

DRAFT MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD ON WEDNESDAY 8 FEBRUARY 2023

Present: Roland Rudd Chairman  
Farooq Chaudhry  
Tim Davie  
Dame Jayne-Anne Gadhia DBE  
Katrin Henkel  
Anya Hindmarch CBE  
Kwame Kwei-Armah OBE  
Anna Lowe  
Michael Lynton  
Rosalind Nashashibi  
Danny Rimer OBE  
Howard Shore  
Lord Ed Vaizey

Staff Attendees: Dr Maria Balshaw CBE Director  
Carmel Allen Managing Director  
Alex Farquharson Director, Tate Britain  
Samuel Jones Secretary to the Board of Trustees  
Helen Legg Director, Tate Liverpool  
Kathryn Martindale Chief Financial Officer

Additional Attendees:

Claire Gylphe, Director of Development, item 6

1. APOLOGIES & DECLARATIONS OF INTEREST

- a. Apologies were received from Anne Barlow and Frances Morris; Michael Lynton, Danny Rimer and Howard Shore joined by teleconference.
- b. No interests were declared in relation to matters on the agenda.

2. MINUTES OF THE AWAY DAY HELD ON 16 NOVEMBER 2022 & MATTERS ARISING

- a. With a correction in respect of Farooq Chaudhury's attendance, whereby he was recorded as having sent apologies, the minutes of the meeting of 16 November 2022 were approved as a true record.
- b. Trustees noted their approval by email of the renewal of a lease for an office connected to Tate's offsite storage facility.
- c. They noted approval by email of appointments and reappointments to Tate's advisory councils and sub-committees.

3. DIRECTOR'S REPORT

- a. The Director updated Trustees on good performance across the free displays at Tate sites, with attendance returning after the Pandemic. It was noted that the Tate Britain rehang will attract further audiences. It is expected that that year-end

- attendance will exceed earlier forecasts, reflecting growing confidence in audiences.
- b. Trustees were updated on recent protest activity at Tate Britain in relation to a performance by a transvestite story-teller. They noted a letter that had been issued correcting misrepresentations in a public letter to the Chair. Trustees noted the temperature of aspects of the controversy and the unpleasant communications sent to staff. They noted that this is a theme common to museums and that the management of such debates is a topic being discussed by the NMDC.
  - c. Trustees welcomed the success of Tate Liverpool's Mobile Museum, organised with MuMo and Art Explorer. This saw a version of the recent *Radical Landscapes* exhibition toured to Liverpool boroughs, with a focus on schools and learning.
  - d. Trustees discussed and welcomed recent digital content produced by Tate.
  - e. Trustees were updated on the recent decision of the Supreme Court. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000*<sup>1,2</sup>
  - f. Trustees were updated on good progress in the capital projects at Tate Liverpool and Tate St Ives.
  - g. They were updated on the continuing implementation of Project Florence.
  - h. Trustees noted recent machinery of government changes and the movement of personnel within the Department for Culture, Media and Sport.
  - i. They noted the dates of the forthcoming Trustee Away Day.
  - j. They APPROVED the appointment of Rosalind Nashashibi as Tate's Liaison Trustee to the National Gallery for the duration of her term as a Trustee.
4. BUDGET 2023-24 (including an update from Finance and Operations and Audit Committees)
- a. The Chair of the Finance and Operations Committee and Audit Committee updated trustees on recent meetings. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*<sup>2</sup>.
  - b. She updated on the financial position, noting success in managing the finances post-Covid and great steps made in achieving a budget and managing costs. She noted confidence in the position for the year ahead. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*<sup>2</sup>
  - c. The Chief Financial Officer introduced the papers and updated Trustees on the budget. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>. It was noted that, while site costs remain reasonably fixed, utilities have increased. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>.
  - d. Trustees were informed that income is improving as audiences return. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>.
  - e. Trustees discussed Grant-in-Aid, which remains the single largest income stream, and has seen a 2% increase this year. However, had there been inflationary matches since 2009, income from this stream would be £17m greater.
  - f. The largest single cost base is payroll. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>. Site costs have increased with inflation, and energy costs still more, in addition to similar costs that are passed on through supply chains.
  - g. Operational Expenditure has been reviewed. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>.
  - h. Trustees discussed the reserves position. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>1</sup>.
  - i. Trustees discussed the success of Kusama. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000*<sup>1,2</sup>.

- j. Trustees discussed the budgets overall, thanking the team for work done to overcome a projected deficit this year, they noted the long-term structural challenge and prioritised discussion of this for the Away Days and action to address it. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- k. Trustees welcomed the benefits that the new ticketing system will bring. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>1</sup>.*
- l. They noted work underway on programme planning, which will see a more effective choreography across and within sites, targeting audience change alongside revenue-generation.
- m. Trustees discussed operational targets. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>.*
- n. Discussion at the Away Day will focus on challenging the institution to think and work differently, achieving a different model of working that protects the ability to excite the public, but also manages costs and delivers revenue.
- o. Trustees discussed the challenge of compensating staff within the confines of the current model which is limited both administratively in terms of public sector pay, and financially in respect of affordability. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>.*
- p. Trustees APPROVED the Budget for 2023/24, on the basis of strategic discussion to be had about the short-medium term future during the Away Day.

## 5. BUSINESS MODEL REVIEW AND GRANT-IN-AID

- a. Trustees noted and discussed a paper outlining the history of Grant-In-Aid and its place in Tate's income streams.
- b. They noted the contribution Tate can or could make across different areas and hence spending within Government. This creates the potential for a different strategic conversation with different Government departments.
- c. They discussed the initiatives covered in a paper outlining business opportunities and the effect on the business model, noting that these will be the subject of more focused discussion at the Away Day, and in particular the opportunity presented by Membership.
- d. They welcomed the work being undertaken but noted the strain on the organisation of the necessity of challenging the business model at a time when teams are stretched.

*The Director of Development joined the meeting.*

## 6. FUNDRAISING

- a. Trustees were updated on fundraising. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000<sup>1,2</sup>.*
- b. Trustees were informed of the operations of campaigns. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000<sup>1,2</sup>.*
- c. Trustees were updated on investments and the refresh of both investment management and the Investment Committee. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000<sup>1,2</sup>.*
- d. They noted pipelines and initiatives under discussion. *Information has been exempted under Section 22, Section 36 and Section 43 (2) of the Freedom of Information Act 2000<sup>1,2,3</sup>.*

- e. Trustees considered the narrative for fundraising, emphasising the importance of simplicity of message. *Information has been exempted under Section 22, Section 36 and Section 43 (2) of the Freedom of Information Act 2000<sup>1,2,3</sup>.*
- f. Trustees discussed potential avenues of support. *Information has been exempted under Section 36 and Section 43 (2) of the Freedom of Information Act 2000<sup>1,2</sup>.*

*The Director of Development left the meeting.*

7. ACQUISITIONS AND COLLECTION COMMITTEE REPORT

- a. Trustees APPROVED the Acquisitions.

8. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

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

9. ANY OTHER BUSINESS

- a. Trustees noted the forthcoming celebrations of Frances Morris' time at Tate, which will be marked by an event in April.

DATE OF TRUSTEES' AWAY DAY

Thursday 27 April 2023

## 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).*