

## Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 19 September 2018 held at Tate Store

Present: Lionel Barber Chairman  
John Booth  
Dexter Dalwood  
Tim Davie, CBE  
Jayne-Anne Gadhia, CBE  
Dame Moya Greene, DBE  
Dame Seona Reid, DBE  
Roland Rudd  
James Timpson, OBE  
Stephen Witherford

Staff Attendees: Maria Balshaw Director  
Alex Farquharson Director, Tate Britain  
Samuel Jones Secretary to the Board of Trustees  
Kerstin Mogull Managing Director  
Frances Morris Director, Tate Modern  
Stephen Wingfield Director of Finance & Estates

Additional staff attendees:  
Items 5-6 Ann Gallagher Director of Collection, British Art  
Items 5-6 Gregor Muir Director of Collection, International Art

### 1. Welcome and Apologies & Declarations of Interest

- a. Apologies were received from John Akomfrah, Michael Lynton and Jane Wilson.
- b. Stephen Witherford declared a conflict of interest in respect of item 9 arising from his connection with an associated architectural project. He noted that he would recuse himself from discussion of that item.

### 2. Minutes of the Meeting held on 4 July 2018 and Matters Arising

- a. The Chairman welcomed John Booth to his first meeting as a Trustee.
- b. He thanked the Director of Collection Care and the Head of Collection Management for a tour of the Stores that they had led prior to the meeting.
- c. The Chairman reported that he had attended the launch of the Year 3 project and informed Trustees of the success of the event.
- d. The minutes of the meeting of 4 July 2018 were APPROVED as a true record.
- e. Trustees were updated on negotiation in respect of the pay settlement.
- f. Trustees recapped the recent away day, noting a clear vision and set of values. *Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup> Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*

### 3. Director's Report

- a. The Director updated Trustees on a number of fundraising successes.

- b. She informed Trustees of the successful launch of Christian Marclay's *The Clock* at Tate Modern.
- c. Trustees discussed the Turner Prize and were informed of the work on display. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup> and Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- d. Trustees discussed preparations for the Spending Round. *Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- e. Trustees discussed the estate. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>*
- f. Trustees were informed of an event scheduled at the House of Lords to mark the publication of a study into lifelong cultural learning undertaken with the Royal Shakespeare Company.

#### **4. Finance Report**

- a. Trustees were informed of the discussion at Finance and Operations Committee of the exhibition frameworks. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup> and Information has been exempted under Section 36 of the Freedom of Information Act 2000<sup>2</sup>*
- b. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>* Trustees were informed of progress in realising the outstanding pledges to the capital campaign.
- c. They noted strong exhibition performance *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup> Information has been exempted under Section 22 of the Freedom of Information Act 2000<sup>1</sup>*
- d. Trustees were informed of a routine HMRC inspection that will be scheduled. They noted increased year on year profits in Catering.

#### **5. Exhibition Frameworks**

- a. The Director presented the Exhibition Frameworks, noting that they had been scrutinised from a financial perspective by the Finance and Operations Committee.
- b. Trustees welcomed the programme and were informed of the balance of representation provided by displays. They welcomed the ambition and artistic risk presented overall.
- c. Trustees were informed of the considerations of cost and revenue in programme creation. They noted that strong exhibition performance has historically resulted in more diverse audiences. It was observed that thinking is being put into how to encourage further diversity in general audiences.
- d. Trustees were informed of and welcomed the commitment to build on successes like *Soul of a Nation* and *Queer British Art* to ensure that new audiences are retained.
- e. It was agreed that the future reporting of exhibitions should identify the curators responsible.

The Directors of the British and International Collections joined the meeting.

## 6. Acquisitions Priorities

- a. Trustees were informed of the internal processes of researching and making decisions around acquisitions.
- b. They noted close collaboration with other UK national collections to ensure that there is no competition around acquisitions.
- c. They noted pressure points in relation to market prices, in particular around the early 20<sup>th</sup> Century *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000*<sup>3</sup>
- d. They were informed of a focus on women artists. *Information has been exempted under Section 22 of the Freedom of Information Act 2000*<sup>1</sup> It was noted that areas of strength in the collection have been furthered by reflecting the role of women in key movements, such as surrealism or adding works by black photographers to the collection. Similarly, works are being added that help in the understanding of British art, in particular work that has influenced others.
- e. Trustees were informed of the link between exhibitions and acquisitions with the latter informing key additions to the collection. They noted the growth in the representation of performance art and research associated with this form of collecting.
- f. They were informed of emerging ambitions, for example in reflecting the work of émigré artists and key works that can provide the basis for wider discussion of contemporary society *Information has been exempted under Section 22 of the Freedom of Information Act 2000*<sup>1</sup>
- g. Trustees were presented with ambitions and trends in the international collection. They noted pioneering work by Tate in this area, telling multiple histories and including a more diverse range of artists, beyond the Western European and North American canon.
- h. Trustees were given an overview of the recent work of Acquisition Committees.
- i. They noted recent gifts from artists, estates and major donors and expressed their thanks for this generosity.
- j. Trustees noted different acquisition models that have been developed, for example *The Clock*, which was acquired jointly with other museums.

Stephen Witherford left the meeting.

- k. Trustees were informed of the general principle of seeking to enhance the diversity of the collection, improving the collection in respect of different histories that have previously been untold.

The Directors of British and International Collections left the meeting.

## 7. Acquisitions Update

- a. Trustees noted a funding update regarding an acquisition by Kerry James Marshall *Untitled (London Bridge) 2017*.

## **8. Appointments to Councils and Committees**

- a. Trustees APPROVED the appointment of Lord Neuberger to the Ethics Committee and the reappointment of Jules Sher to the same Committee; they APPROVED the reappointment of David Taylor to the Collection Committee; they APPROVED the reappointment of Dame Vivian Hunt to the Finance and Operations Committee and Charles Roxburgh to the Finance and Operations and Auditor Committees.

*Information has been exempted under Section 40 (2) of the Freedom of Information Act 2000<sup>4</sup>*

## **9. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000<sup>3</sup>***

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## **10. Key Points from Minutes of Councils and Committees**

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

## **11. Any Other Business**

- a. No other business was raised.

## **12. Date of Next Meeting**

Wednesday 21 November 2018, Tate Modern, 09.15 – 13.00

## Endnotes

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<sup>1</sup> **Section 22** of the Freedom of Information Act provides that:

- (1) Information is exempt information 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 the 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).
- (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) which falls within subsection (1).

<sup>2</sup> **Section 36** of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would be likely to have any 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 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).

<sup>4</sup> **Section 40(2)** of the Freedom of Information Act provides that: Information is exempt where either:

- 1) disclosure would contravene the Data Protection principles, or would be likely to cause damage or distress, or
- 2) the data subject would not have a right of access/right to know under the Data Protection Act