

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 20 September 2017 at Tate Modern

Present:	Lionel Barber Dexter Dalwood Tim Davie Jayne-Anne Gadhia Mala Gaonkar Moya Greene Maja Hoffmann Michael Lynton Dame Seona Reid James Timpson	Interim Chairman
Staff Attendees:	Maria Balshaw Caroline Collier Alex Farquharson Samuel Jones Kerstin Mogull Frances Morris Stephen Wingfield	Director Director, Partnerships and Programmes Director, Tate Britain Secretary to the Board of Trustees Managing Director Director, Tate Modern Director of Finance & Estates

The meeting was preceded by a session with Trustees and the Director only.

The Managing Director, Director of Tate Britain, Director of Tate Modern, Director of Partnerships and Programmes and Finance Director joined the meeting.

The meeting had been preceded by a tour of *Fahrelnissa Zeid*. Trustees thanked the team and congratulated them on the exhibition.

1. Apologies

- a. Apologies were received from John Akomfrah and Stephen Witherford.

2. Confirmation of Minutes

- a. The minutes of the meeting of 5 July 2017 were agreed as a true record.

3. Matters Arising

- a. Trustees were informed of a donation that has been made in respect of the Tate Modern Project and were updated on further negotiations.
b. They were updated on the progress of discussions in relation to the viewing platform.

4. Conflict of Interest Declarations

- a. No conflicts of interest were declared in respect of the business of this meeting.

5. Director's Update

- a. The Director set out the vision for being the most artistically adventurous and culturally inclusive art museums in the world. She emphasised the commitment to be connected and work internationally, but also rooted locally and relevant to people in living around the galleries.

- b. Trustees were informed of the aim of reaching and including wider audiences. While Tate has successfully both attracted and employed different groups, there remains much work to do. It was noted that the Director sees this as both a social and ethical responsibility and part of ensuring Tate's financial sustainability.
- c. Trustees were informed of good performance with strong audience numbers. It was noted that *Soul of a Nation* and the *Queer British Art* exhibitions in particular have been successful in attracting numbers and broader audiences.
- d. Trustees were informed that an immediate priority of the Director is optimisation, working with site directors to ensure the performance of each gallery and reassess operating models.
- e. Trustees discussed the importance of the role that Tate plays in the regions and welcomed commitment in this regard, both through schemes such as Plus Tate and ARTIST ROOMS and other work within the national ecology of the arts. Trustees noted the commitment to loan works to regional partners, but also noted the financial commitment of doing so.
- f. The Director identified the potential of younger audiences, particularly in reaching wider groups. Trustees were informed of plans for a membership scheme and also a project focused on schoolchildren.
- g. Families were also identified as a growth opportunity.
- h. Trustees were informed of digital improvements that will enhance the personalisation of the experience that visitors can get.

An open discussion by Trustees of the vision and emerging priorities then took place.

6. Exhibition Frameworks

- a. Trustees were presented with the Exhibition Frameworks, noting that the financial impact had been examined by Finance and Operations Committee.
- b. Trustees were informed of the programme at Tate Modern. They noted forthcoming shows, welcoming a balance of new perspectives on familiar names with the display of artists whose careers have hitherto been underrepresented. They were informed that the commitments of the programme, for example, to show more work by female artists will be continued in the displays. They welcomed the global perspective on art, looking at communities and territories not previously showcased. Trustees were informed of a commitment to activate both spaces and audiences, noting the potential of commissions, the Tanks and also the Blavatnik building in this respect.

Maja Hoffmann left the meeting.

- c. Trustees were informed of the programme at Tate Britain, which will be based on three pillars: Art and Society, Britain and the World and History and the Present.
- d. They welcomed forthcoming shows. They noted exhibitions that will situate British art in an international context and others that will look at the relationship between art and themes such as conflict, modernity and migration. They were informed of others that will look at the influence of specific moments of art history on artists working in Britain in later generations.
- e. They were informed of projects examining the potential of the outdoor spaces at Tate Britain.

- f. Trustees discussed the framework as a whole, noting the balance between the need for major financial successes and the ambition of reaching wider audiences. It was noted that the two can be achieved together, and that the audience ambitions run throughout Tate's other activity, including displays. They were informed of the success of different kinds of communication to different audience groups, particularly social media and younger audiences. They discussed the importance of champions in this regard, noting the success of thought leaders and alternative cultural figures visiting and talking about recent shows.
- g. Trustees discussed the representation of the artists of today. They noted plans in place within displays and the programme in future years as well as commissions such as the Duveens and the Hyundai Commission in the Turbine Hall.

7. Finance Report

- a. Trustees were updated on a recent meeting of the Finance and Operations Committee in which the Exhibition Frameworks were discussed both in terms of financial impact and the fit to agreed audience ambition.
- b. They noted and endorsed a discussion of security arrangements in place.

8. Acquisitions for Decision

- a. Trustees APPROVED acquisitions. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*

9. Appointments to Councils and Committees

- a. Trustees APPROVED a number of appointments to Councils and Committees.
- b. They were notified of a forthcoming campaign to recruit an Artist Trustee.

10. Key Points from Minutes of Councils and Committees

- a. Trustees noted updates on discussions at Councils and Committees.

11. Any Other Business

- a. Trustees were updated on progress in completing funding for the Tate Modern Project.
- b. They discussed the fundraising focus after the completion of the capital projects.

12. Date of Next Meeting

Wednesday 15 November, Tate Britain

¹ **Section 43 (2) of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would, or would likely to, prejudice the commercial interests of any person (including the public authority holding it).**