

**MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE TATE GALLERY
AT TATE BRITAIN ON WEDNESDAY 7TH FEBRUARY 2024**

Present:	Roland Rudd (Chairman) Dame Jayne-Anne Gadhia DBE Katrin Henkel Anya Hindmarch CBE Howard Shore Lord Ed Vaizey	
Executive Group:	Dr Maria Balshaw CBE Carmel Allen Alex Farquharson Karin Hindsbo Samuel Jones Helen Legg Kathryn Martindale	Director Managing Director Director, Tate Britain Director, Tate Modern Secretary to the Board of Trustees Director, Tate Liverpool Chief Financial Officer
Additional:	Eleanor Appleby Emma King	Chief of Staff Director of Capital Projects (Item 6)

1. APOLOGIES & DECLARATIONS OF INTEREST

- a. Apologies were received from Kwame Kwei-Armah, Rosalind Nashashibi, Michael Lynton and Danny Rimer. Howard Shore joined the meeting by teleconference.
- b. No interests were declared in relation to matters on the agenda.

2. RECENT INCIDENT AT TATE MODERN

- a. In light of its seriousness, Trustees discussed the incident of Friday 2nd February as an additional item at the beginning of the meeting. They noted their sadness in hearing of the event. They thanked the teams present on the day for their management of the situation.
- b. Trustees were presented with a report that detailed the event and its handling.
- c. It was noted that this was an initial report of the incident as it had occurred and preceded detailed consideration of future planning.
- d. Trustees were reassured that the site meets all safety requirements and that there was nothing that the teams in place could have done to prevent the actions of the individual on the day. *Information is redacted under Section 38 of the Freedom of Information Act (2000).*
- e. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000).*
- f. *Information is redacted under Section 36 of the Freedom of Information Act (2000).*
- g. Trustees asked about the training in place for risk detection. *Information is redacted under Section 38 of the Freedom of Information Act (2000).*
- h. *Information is redacted under Sections 36 and 38 of the Freedom of Information Act (2000).*

3. MINUTES OF THE MEETING ON 22nd NOVEMBER 2023 & MATTERS ARISING

- a. The minutes of the meeting of 22nd November were confirmed as a true record.
- b. Outside the meeting, Trustees had confirmed by email their Approval of the Acquisitions and Disposals Policy. They also approved by email minor property transactions including the acquisition of a small garden plot of land adjoining Tate St Ives and the signing of a lease for space in Liverpool for the purposes of storage of non-art related items during the renovation of the garage.

4. FINANCE

- a. The Chair of the Finance and Operations and Audit Committees updated Trustees on the recent meetings. She noted that at the previous meeting, she had outlined the financial situation to Trustees. *Information is redacted under Section 36 and 43 (2) of the Freedom of Information Act (2000).*
- b. She detailed the financial position. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- c. Trustees discussed the forthcoming departure of the Chief Financial Officer and were updated on recruitment plans. It was noted that the Chief Financial Officer will oversee year end and the beginning. *Information is redacted under Section 22 of the Freedom of Information Act (2000).*
- d. Trustees discussed the wider context of Governmental spending. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- e. Trustees noted actions proposed in the budget. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- f. The Chief Financial Officer presented the Management Information Pack. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*

Howard Shore joined the meeting

- g. Noting this progress, the Chief Financial Officer expressed confidence in ending the year in a better position than previously forecast. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- h. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- i. Trustees discussed income in the year thus far. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- j. Trustees discussed programme. The Director expressed confidence in future programme. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).* The continued success of *Kusama* was noted as a cost-effective element of programme that has delivered revenue on the basis of Collection. Trustees emphasised the importance of delivering numbers balanced by innovation.
- k. Trustees were updated on future budgeting. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- l. The Chief Financial Officer noted stretched but prudent targets. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- m. Trustees discussed the financial controls within which Tate operates. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*

- n. Trustees discussed future costs. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- o. The Director outlined that work will continue on the long term model for the institution. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- p. The Chair of the Finance and Operations Committee described the approval process for the budget, noting that a budget will be brought to Trustees at the March meeting. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*

5. Director's Report

- a. The Managing Director updated Trustees on continuing developments in membership. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000).*
- b. The Director updated Trustees on fundraising. *Information is redacted under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
- c. Trustees were informed of plans to improve office and working conditions. *Information is redacted under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
- d. Trustees were informed of work that will conclude in Q2-3 to plan for this. *Information is redacted under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
- e. The Director updated Trustees on strong exhibition attendance and good media coverage. Overall attendance across all sites at 80% of pre-Covid levels with returning levels of inbound tourism contributing. Within this, it was noted that strategic targeting of priority audiences is working with attendance by families and community audiences strong.
- f. Trustees were updated on Cyber-security: detailed progress will be overseen by the Audit Committee.
- g. Trustees were updated on the Garden Project at Tate Britain, welcoming the appointment of Tom Stuart-Smith as the designer.
- h. They noted progress in the project to renew the Palais de Danse in St Ives. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- i. They noted the launch of a suite of policies regarding HR and People.
- j. They were updated on good performance by Tate Enterprises in a challenging market. It was noted that publishing is performing well. *Information is redacted under Section 43 (2) of the Freedom of Information Act (2000).*
- k. Trustees were informed of international activity, including the opening of the Dynamic Eye in Istanbul, the development of an exhibition partnership, *Information is redacted under Section 22 of the Freedom of Information Act (2000)*, and the recent announcement of a Memorandum of Understanding with M+ in Hong Kong towards developing more sustainable practices in Collection Care. They noted and welcomed

national work including continuing ARTIST ROOMS programming and the forthcoming tour of Tate Collection works in the Art Explora bus.

The Director of Capital Projects joined the meeting.

6. Tate Liverpool Project

- a. The Director of Tate Liverpool updated Trustees on progress in the Tate Liverpool project. She noted that it is tracking to cost. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- b. Trustees were updated on pre-contract processes. The Director of Tate Liverpool outlined a project plan. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- c. Trustees noted the approach to beginning work, which will begin in the Spring/Summer of 2025-26. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- d. The Director of Tate Liverpool discussed the project in detail. *Information is redacted under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
- e. Trustees approved proceeding with the project. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*

7. Tate Enterprises

- a. Trustees were informed of the satisfactory conclusion of a recent audit of Tate Enterprises. *Information is redacted under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*

8. Any Other Business and Conclusion.

- a. There was no other business to discuss.
- b. The Chair summarised the meeting, with the main discussion being of finances. The Chair of the Finance and Operations Committee outlined a trajectory of approving a budget for 2024/25. *Information is redacted under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
- c. Capital Projects will proceed as planned without incurring risk against budget.
- d. It was agreed that the September Board meeting will take place in Tate St Ives.

The date of the next meeting is the 20th March 2024.