

**MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY
AT TATE MODERN ON WEDNESDAY 22 NOVEMBER 2023**

Present:	Roland Rudd (Chairman) Tim Davie Dame Jayne-Anne Gadhia DBE Katrin Henkel Anya Hindmarch CBE Kwame Kwei-Armah Michael Lynton Rosalind Nashashibi Danny Rimer Lord Ed Vaizey	
Executive Group:	Dr Maria Balshaw CBE Carmel Allen Alex Farquharson Karin Hindsbo Samuel Jones Helen Legg Kathryn Martindale	Director Managing Director Director, Tate Britain Director, Tate Modern Secretary to the Board of Trustees Director, Tate Liverpool Chief Financial Officer
Additional:	Eleanor Appleby Emma Chippendale	Chief of Staff Governance Manager (minutes)

1. APOLOGIES & DECLARATIONS OF INTEREST

- 1.1 Apologies were received from Howard Shore and Anne Barlow. Michael Lynton and Kwame Kwei-Armah joined virtually.
- 1.2 No interests were declared in relation to matters on the agenda.
- 1.3 Trustees NOTED that this is the last meeting attended by Tim Davie. Appointed to the Tate Board of Trustees in October 2015, Tim was recognised for his contributions as Chairs of the Ethics Committee and Tate Modern Advisory Group, and as a member of the Remuneration Committee.

2. CLOSED BOARD SESSION

- 2.1 Trustees held a closed board session. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000*

3. MINUTES OF THE MEETING ON 27 SEPTEMBER 2023 & MATTERS ARISING

- 3.1 The minutes of the meeting on 27 September 2023 were APPROVED as a true record.
- 3.2 Trustees NOTED the Board's previous approval of the following e-decisions in October:
 - Extension of Jane Buttigieg's term of appointment as a member of the Tate Britain Advisory Group until 30 June 2024.
 - Extension of Anna Lowe's term of appointment as a member of the Tate Britain Advisory Group for a full four-year term (29 September 2023 – 28 September 2027), following the expiry of her appointment to the Tate Board of Trustees.

- 3.3 Trustees RATIFIED the September 2023 acquisitions in advance of the meeting by email.

4. FINANCE UPDATE

- 4.1 The Chair of the Finance and Operations Committee updated the Board on the financial situation as of September 2023 with reference to the detailed Management Information Pack provided as part of the board paperwork. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000*
- 4.2 Trustees discussed the report. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000*
- 4.3 The Chief Financial Officer outlined the context and detail of the budget. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000*
- 4.4 The Board discussed the significant potential presented by the Membership Strategy for generating income. Retention levels and online conversions to membership are strong. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000. Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000.* The Board will receive a deep-dive of the membership strategy at the away-day in May.

5. DIRECTOR'S REPORT

- 5.1 The Director updated Trustees on activities since the last Board meeting on 27 September. Trustees noted the dashboard metrics showing progress across three key strategic areas. *Information has been exempted under Section 22 of the Freedom of Information Act 2000.* Exhibitions across all sites are performing well, or close to target. *Guston* is performing exceptionally well against the new programme framework, with the strength of attendance matching that of reviews, and *Kusama* continues to have strong appeal. At Tate Britain, *Sarah Lucas* performed to budget in its first week and has had five-star reviews. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000.* A new show, *Women in Revolt*, opened on 8 November. Shown alongside *Sarah Lucas* and the forthcoming *Sargent in Fashion*, this exhibition demonstrates the breadth of programming at Tate Britain, as at Tate Modern.
- 5.2 The Managing Director updated Trustees on actions being taken to advance the Membership Strategy, which was discussed in detail at a workshop with the Membership leadership team and Trustees Michael Lynton and Danny Rimer in November. Detailed membership and pricing research will be undertaken in early 2024 to inform the product and activity offer. A clear plan of action is in place to meet the ambitious stretch targets which will provide the right platform for accelerated growth.
- 5.3 *Information has been exempted under Sections 22, 36 and Section 43 (2) of the Freedom of Information Act 2000.*
- 5.4 Trustees NOTED the artworks purchased by Tate during the Frieze Art Fair, thanks to the Frieze Tate Fund 2023, supported by Endeavor. Of the five artists whose work was purchased by Tate, three are from Asia and Latin America. Two of the five artists are deceased, their work largely overlooked by the artistic mainstream until now. The other artists represent a younger generation of artists, from London and internationally, and were critically welcomed as some of the most talked about works in the Fair.
- 5.5 The Board NOTED the staffing update and recent appointment of the new Head of Visitor Experience and Operations. Trustees were also informed that the Digital and

Audiences divisions will now be merged into a single Audiences and Innovation team, led by a Director of Audiences. By joining forces, the combined division will be even better placed to support Tate audiences, recognising the many ways in which they engage with the organisation across multiple platforms.

