Director of Programme, Tate Modern and Liam Darbon as Director of Digital and Innovation. It was noted that each had been appointed through rigorous external processes.
- b. Trustees noted that interviews for the Managing Director were continuing.
- c. They were updated on and welcomed the diversity of audiences for *Life Between Islands*.
- d. They were updated on capital projects. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- e. Noting with concern the impact of costs of living on colleagues at Tate, Trustees were updated on discussions in respect of pay. They welcomed alignment with other leading nationals. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- f. Trustees were informed on the model of blended working at Tate, noting that it is working well and that colleagues value the flexibility. It was noted that analysis will be discussed by Executive Group and a position on future patterns reached.
- g. Trustees noted and welcomed wider work to ensure workplace wellbeing. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- h. Trustees noted the forthcoming 125<sup>th</sup> anniversary of Tate's opening. This had been marked by a Royal visit in March. It was noted that the moment would be celebrated with a gesture of thanks to staff.
- i. Trustees discussed the reversion to non-ticketed entry. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>* It was noted that booking has had particular benefit in St Ives in balancing peak pressures. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>* More generally, they noted the strength of performance in St Ives over the pandemic. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>* Trustees noted the forthcoming opening of *Barbara Hepworth* on 25<sup>th</sup> November, on the fifth anniversary of the new galleries.

#### 4. PALAIS DE DANSE UPDATE

*The Director of Development and Capital Director joined the meeting.*

- a. The Director introduced the item. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- b. The Director of Tate St Ives updated Trustees on the Palais de Danse. She informed them of ongoing remedial work to stabilise the building. Trustees noted the three covenanted aspects of the building, the sprung dance floor, the screens leading to the main room and the Single Form floor. They noted the significance of the gift overall, representing the most complete acquisition of a studio and its material in Tate's Collection.

- c. She updated Trustees on the ambition for the Palais. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup> and Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- d. Trustees noted that the vision goes beyond Barbara Hepworth to encompass skills, apprenticeships and connection to community. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- e. Trustees discussed planning for long-term revenue-generation. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- f. Trustees were informed that capital costs on the building had been thoroughly scrutinised. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- g. Trustees discussed building support in local and national politics.
- h. Trustees discussed opportunities for fundraising, including local philanthropy.

*The Director of Development and Capital Director left the meeting.*

## 5. TATE AUDIENCES: WHERE ARE WE NOW

*The Director of Audiences joined the meeting.*

- a. The Director of Audiences updated Trustees audience performance. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- b. Trustees were informed of sectoral benchmarking. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- c. Trustees noted that overseas visits have been severely affected, but Qs 3 and 4 have seen some return. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- d. It is to be expected that the cost of living will have a further impact. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- e. Trustees welcomed the news that, while visitor numbers overall have been diminished by the pandemic, the diversity of audiences has remained. They also welcomed long-term and sustained increases in the diversity of membership. It was noted that Tate's membership remains the largest of any museum in the world and has held strong. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- f. Trustees noted the challenges of forecasting as audiences return to the galleries. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- g. Trustees were informed that programme and exhibitions that are more experiential and address the spirit of an audience, such as *Kusama, Life Between Islands* and *Cornelia Parker*, have done well.

- h. They noted the strength of digital audiences, which did well during the pandemic. Tate Kids has been an area of growth, as too has been the Art and Artists section of the website. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>* They welcomed news of growth in social media, with Instagram and TikTok being Tate's fastest growing channels.
- i. Trustees discussed membership and Tate Collective. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- j. They welcomed the success of *Life Between Islands*, emphasising the need to continue attracting audiences that had attended Tate for the first time. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>2</sup>*

*The Director of Audiences left the meeting.*

## 6. FINANCE REPORT

### 6.1 Report from Finance & Operations Committee meeting

- a. The Chair of the Finance and Operations and Audit Committees reported recent discussion of financial performance.
- b. She updated Trustees on a discussion of digital safeguarding and a review of measures in place.
- c. She informed Trustees of work to refresh the Investment Committee.
- d. Trustees noted ongoing work in respect of the Audit. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>3</sup>*
- e. She updated Trustees on Audit Committee's review of the Corporate Risk Register.
- f. Trustees noted a legal update, with no matters arising.

### 6.2 Update on 2022/23

- a. The Chief Financial Officer noted that the Q1 forecast was underway. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- b. Trustees were asked to contribute comment or suggestions as the format of Management Information is reviewed.

## 7. APPROVAL OF KNAPPING FUND ACCOUNTS 2021-22

- a. The Chief Financial Officer presented the Knapping Fund accounts for review.
- b. Trustees APPROVED the Knapping Fund accounts and AUTHORISED the Chairman and Director to sign them.

## 8. ANNUAL REVIEW OF RISK REGISTER

- a. The Chief Financial Officer presented a summary of the corporate risk register and key risks for review.

- b. She noted that the process of review by Executive Group has been strengthened, with the Risk Register as a standing item. Trustees noted that new risks had been added, including cost of living.

9. ACQUISITIONS REPORT

- a. Trustees noted and RATIFIED the acquisitions proposed in the report.

10. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

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

11. ANY OTHER BUSINESS

- a. Trustees welcomed the news that arrived in the meeting that the first sales had been transacted using the new ticketing system.

DATE OF BOARD AWAY DAY

Wednesday 21 September 2022, London

## Endnotes

---

<sup>1</sup> **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).*

<sup>2</sup> **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).*

<sup>3</sup> **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.*