

## MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 22 MAY 2019 AT TATE ST IVES

Present:	Lionel Barber John Booth Tim Davie, CBE Dame Jayne-Anne Gadhia, DBE Dame Moya Greene, DBE Anna Lowe Dame Seona Reid, DBE Roland Rudd James Timpson, OBE Jane Wilson Stephen Witherford	Chairman
Staff Attendees:	Dr Maria Balshaw OBE Anne Barlow Alex Farquharson Samuel Jones Helen Legg Kerstin Mogull Frances Morris Stephen Wingfield	Director Director, Tate St Ives Director, Tate Britain Secretary to the Board of Trustees Director, Tate Liverpool Managing Director Director, Tate Modern Director of Finance & Estates
Additional attendees:	Sir Anthony Salz	Chairman, Tate St Ives Advisory Council

### 1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST

- a. Apologies were received from John Akomfrah, Katrin Henkel and Michael Lynton.
- b. The Chairman welcomed Sir Anthony Salz, attending the meeting as Chairman of Tate St Ives Advisory Council.
- c. Dame Jayne-Anne Gadhia declared a relationship with a sponsor; Dame Seona Reid informed Trustees of her recent retirement as a Trustee of the Heritage Lottery Fund and noted its support of a number of Tate projects.
- d. The minutes of the meeting of Wednesday 20 March 2019 were approved as a true record.

### 2. DIRECTOR'S REPORT

- a. Noting the context of Tate St Ives, the Director informed Trustees of the proposed acquisition of a work. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup>* Trustees AUTHORISED proceeding.
- b. Trustees were informed of a recent grant. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- c. Trustees were updated on discussion with the DCMS in preparing for a potential Spending Review. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*

- d. Trustees were updated on work in relation to people and culture at Tate, noting the appointment of Ciara Eastell as Director of People and Culture for a fixed term. They were informed of a recruitment campaign for an interim Head of Human Resources.
- e. They were updated on the processes of recruiting a new Chief Operating Officer and Director of Development, noting Trustee membership of the panels in each case.
- f. Trustees noted Tate's part in a recent meeting of the Bizot Group of museums in association with the British Museum, the National Gallery and the Victoria and Albert Museum.

### 3. TATE ST IVES

#### 3.1 Update

- a. The Director of Tate St Ives updated Trustees on progress and plans.
- b. Trustees noted the commitment to the place and the context of St Ives; they were informed that the programme celebrates and re-evaluates key artistic figures by applying the same spirit of internationalism and radical experimentation.
- c. They noted the aim of creating a conversation between the modern and contemporary as exemplified by the exhibition of work by Patrick Heron alongside that of Rana Begum, which was well-received by visitors.
- d. Trustees were informed of the recent conference, *Global Communities: Curating Modern Art Today*, convened at Tate St Ives. They noted that new poetry had been commissioned in response to the collection displays and that a Late at Tate with Jonathan Baldock and Florence Peake had focused on Virginia Woolf and Barbara Hepworth.
- e. Trustees were informed of the success of the recent exhibition by Anna Boghugian, which drew on international influences as well as local histories, such as that of salt traders. They noted work by young people in Cornwall that had been inspired by the display and addressed issues of contemporary concern and politics. They were informed of work by Tate Collective Producers responding to Gauguin.
- f. Trustees welcomed the current exhibition by Huguette Caland and were informed of forthcoming shows by Otobong Nkanga, which will look at the politics of land and excavation, touching on Cornwall's industrial past and future and shows by Haegue Yang and Petrit Halilija, each of which will showcase recent acquisitions. They also noted a forthcoming exhibition of Naum Gabo, the first in thirty years, that will mark the centenary of the Realist Manifesto and inspire contemporary programming outside the gallery.
- g. Trustees were updated on work that has built on the community strategy developed around the opening of the new building. It was noted that Look Groups continue. The annual public art project has seen 98% of those invited taking part, and the current project, by Allard van Hoorn, engaging parts of the town for the first time.
- h. Trustees noted developments in the team at Tate St Ives and work underway to improve the business model in response to new income streams and the changing economy of Cornwall. They noted the context of the second home market and were informed of a renewed drive in respect of membership and local passes.

### 3.2 Palais de Danse

- a. Trustees were reminded of the generous bequest of the building by the Hepworth Estate.
- b. They noted the rarity of an artist's studio being preserved in this way and the opportunity for research.
- c. Trustees were updated on a recent survey of the building that identified work required. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000<sup>3</sup>*
- d. Trustees noted interest on the part of the community and Cornwall Council. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000<sup>3</sup>*
- e. They noted of the practical challenges of the building and the importance of identifying the correct brief. Trustees emphasised the need to refine the scope and purpose of any development. They agreed that there is appetite to explore further ideas for development. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000<sup>3</sup>*

### 4. TATE PLAN AND KPIS

- a. Trustees were presented with draft KPIS based on the agreed objectives.
- b. They noted the need for balance between financial performance and artistic risk.
- c. They emphasised the importance of measuring impact across the UK, especially in respect of loans.
- d. It was thought that the KPIS should capture excellence and rigour; scholarly influence should also be measured.
- e. They recommended more detailed KPIS in relation to internal culture.
- f. It was thought that sustainability should have a bigger focus and that Tate should aim to lead the sector in this area.
- g. Trustees encouraged greater ambition in respect of the world beyond the sector and being a role model where appropriate.
- h. Trustees welcomed ambition in Membership, noting that it is a core measure of both engagement and financial performance.
- i. Trustees felt that the overall number of objectives should be reduced and welcomed the concept of grouping objectives into categories. It was thought that these could be developed into a clear statement of ambition.
- j. Overall, Trustees felt that the objectives could be refined further, with clear focus on the importance of Membership as a sign of engagement and influence, and greater ambition in respect of environmental sustainability. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000<sup>3</sup>*

- k. Trustees welcomed the focus on diversity, particularly as a means of achieving excellence but recommended that the ambition and moral imperative is not diluted by overuse of the term.

