

## MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 17 NOVEMBER 2021

Present:	Roland Rudd Farooq Chaudhry OBE Tim Davie CBE Dame Jayne-Anne Gadhia DBE Katrin Henkel Anna Lowe Michael Lynton James Timpson OBE Jane Wilson	Chairman
Staff Attendees:	Dr Maria Balshaw CBE Anne Barlow Vicky Cheetham Alex Farquharson Samuel Jones Helen Legg Kathryn Martindale Frances Morris	Director Director, Tate St Ives Managing Director Director, Tate Britain Secretary to the Board of Trustees Director, Tate Modern Chief Financial Officer Director, Tate Modern

### Additional Attendees:

Lisa Mack, Director of People, items 1-4  
Gregor Muir, Director of Collection, International Art, item 6  
Polly Staple, Director of Collection, British Art, item 6

1. WELCOME AND APOLOGIES & DECLARATIONS OF INTEREST
  - a. No apologies were received.
2. MINUTES OF THE MEETING HELD ON 15 SEPTEMBER 2021
  - a. The minutes of the meeting of 15 September 2021 were approved as a true record.
  - b. Prior to the meeting, Tate's Environmental Policy had been circulated for consideration by email: comments from Trustees will be addressed.
  - c. Trustees noted the approval of a lease for additional storage in St Ives by email outside of the meeting.
  - d. They noted the approval of appointments and reappointments to Tate's advisory councils and sub-committees, approved by email outside of the meeting.
3. MATTERS ARISING
  - a. There were no matters arising.
4. DIRECTOR'S REPORT

### **Tribute to Achim Borchardt-Hume**

The Director of Tate Modern spoke in tribute to the Director of Exhibitions, Tate Modern, Achim Borchardt-Hume. Many across the art world and beyond had been in contact to express their admiration for Achim professionally and their sadness at the news of his passing. The Director, Tate Modern recalled a brilliant curator and colleague, most of all a long-standing and much-loved friend. One of the most recent projects overseen by Achim saw the installation of oak trees by the artist duo Ackroyd and Harvey, inspired by Joseph Beuys' 7,000 Oaks installation at Documenta in 1982 and featuring a hundred saplings grown from acorns from Beuys' trees. In Achim's memory, one of those saplings has been planted permanently on the North landscape, responsibility for programming which he had recently taken on, a mark of his commitment to Tate as a truly public space.

- a. The Director of People updated Trustees on support that has been put in place across the wider organisation.
- b. The Director informed Trustees of strong performance in the Programme across all four sites, with exhibitions significantly exceeding expectations in a volatile environment. The appeal for the family market and during half-term holidays suggest that the wider focus of nationwide tourism campaigns on the domestic market would be beneficial.
- c. Trustees discussed the confusing picture of the market at present and noted that many sectors now anticipate a longer period of recovery than had been expected. This will have particular effect in relation to inbound tourism with international travel not forecast to recover to previous levels until 2025/26 or later.
- d. The Director noted how this is being factored into planning at Tate and that thinking will be developed as data comes in, with Trustees updated accordingly.
- e. Trustees noted some learnings that have been gathered, for instance, new opportunities for marketing and commercial tie-ins to the Kusama exhibition. *Information has been exempted under Section 43 (2) of the Freedom of Information Act<sup>1</sup>*
- f. Trustees were updated on discussions in relation to the Spending Round. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- g. Trustees noted the challenge of continued uncertainty and rising inflation in the coming financial years.
- h. Trustees welcomed the news of assurances of commitments to capital maintenance and capital projects. They noted the success of a bid for Levelling Up funds in respect of Tate Liverpool: a joint bid with the National Museums Liverpool will see £10m allocated to a wider project to refurbish Tate Liverpool. They noted that the time restrictions on funding mean that this project has commenced, with project management support appointed: a fuller briefing will follow at the Board meeting in Liverpool in February. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- i. Trustees were updated on International Programmes and the success of the recent partnership in Pudong. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*

- j. Trustees were updated on the Turner Prize in Coventry. They discussed the response to the current exhibition, including a warm reception in Coventry. They noted comment in the media by participating artists. They discussed the structure of the prize and jury and noted that this year was unusual in that a year of lockdown had meant far fewer exhibitions to consider and therefore a broader approach to artistic practice was followed. The current selection addresses community-embedded practice and work with social issues and curators agreed to the jury's request to shortlist five. They welcomed the news that visitor numbers have been strong. Trustees discussed the resonance of the prize with shifts in art internationally, with collectives and the hyper-local featuring prominently. The Turner Prize has anticipated much of this.
- k. Trustees noted the changing context in which exhibitions now take place. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*

The Director of People left the meeting.