- 5.6 Trustee NOTED the update in relation to Trustee appointments. Role specifications for appointments to replace James Timpson, Farooq Chaudhry and Anna Lowe are currently with DCMS and the Cabinet Office for approval, as too is the role specification to replace Tim Davie.
- 5.7 *Information has been exempted under Section 36 of the Freedom of Information Act 2000.*
- 5.8 *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000.*
- 5.9 Trustees NOTED the latest developments concerning Level 10 at Tate Modern. On 9 October 2023, the High Court approved a settlement order agreed between Tate and the Claimants which provides that Tate undertakes not to operate the outdoor area of Level 10 in such a manner as to enable visitors to engage in intrusive viewing or photography of the Claimants' apartments in the manner that has held to be a nuisance. To enable Level 10 to be open, ribbon gates have been placed to block access to both the south and west sides of Level 10. Negotiations with Claimants continue.
- 5.10 Trustees NOTED the progress on all capital projects since the September meeting
- 5.11 Trustees NOTED People reports.
- 5.12 Trustees NOTED the update on Tate Enterprises Ltd performance which has been good in spite of wider trading conditions. *Information has been exempted under Sections 22 and Section 43 (2) of the Freedom of Information Act 2000.* Publishing has seen strong catalogue sales of af Klint Mondrian and Philip Guston. Scheduled activity aims to improve e-commerce sales over Q3/4, including marketplace listings. Trustees further NOTED Tate Eats performance. *Information has been exempted under Sections 36 and Section 43 (2) of the Freedom of Information Act 2000.*
- 5.13 Trustees NOTED the update on fundraising and national and international partnerships.

6. 5-YEAR PLAN: PROPOSED STRUCTURE AND CONTENTS

- 6.1 Maria Balshaw presented the proposed structure and contents of the Tate Plan to 2030 (incl. associated KPIs), which Trustees were asked to agree.
- 6.2 The 5-year plan is a key tool for communicating Tate's strategic objectives and Key Performance Indicators (KPIs) to staff and external stakeholders. The narrative of the document will be supported by design and organised under 4 key headings. *Information has been exempted under Section 22 of the Freedom of Information Act 2000.*
- 6.3 Trustees discussed the set of draft KPIs and business metrics for measuring success. *Information has been exempted under Sections 36 and Section 43 (2) of the Freedom of Information Act 2000.*
- 6.4 The Board will be asked for its comments and feedback on a draft document in mid-February before being asked to approve the document at the away-day.

7. ARTISTIC PROGRAMME PRESENTATION

- 7.1 Maria Balshaw, Alex Farquharson, Karin Hindsbo and Helen Legg presented the future artistic programme across Tate Britan, Tate Modern and Tate St Ives over 2024-2027. The Tate Liverpool framework will be agreed for reopening. The new programme considers audience priorities as well as income targets, with a vision to

be artistically adventurous and culturally inclusive while driving footfall to the galleries. *Information has been exempted under Section 22 of the Freedom of Information Act 2000.*

- 7.2 The Board was informed of the various exhibition categories that consider the potential impact of shows in relation to audience type and level of awareness (breakthrough; household; familiar; in the know; specialist).
- 7.3 Trustees endorsed the artistic programme and discussed how it will enable Tate to achieve the strategic framework.

Danny Rimer left the meeting.

8. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- 8.1 Trustees noted the key points of recent council and committee meetings.

9. CHAIR'S SUMMARY OF AGREED ACTIONS

- 9.1 The Chair summarised the key actions agreed at the meeting.

Meeting closed at 13:00.

NEXT TRUSTEE MEETING

Wednesday 7 February 2024