

DRAFT MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY HELD AT TATE LIVERPOOL ON THURSDAY 29 JUNE 2023

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| <i>Present:</i> | Roland Rudd Farooq Chaudhry Tim Davie Dame Jayne-Anne Gadhia DBE Katrin Henkel Anya Hindmarch CBE Michael Lynton Rosalind Nashashibi Howard Shore Lord Ed Vaizey | Chairman |
| <i>Staff Attendees:</i> | Dr Maria Balshaw CBE Carmel Allen Eleanor Appleby Anne Barlow Alex Farquharson Samuel Jones Helen Legg Kathryn Martindale | Director Managing Director Chief of Staff Director, Tate St Ives Director, Tate Britain Secretary to the Board of Trustees Director, Tate Liverpool Chief Financial Officer |

Additional Attendees:

Emma King, Director of Capital Projects – Item 4
Stephanie Macdonald and Tom Emerson (6a architects) – Item 4

1. APOLOGIES & DECLARATIONS OF INTEREST

- a. Apologies were received from Kwame Kwei-Armah, Anna Lowe, Danny Rimer and Lisa Mack.
- b. Tim Davie, Michael Lynton and Howard Shore joined by teleconference.
- c. No interests were declared in relation to matters on the agenda.

2. MINUTES OF THE AWAY DAY HELD ON 8 FEBRUARY 2023 & MATTERS ARISING

- a. The minutes of the meeting on 8 February 2023 were APPROVED as a true record.
- b. Trustees NOTED the summary of board away-day actions.

3. DIRECTOR'S REPORT

- a. The Director updated Trustees on activities over the last few months. In May, Tate Britain unveiled its first major rehang of the collection in over a decade. Tate Britain now tells a more expansive story of British art in ways that resonate with audiences today. Trustees were thanked for their support. Board members acknowledged the hard work of all teams involved. They expressed their gratitude to the Director of Tate Britain, whose vision has been instrumental in presenting a new approach to British Art History that is intellectually rigorous, inclusive and challenges conventional interpretations.

- b. Trustees noted the continuing strong performance across the free displays at Tate sites and were updated on the attendance figures for current exhibitions. Alongside the rehang, two major exhibitions have opened at Tate Britain: *The Rossettis* and *Isaac Julien*. At Tate Modern, *Hilma af Klint and Mondrian* opened in April, and *A World in Common: Contemporary African Photography* will open next month. This major public exhibition, spanning the African continent and diaspora, draws from both loans and our Tate's collection, showing recent acquisitions.
- c. Trustees were updated on Chris Ofili's *Requiem* at Tate Britain, which will open to the public in September. Board members who had already viewed the work shared their consideration of the mural, noting the sensitivity of the approach taken in working with communities and those connected with the subject matter. The north staircase lends a cathedral-like experience, inspiring a sense of reverence and ascension so that viewers are given pause for thought as they move through the space. Discussion with the communities affected by the tragedy over the last 5 months has demonstrated the work's importance in helping to keep the issue alive in the public memory.
- d. In May, Tate St Ives opened the first major museum exhibition of the Casablanca Art School, whose approach proposed a new visual culture following Morocco's independence in 1956. The exhibition has seen strong attendance ahead of the summer.
- e. At Tate Liverpool, *JMW Turner with Lamin Fofana* is due to close at the end of the month. The exhibition brings Turner's seascapes into dialogue with the work of Fofana, a contemporary African artist based in Berlin, a model that has been very successful in engaging younger generations through our collections. The Tate Liverpool Biennial opened earlier this month for 14 weeks and is the UK's largest contemporary visual arts festival: it will show across Liverpool's public spaces, galleries and museums. The hosting of the Eurovision Song Contest in May attracted 1,200 attendees, the highest for a Tate at Tate Liverpool since 2018.
- f. Trustees noted that Karin Hindsbo, currently the Director of The National Museum in Oslo, will join Tate in September as the next Director of Tate Modern.
- g. Trustees were updated on the appointment process for new trustees.
- h. Trustees were informed of the latest developments following the Supreme Court decision in February. *Information has been exempted under Section 36, Section 42 and Section 43 (2) of the Freedom of Information Act 2000^{1,2,4}*
- i. Trustees were updated on the capital projects at Tate St Ives and Tate Britain. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- j. Trustees received an update on people and pay negotiations.