## 5. TATE MODERN UPDATE

- a. The Director, Tate Modern updated Trustees on the programme at the gallery.
- b. Trustees noted the reductions that had been necessary in the current financial climate. They noted that with fewer resources, the ability to animate the spaces is curtailed and the galleries cannot be used in the same way.
- c. The previous model at Tate Modern had seen a dense programme of quite short-running exhibitions: in the current programme, a smaller number of projects will be deployed over longer timeframes.
- d. Ticketed exhibitions remain key to the operations of the sites and Gallery as a whole. At Tate Modern, events-based programming is delivered through Uniqlo Tate Play and the Young Peoples' Programme via Tate Lates and Tate Collective. Specific activities have also addressed key strategic themes, for example projects coordinated to mark COP26.
- e. Trustees welcomed the strength of the forthcoming Programme. 2022/23 will see exhibitions including *Surrealism Beyond Borders*, *Cezanne*, *Mária Bartusová* and *Magdalena Abakanowicz*. *Information has been exemption under Section 22 of the Freedom of Information Act 2000<sup>1</sup>*
- f. The Director of Tate Modern informed Trustees of a focus on environmental sustainability, reducing carbon consumption and leading sectoral thinking. The narrative of the climate emergency is embedded in displays and programme.
- g. She outlined thinking in relation to how impact can be achieved *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- h. Trustees noted how deep research has been directed to public outcomes through the Transnational Research Centre. The current Australia display is an example of this. Other activities, such as the Uniqlo Tate Play: Mega Please Draw Freely have seen teams collaborating in new ways on programme, with the emphasis on the Turbine Hall as a civic space. Specific activities have been programmed and hosted in the Turbine Hall including a collaboration with Culture Declares and Ben Okri and

the quick mobilisation of the space as a temporary venue for the NHS to provide and promote Covid Vaccinations, with participants receiving a cup of tea and a visit to an exhibition at the time of their injection.

- i. Trustees discussed the use of the spaces in the building: it was noted that planning is required to balance operational needs with the long-term commitment to the public realm. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- j. Trustees discussed the implications of changes in the operating environment on Tate's business model more widely. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*

The Directors of Collection, British and International Art joined the meeting.

## 6. TATE COLLECTION STRATEGY 2021-26

- a. The Director introduced this item noting that the Strategy has previously been discussed and approved by the Collection Committee.
- b. The Director of Collection, British Art introduced that part of the strategy noting the priority of resituating the Collection to tell the story of British society, strengthening the holdings of British art wherever possible.
- c. This includes new discoveries across art across all periods and work by artists, groups and movements hitherto underrepresented: women, artists of colour and neurodiversity and other diversities.
- d. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>*
- e. They were informed of the commitments to grow the range of media in the Collection and to work with other organisations and museums on shared acquisitions, which has the advantage of increasing ambition and scope, and working to strengthen the museum ecology in the UK through collaboration.
- f. Trustees noted the importance of research activity at Tate in informing acquisitions and collaboration between teams to identify priorities.
- g. The Director of Collection, International Art summarised the strategy of telling the narrative of an expanding and progressive story of modernism across the globe. As an example, he cited the focus on African artists where previous art historical canons have looked at the African imagery adopted by European artists.
- h. The Director of Collection, International Art described the recent acquisition of a work by Edgar Calel as an example of how the Collections Strategy connects to Tate's wider aims. As well as being part of a strategy to collect work by a wider range of international and indigenous artists, it demonstrates Tate's ability to acquire through different models of ownership and custodianship and to work with artists and communities to develop new ways of working, as well as reflecting Tate's overall concern with climate change.
- i. Trustees endorsed and approved the Collections Strategy.

7. FINANCE REPORT

7.1 Report from Finance & Operations and Audit Committee meetings

- a. The Chair of the Finance and Operations Committee updated Trustees on the recent meetings.
- b. She informed them of the report by the Internal Auditors. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- c. She informed Trustees of the Audit Committee's annual review of Insurance and of the Freedom of Information. She noted standing reports on Health and Safety, Environmental impact and Safeguarding with no matters arising.

7.2 Update on 2021/22

- a. The Chief Financial Officer updated Trustees on a balanced budget for 2021/22. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*

8. ACQUISITIONS REPORT

- a. Trustees noted and APPROVED the Acquisitions Report.

9. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- a. Trustees noted the key points from Councils and Committees.
- b. They noted the report from the Ethics Committee. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*

10. ANY OTHER BUSINESS

- a. There was no other business to discuss.

DATE OF NEXT MEETING

Wednesday 9 February 2022

## Endnotes

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<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 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.*

<sup>3</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).*