



MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY

At Tate Britain on Wednesday 25 September

Present:

Roland Rudd (RR)

Chairman

Jayne-Anne Gadhia (JAG)

Katrin Henkel (KH)

Anya Hindmarch CBE (AH)

Kwame Kwei-Armah (KKA) (via teleconference)

Rosalind Nashashibi (RN)

Lord Ed Vaizey (EV) (via teleconference)

Additional:

Eleanor Appleby (AE)

Chief of Staff

Fleur Gatineau (FG) (minutes)

Governance and Policy Manager

Liam Darbon (LD) (item 6)

Director of Audiences

Executive Group:

Maria Balshaw (MB)

Director

Anne Barlow (AB)

Director, Tate St Ives

Niki Cornwell (NC)

Chief Financial Officer

Alex Farquharson (AF)

Director, Tate Britain

Karin Hindsbo (KH)

Deputy Director and Director, Tate Modern

Samuel Jones (SJ)

Secretary and Head of Governance

Helen Legg (HL)

Director, Tate Liverpool

1. WELCOME AND APOLOGIES

- 1.1. Apologies were received from Michael Lynton, Danny Rimer, and Howard Shore. KKA and EV joined the meeting via teleconference.
- 1.2. RR welcomed Tate's new Chief Financial Officer, NC, to the meeting.

2. DECLARATIONS OF INTERESTS

- 2.1. No conflicts of interest were declared regarding the business of this meeting.

3. MINUTES OF THE MEETING ON 26 JUNE 2024

- 3.1. The minutes of the meeting held on 26 June 2024 were approved and confirmed as a true and accurate record.
- 3.2. Trustees noted that, as detailed in the minutes, the timing of the election and dissolution of Parliament had impacted the laying of the Accounts. *Information is redacted under Section 36 of the Freedom of Information Act (2000).*

4. DIRECTOR'S REPORT

- 4.1. MB outlined the report and Trustees noted and discussed key issues:
 - Trustees were updated on fundraising. *Information is redacted under Sections 22 and 43(2) of the Freedom of Information Act (2000).*
 - Trustees were updated on planning for future fundraising. *Information is*

redacted under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).

- Trustees noted attendance figures. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000).* It was reported that exhibitions are currently exceeding expectations. Trustees noted the variety and success of public programmes across the four sites, particularly of Uniqlo Tate Play Oscar Murillo *The Flooded Garden*. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000).*
- The Director updated Trustees on the transformational projects. *Information is redacted under Section 22 of the Freedom of Information Act (2000)*
- MB and SJ provided updates on developments in public affairs and policy. *Information is redacted under Section 36 of the Freedom of Information Act (2000).*
- SJ provided an update on Trustee recruitment, noting that four appointments remain outstanding. It was noted that the process has been delayed during the transition between Governments and the summer recess and is due to recommence shortly.
- Trustees noted the update from the legal department. They congratulated the team on settling the Level 10 legal dispute. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000)*
- Trustees noted and welcomed the acquisition of an artwork by Archie Moore supported by the Australian Government and Creative Australia. This was highlighted as an exceptional development. Trustees were also updated on the ongoing spoliation claim relating to *Aeneas and his Family Fleeing Burning Troy* by Henry Gibbs. Tate has referred the matter to the Spoliation Advisory Panel. *Information is redacted under Section 36 of the Freedom of Information Act (2000)*
- AH reported on the recent TEL Board meeting, congratulating the team on meeting targets and expressing gratitude to RR and MB for their attendance, emphasising the positive impact of their involvement.

5. FINANCE UPDATE

- 5.1. The Chair of the Finance & Operations Committee (F&O), JAG, provided an update from the recent meeting, where Committee members scrutinised the management information pack and the year-to-date budget. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000)*
- 5.2. NC updated the Trustees on the financial position, noting that it is in line with the budget, with new income streams expected and positive financial adjustments as cost controls take effect.

6. MEMBERSHIP UPDATE

- 6.1. Trustees noted the paper and LD presented on membership.
 - Trustees were informed that retention remains strong. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000)* Trustees noted the importance of programming in driving membership.
 - Actions from the membership growth strategy have been largely delivered within 12 months, ahead of the 24-month timeline.

- Trustees were updated on new initiatives, including live dashboards. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000)*
 - Trustees were informed of the success Tate Collective. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000)*
 - It was reported that Member events and campaigns, including the upcoming Christmas and New Year campaign, would introduce referral schemes and incentives for younger members.
- 6.2. Trustees noted the impacts of the upcoming Digital Markets, Competition, and Consumers Bill. *Information is redacted under Section 36 of the Freedom of Information Act (2000)*
- 6.3. Trustees discussed membership strategy. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000)*
- 6.4. Trustees discussed the role of the architecture of the website in highlighting member benefits, such as the restaurant.
- 6.5. Trustees thanked LD and his team for the progress made in transforming the membership scheme.

7. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES, AND ELECTRONIC APPROVALS TO MINUTE

- 7.1. KH, Chair of the Collections Committee, updated the Trustees on the committee's activities, including acquisitions made in relation *Now You See Us* and recent bequests. *Information is redacted under Section 22 of the Freedom of Information Act (2000)*
- 7.2. JAG updated Trustees on the 23 July Remuneration Committee meeting. *Information is redacted under Section 36 of the Freedom of Information Act (2000)*
- 7.3. Trustees noted written updates from the meetings of:
- the Tate Americas Foundation (2 May 2024).
 - the Tate St Ives Advisory Council (3 June 2024).
 - the Tate Modern Advisory Council (6 June 2024).
 - the Tate Foundation (11 July 2024).
- 7.4. Electronic approvals were noted for the following:
- two Acquisitions and Collection Committee reports, ratifying the following decisions made by the Collection Committee: Acquisitions and Loans Booklet, February 2024, sections 5, 6, and 7 and Acquisitions and Loans Booklet, May 2024, sections 6 and 7.
 - the requests to amend the signatory list for the Tate Gallery's bank accounts. *Information is redacted under Section 31 of the Freedom of Information Act (2000)*
 - the 2024 Modern Slavery Act Policy and Statement.
 - the reappointment of Jules Sher for an additional one-year term on the Tate Ethics Committee, from 18 November 2024 to 17 November 2024.
 - the reappointment of Amia Srinivasan for a second four-year term on the Tate Ethics Committee, from 20 January 2025 to 19 January 2029.
 - the reappointment of Cathy Elliott for an additional and final one-year term to the Tate Liverpool Advisory Group, until 30 June 2025.

- the appointment of Catherine St Germans to the Tate St Ives Advisory Group, following the endorsement by the AB and by the Chair of Tate St Ives Advisory Group, effective from 16 September 2024, for an initial four-year term.

8. CHAIR'S SUMMARY OF AGREED ACTIONS

- 8.1. RR summarised the meeting.

9. ANY OTHER BUSINESS

- 9.1. RR thanked RN for agreeing to join the Ethics Committee, with formal approval to follow via email.
- 9.2. JAG congratulated the team on the success of the recent Turner Prize launch.
- 9.3. There was no other business.

10. CLOSE

- 10.1. Trustees noted the forthcoming Board meeting dates: 27 November 2024 (Tate Modern), 5 February 2025, 19 March 2025, 23 May 2025, 2 July 2025, 1 October 2025, 3 December 2025.