



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

At Tate Britain on Wednesday 14 May 2025

Present:

Roland Rudd (RR)

Chair

Nick Clarry (NC) (online)

Jayne-Anne Gadhia (JAG)

Jack Kirkland (JK)

Kwame Kwei-Armah (KKA)

Michael Lynton (ML) (online)

Rosalind Nashashibi (RN)

Patricia Rubin (PR) (online)

June Sarpong (JS) (online)

Ed Vaizey (EV)

In attendance:

Maria Balshaw (MB)

Director

Anne Barlow (AB)

Director, Tate St Ives

Niki Cornwell (NCo)

Chief Financial Officer

Alex Farquharson (AF)

Director, Tate Britain

Karin Hindsbo (KH)

Director, Tate Modern

Samuel Jones (SJ)

Board Secretary and Head of Strategy and Governance

Helen Legg (HL)

Director, Tate Liverpool

Present:

Eleanor Appleby (AE)

Chief of Staff

Fleur Gatineau (FG) (minutes)

Governance and Policy Manager

Emma King (EK)

Capital Director (item 6)

1. CLOSED SESSION

1.1.1. The Trustees convened a closed session to undertake the annual evaluation of the effectiveness of the Board and to review the outcomes of the annual Chair's appraisal.

2. WELCOME, APOLOGIES, AND DECLARATIONS OF INTERESTS

2.1.1. The Chair, RR, gave a warm welcome to Nick Clarry, Jack Kirkland, and June Sarpong.

2.1.2. Apologies were received from Howard Shore, Anya Hindmarch, Isaac Julien, and Danny Rimer.

2.1.3. A quorum being present, RR declared the meeting open.

2.1.4. Trustees acknowledged the full annual declarations of interest for Trustees and Directors, which were circulated separately via email. No conflicts of interest were declared concerning the matters discussed in this meeting.

3. MINUTES APPROVALS

3.1. 5 February and 13 March 2025 Board meeting

3.1.1. The minutes of the two meetings held on 5 February and 13 March 2025 were approved and confirmed as a true and accurate record.

3.2. Matters arising

3.2.1. A new Capital Project Sub-committee is being established.

NC left the meeting.

4. FINANCE

- 4.1.1. NCo provided a verbal update on the year-end position for 2024/25 and projections for 2025/26. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 4.1.2. Trustees observed that the cash flow situation had improved and was now in a positive position. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 4.1.3. The Board commended NCo for her diligence in enhancing processes and producing clearer management information reports for the future.

5. DIRECTOR'S REPORT

- 5.1.1. The Board acknowledged the Director's report.
- 5.1.2. MB detailed further an incident relating to a visitor. *Information is withheld under s36 of the Freedom of Information Act (2000)*
- 5.1.3. MB gave an update on the organisational restructuring. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 5.1.4. MB reviewed the 2024/25 period and presented a KPI scorecard. Trustees praised the Executive for overall good results, in particular in relation to visitor and colleague diversity. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 5.1.5. MB concluded by summarising the valuable lessons learned from 2024/25 in terms of marketing, programming, and target-setting, and explained how these insights will be applied to achieve the 2025/26 target. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*

ML left the meeting.

- 5.1.6. Regarding the year-to-date activities for 2025/26:
 - MB and KH updated Trustees on the Tate Modern Birthday Weekender, which attracted over 80k visitors and received significant media coverage.
 - Trustees acknowledged and welcomed the proposed extension of opening hours at Tate Modern to 9pm on Fridays and Saturdays and discussed plans to enhance engagement by displaying art and monitoring visitor numbers in the outdoor spaces.
 - Trustees praised the Executive for the successful implementation of the limited lifetime membership offer and the sold-out gala, noting that the endowment campaign would be announced on that evening.
 - *Information is withheld under Section 22 of the Freedom of Information Act (2000)*

6. TL CAPITAL UPDATE

- 6.1.1. EK and HL provided an update on the progress of the Tate Liverpool Transformational Project, which is proceeding as planned.
- 6.1.2. It was noted that a major Chila Kumari Singh Burman retrospective will reopen Tate Liverpool in Spring 2027, as announced by the Secretary of State for Culture, Lisa Nandy, at a reception in Delhi.

7. LOOKING FORWARD: NEXT 5 YEARS

- 7.1.1. This item was deferred.

8. KEY POINTS FROM MINUTES OF COUNCILS AND COMMITTEES, AND ELECTRONIC APPROVALS

- 8.1.1. Trustees noted written updates from the meetings of the Ethics Committee (27 February 2025), Collection Committee (19 February 2025), Finance and Operations Committee (28 January 2025 and 12 March 2025), Audit Committee (12 March 2025), Remunerations Committee (12 March 2025), Investment Committee (18 March 2025), TEL Audit Committee (25 February 2025), TEL Board (12 March 2025), and Tate Foundation Board (6 March 2025).
- 8.1.2. Electronic approvals were noted for the following:
- Appointment of Professor Patricia Rubin to the Collections Committee, from 4 April, coinciding with her term as a Trustee, and to succeed Katrin Henkel as Chair in due course.
 - Approval of the policies reviewed by the Ethics Committee:
 - Conflict of Interest Management in Fundraising Policy for Trustees and Committee Members.
 - Code of Conduct and Ethical Standards Policy.
 - Due Diligence Policy in Respect of Provenance.
 - Trustee and Committee Member Conflict of Interest Management.
 - Donations Policy.
 - Approval of the policies reviewed by the Audit Committee:
 - Environmental policy and statement.
 - Whistleblowing policy.
 - Agreement to deaccession the painting *Aeneas and His Family Fleeing Burning Troy* by Henry Gibbs, in the possession of the Tate Gallery, as recommended by the Spoliation Advisory Panel.

9. ANY OTHER BUSINESS

- 9.1.1. Trustees discussed international markets and policies. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 9.1.2. Trustees agreed to convene an away day in July to discuss the five-year strategy and planning. *Information is withheld under s40 (2) of the Freedom of Information Act (2000)*
- 9.1.3. Trustees extended their gratitude to the Executive for their diligent efforts, commending them on significant advancements in processes, KPIs, financial management, and the progress at Tate Liverpool, among others.