## 5. FINANCE REPORT

### 5.1 Report from Finance & Operations and Audit Committee meetings and Update on 2018/19

- a. The Chair of the Finance and Operations Committee updated Trustees on its recent meeting.
- b. They noted a forecast out-turn. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000<sup>3</sup>*
- c. Trustees were informed of a discussion of membership and strong strategy that will come to the Board.
- d. Trustees were informed of good progress being made in the Audit. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- e. They noted ongoing plans to mitigate the effect of a potential no-deal Brexit.
- f. They were informed of the outcomes of tax relief against the cost of exhibitions, noting returns in the first year.
- g. They were informed that money is held as contingency against liabilities.
- h. Trustees were updated on discussions with the Unions. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Information has been exempted under Section 43(2) of the Freedom of Information Act 2000<sup>3</sup>*
- i. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Information has been exempted under Section 43(2) of the Freedom of Information Act 2000<sup>3</sup>*

### 5.2 Acquisitions Report

- a. Trustees noted the Acquisitions Report.

### 5.3 Bank Mandates

- a. Trustees approved the changes to the Bank Mandates as proposed in the papers.

## 6. TRUSTEE & DIRECTORS REGISTER OF INTERESTS

- a. Trustees noted and approved the Registers of Interests, noting that they had been audited as part of the accounting process and will be published online.

## 7. COLLECTION COMMITTEE TERMS OF REFERENCE

- a. Trustees noted and approved the proposed change, changing the Director's Purchase Authority level from £100k to £200k, and the Collection Committee's Purchase Authority level from £100k-£250k to £200k-£300k as proposed by Collection Group.

## 8. NOMINATIONS & GOVERNANCE COMMITTEE REPORT

- a. Trustees ratified the reappointment of David Dibosa and Jane Buttigeig to Tate Britain Advisory Council for a further term of four years, from 1 July 2019 to 30 June 2023; the reappointment of Peter Williams to Tate Modern Advisory Council for a further term of four years, from 18 November 2019 to 17 November 2023; the reappointment of Stephen Witherford to Tate Modern Advisory Council for a further year, to 7 June 2020; the reappointment of Lyn Goleby to Tate Modern Advisory Council for a further term of four years; the reappointment of Cathy Elliott to Tate Liverpool Advisory Council for a further term of four years, from 1 July 2019 to 30 June 2023; the appointment of Tamzyn Smith to Tate St Ives Advisory Council for the duration of her tenure as Cornwall County Council Officer, in line with the Advisory Council's Terms of Reference; the appointment of Matteo Vallone and Sean Burns to Tate Members Council each for a term of four years, from 1 December 2019 to 30 November 2023 and of Anna Lowe, from 8 June 2019 and for the duration of her term as Tate Trustee, to 28 February 2023; and the reappointment of Stephen Witherford to Tate Members Council for a further term of four years, from 8 June 2019 to 7 June 2023.
- b. They noted the retirement of Jon Snow, Brian Chadwick, Chris Chinaloy and Rachel Lloyd from Tate Members Council at the end of their term in December 2019; of Stephen Witherford from the Finance and Operations Committee and the Audit Committee in June 2019; of Tamsin Daniel from Tate St Ives Advisory Council with effect from March 2019; and of Vivian Hunt as a Member of Tate Modern Advisory Council and Finance and Operations Committee following her appointment as a Trustee of the British Museum. They thanked all for their service.
- c. They ratified proposed amendments to the Terms of Reference of Tate Britain, Tate Modern and Tate St Ives Advisory Councils and of Tate Members Council.

## 9. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- a. Trustees were updated on the meetings of Councils and Committees.
- b. They noted a successful visit of Tate Liverpool Advisory Council to Tate St Ives.
- c. They were informed of the Ethics Committee's discussion by email of a donor. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Information has been exempted under Section 43(2) of the Freedom of Information Act 2000<sup>3</sup>*
- d. Trustees were updated on a recent announcement in respect of the sponsorship of the Turner Prize.

## 10. FUTURE BUSINESS SCHEDULE

- a. Trustees noted the future business schedule.

**11. ANY OTHER BUSINESS**

- a. Trustees congratulated Tate Enterprises Ltd on the accuracy of stocktaking in the warehouse.
- b. Trustees were informed of a request from the Art Fund. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup>*
- c. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- d. *Information has been exempted under Section 43(2) of the Freedom of Information Act 2000<sup>3</sup>*

**12. DATE OF THE NEXT MEETING**

- a. Trustees noted the date of the next meeting as Wednesday 3 July at Tate Modern.

## Endnotes

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

<sup>2</sup> **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

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