The Director of Capital Projects joined the meeting.

Stephanie Macdonald and Tom Emerson of 6a architects joined the meeting.

4. TATE LIVERPOOL

- a. The Director of Tate Liverpool updated Trustees on progress in the capital project at Tate Liverpool since the discussion at the Board of February 2022. *Information has*

been exempted under Section 43(2) and Section 22 of the Freedom of Information Act 2000^{1,3}

- b. Trustees were taken through the proposed plans by the architects. *Information has been exempted under Section 43 (2), Section 36 and Section 22 of the Freedom of Information Act 2000^{1,2,3}*

Stephanie Macdonald and Tom Emerson of 6a architects left the meeting.

- c. The board welcomed the proposals. Trustees discussed the funding secured to date. *Information has been exempted under Section 43 (2), Section 36 and Section 22 of the Freedom of Information Act 2000^{1,2,3}*
- d. Based on funds already secured, trustees APPROVED the recommendation to proceed with the initial phase of capital works, which will see the gallery close for essential maintenance in October. *Information has been exempted under Section 43 (2), Section 36 and Section 22 of the Freedom of Information Act 2000^{1,2,3}*
- e. Trustees APPROVED the recommendation to file the planning application based on the received plans.

The Director of Capital Projects left the meeting.

Tim Davie and Howard Shore left the meeting.

5. FINANCE REPORT

- a. The Chair of the Finance and Operations Committee and Audit Committee updated trustees on recent meetings. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- b. The main item for consideration at the June Audit Committee was the 2022-23 Tate Gallery Statutory Accounts, along with the National Audit Office audit completion report and letter of representation. Members were joined by NAO colleagues who confirmed that no control issues had been identified. Trustees will be recommended to approve the annual accounts at a special meeting convened for this purpose in early July. The Chair congratulated the Chief Financial Officer and her team on their work on the annual accounts.
- c. In addition to considering the 2022-23 Knapping Find Statutory Accounts, which the board would be recommended to approve under Item 6 of this agenda, the Audit Committee had also received updates on the risk register and progress against the 2023-24 internal audit plan. *Information has been exempted under Section 36, Section 42 and Section 43 (2) of the Freedom of Information Act 2000^{1,2,4}*
- d. The Chief Financial Officer updated trustees on Tate's financial position. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- e. The board was informed of ongoing work to optimise operations, including maintaining tight control of cash balances and working capital; ensuring expenditure remains under control and variances to budget are identified quickly; as well as the consequences of inflationary pressures and supply chain issues on salaries to recruit staff, and the cost/availability of goods and

services.

- f. Trustees noted the figures for current Grant in Aid (£38.8m plus £2.5m of Capital Grant in Aid).

6. KNAPPING FUND ACCOUNTS 2022-23

- a. Trustees APPROVED the Knapping Fund accounts and AUTHORISED the Chairman and Director to sign them.

7. ANNUAL REVIEW OF RISK REGISTER

- a. The Chief Financial Officer presented a summary of the corporate risk register and key risks for review.

8. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES

- a. Trustees noted the key points of councils and committees.

9. CHAIR'S SUMMARY OF AGREED ACTIONS

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

10. ANY OTHER BUSINESS

- a. Trustees noted that this was the last meeting attended by Artist Trustee Farooq Chaudhry whose term of appointment will come to an end on 28 July 2023. During his four-year appointment to the board, Farooq chaired the Tate Modern Advisory Group and, as Co-Chair of the Race Equality Taskforce, was instrumental in driving forward the important work of the group, from which several recommendations had been put forward. On behalf of the board, the Chair thanked Farooq for his energy, enthusiasm, and generosity of time.

Meeting closed at 13:45.

NEXT TRUSTEE MEETING

Wednesday 27 September 2023

Endnotes

¹ **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).

² **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.*

³ **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).

⁴ **Section 42** of the Freedom of Information Act 2000 provides that:

Legal Professional Privilege

(1) Information in respect of which a claim to legal professional privilege or, in Scotland, to confidentiality of communications could be maintained in legal proceedings is exempt information.

(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) in respect of which such a claim could be maintained in legal proceedings