



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

At Tate Liverpool on Wednesday 5 February 2025

Present:

Roland Rudd (RR)

Chair

Jayne-Anne Gadhia (JAG) (via teleconference)

Anya Hindmarch (AH) (via teleconference)

Kwame Kwei-Armah (KKA)

Rosalind Nashashibi (RN)

Patricia Rubin (PR)

Howard Shore (HS) (via teleconference)

Ed Vaizey (EV) (via teleconference)

Alex Farquharson (AF)

Director, Tate Britain

Claire Gylphe

Director of Fundraising

Karin Hindsbo (KH)

Director, Tate Modern

Samuel Jones (SJ)

Board Secretary and Head of Governance

Helen Legg (HL)

Director, Tate Liverpool

In attendance:

Maria Balshaw (MB)

Director

Anne Barlow (AB)

Director, Tate St Ives

Niki Cornwell (NC)

Chief Financial Officer

Present:

Eleanor Appleby (AE)

Chief of Staff

Fleur Gatineau (FG) (minutes)

Governance and Policy Manager

Liam Darbon (LD)

Director of Audiences & Innovation (from item 5)

Emma King

Capital Director (item 3)

1. WELCOME AND APOLOGIES AND DECLARATIONS OF INTERESTS

- 1.1.1. The Chair, RR, gave a warm welcome to Pat Rubin, recently appointed as National Gallery Liaison Trustee.
- 1.1.2. Apologies were received from Danny Rimer and Michael Lynton. A quorum being present, RR declared the meeting open.
- 1.1.3. No conflicts of interest were declared regarding the business of this meeting.

2. MINUTES APPROVALS

- 2.1. 27 November 2024 Board meeting
 - 2.1.1. The minutes of the meeting held on 27 November 2024 were approved and confirmed as a true and accurate record.
- 2.2. Matters arising
 - 2.2.1. There were no matters arising.

3. TRANSFORMING TATE LIVERPOOL UPDATE

- 3.1.1. RR introduced this item by reflecting on the success of the advocacy dinner hosted by Trustee Emeritus Tom Bloxham, as well as the press call for Tate Liverpool's redevelopment at the building site with Metro Mayor Steve Rotherham.
- 3.1.2. HL gave a presentation on the Transforming Tate Liverpool project and the site opportunities. They reviewed the need for a comprehensive redevelopment of Tate Liverpool, which has attracted visitor numbers surpassing its original design capacity by 200% annually for three

decades. The redevelopment project aims to reconfigure the galleries to accommodate increased visitor numbers, targeting up to one million in the first year after reopening. This goal will be supported by a new programme framework intended to enhance income generation through membership and fundraising opportunities. The new building is also planned to generate revenues by attracting corporate hires.

- 3.1.3. EK reported on the building site's progress. The Board noted the funding received, unconditional approval from the DCMS Finance Committee. *Information withheld under Sections 22 and 43 (2) of the Freedom of Information Act (2000)*
- 3.1.4. The Board reviewed the request to approve the next phase of the capital project contract, scheduled for March 2025. *Information withheld under Section 43 (2) of the Freedom of Information Act (2000)*
- 3.1.5. It was agreed that:
 - *Information withheld under Section 43 (2) of the Freedom of Information Act (2000)*
 - A Capital Committee would be established in due course to oversee the project.

HS joined the meeting.

4. FINANCE

- 4.1. Budget 2025/26 Report
 - 4.1.1. NC presented the budget for 2025/26. *Information withheld under Section 43 (2) of the Freedom of Information Act (2000)* The Executive team's substantial efforts in achieving a balanced budget through growth and cost reduction were acknowledged, with appreciation for all colleagues involved.
 - 4.1.2. The Board noted positive cashflow developments. *Information withheld under Section 43 (2) of the Freedom of Information Act (2000)*. They noted the 2025/26 Exhibition income summary, as well as the outline budgets for 2026/27 and 2027/28.
 - 4.1.3. The Board discussed reserve levels. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000)*
 - 4.1.4. As Chair of the F&O, JAG summarised Tate's financial position. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000)*
 - 4.1.5. The Board observed that the F&O Committee had determined that the assumptions presented in the paper were conservative and realistic. Consequently, they approved the 2025/26 budget as recommended by the F&O. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000)*

5. DIRECTOR'S REPORT

- 5.1.1. The Board acknowledged the Director's report, noting its details on various matters, including updates on capital projects other than TL – which was presented earlier in the meeting – such as the Garden Project. *Information withheld under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000)*.
- 5.1.2. MB gave an update on organisational changes, aimed at achieving a clearer structure, improving decision-making process. *Information withheld under Section 36 of the Freedom of Information Act (2000)*.
- 5.1.3. The Board noted the overall visit figures and commended the Executive on the recent exhibitions, noting their educational nature, quality visitor experience, and community engagement.
- 5.1.4. LD joined the meeting to outline Membership's performance. The Board acknowledged that

acquiring new members presents challenges but noted that the team is exploring innovative methods to attract members, including the launch of a one-time lifetime membership to be announced at the Gala.

- 5.1.5. CG provided an update on fundraising. *Information withheld under Section 43 (2) of the Freedom of Information Act (2000).*
- 5.1.6. SJ provided feedback on government relations, noting that:
- The government has requested NDPBs to model technical efficiencies. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
 - The Foreign Secretary recently saw Tate's global presence when visiting the Museum of Art Pudong in Shanghai, which supports the government's soft power agenda.
 - *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
 - Tate has participated in the consultation on the Digital Marketing and Consumers Bill and is participating in a Department for Business and Trade working group to address the proposed legislation's impact on Membership resources and revenue.
- 5.1.7. MB reported on recent acquisitions, including a rare self-portrait by William Dobson from before the Oxford period in collaboration with the National Portrait Gallery.
- 5.1.8. AH provided an update on TEL's performance to date. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*

JAG left the meeting.

6. 3-YEAR PROGRAMME

- 6.1.1. LD presented the three-year programme plan developed by the sites Directors, outlining the strategic priorities and key initiatives for the next three years. *Information withheld under Section 36 of the Freedom of Information Act (2000).*
- 6.1.2. The Board noted that the plan proposed serves as a baseline rather than a target. Additionally, it was mentioned that the models for Tate Liverpool and Tate St Ives are illustrative, as they are being finalised alongside their capital developments.
- 6.1.3. The Board acknowledged the programme plan and its potential to achieve the set objectives, praising the alignment of the programme and its choreography with the aspirations of the audience, members, and supporters.

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

- 7.1.1. MB introduced this item by reiterating a warm welcome to PR.
- 7.1.2. Trustees noted written updates from the meetings of the Investment Committee (5 November 2024), F&O Committee (25 November 2024), the Collection Committee (4 December 2024), the TEL Audit (4 December 2024), the TEL Board (12 December 2024), the Tate Foundation Board (5 December 2024), and the Tate Members Council (29 November 2024).
- 7.1.3. Electronic approvals were noted for the following:
- Reappointment of Laurie Fitch for an additional and final one-year term to the Audit and Finance and Operations Committees, to 17 November 2025.

- Appointment of Laurie Fitch, aligning with her term as a member of the Audit and F&O Committees.
- Appointment of Rupert Hume-Kendall to the Tate St Ives Advisory Group from 5 December 2024, for an initial four-year term, following a recommendation by its Chair, Anthony Salz, and endorsement by the Director of Tate St Ives.
- Approval of the revised Safeguarding Policy, following review and pre-approval by the Audit Committee.
- Approval of the Terms of Reference for the Audit Committee, following their review at the Audit Committee.
- Authorisation for the Level 10 to be opened for events hire with access to the Balcony, subject to appropriate staffing and control measures and subject to the boundaries imposed by the judgement of the Supreme Court.
- Approval of the Terms of Reference for the Finance & Operations Committee, following their review at the F&O Committee.
- Authorisation for the Director, Maria Balshaw, to sign the DCMS Framework Agreement 2024/25-2026/27.
- Reappointment of Anna Rigby for an additional four-year term to the Tate St Ives Advisory Group, following a recommendation by its Chair, Anthony Salz, and endorsement by the Director of Tate St Ives, to 11 August 2028.
- Appointment of Sarah Rose to the Tate Liverpool Advisory Group from 31 January 2025, for an initial four-year term, following a recommendation by its Chair, Trustee Ed Vaizey, and endorsement by the Director of Tate Liverpool.
- Ratification of decisions made by the Collection Committee in December 2024 (Acquisitions and Loans Booklet, December 2024, sections 6, 7, 8 and 9)
- Approval of the allocation towards acquisition of the available funds from the Nicholas Themans Trust, Knapping Trust, Evelyn, Lady Downshire's Fund, and Gytha Trust for the financial year 2024/25.

8. CHAIR'S SUMMARY OF AGREED ACTIONS (RR)

8.1.1. RR summarised the key outcomes and actions from the meeting.

9. ANY OTHER BUSINESS (ALL)

9.1.1. There was no other business.