



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

At Tate St Ives, on Friday 3 October 2025

Present:

Roland Rudd (RR)

Chair

Nick Clarry (NC) (online)

Jayne-Anne Gadhia (JAG)

Anya Hindmarch (AH)

Jack Kirkland (JK)

Rosalind Nashashibi (RN) (online)

Tim Richards (TR)

Patricia Rubin (PR)

June Sarpong (JS) (online)

Anthony Salz

Guest - Chair of Tate St Ives' Advisory Group

In attendance:

Maria Balshaw (MB)

Director

Karin Hindsbo (KH)

Deputy Director and Director, Tate Modern

Anne Barlow (AB)

Director, Tate St Ives

Alex Farquharson (AF)

Director, Tate Britain

Claire Gylphe (CG)

Director of Development

Samuel Jones (SJ)

Board Secretary and Head of Strategy and Governance

Helen Legg (HL)

Director, Tate Liverpool

Eleanor Appleby (AE)

Chief of Staff

Fleur Gatineau (FG) (minutes)

Senior Governance and Policy Manager

Emma King (EK) (item 3)

Capital Director

Gregor Muir (GM) (item 4) (online)

Director of Collections

Paul Sutcliffe (PS) (item 5) (online)

Consultant, EY

Francis Lootes (FL) (item 5) (online)

Consultant, EY

Lisa Mack (LM) (item 5) (online)

Director of People

1. WELCOME, APOLOGIES, AND DECLARATIONS OF INTERESTS

- 1.1.1. Apologies were received from Kwame Kwei-Armah, Isaac Julien, Danny Rimer, Howard Shore, and Ed Vaizey. With a quorum present, the meeting was declared open.
- 1.1.2. The Chair extended a warm welcome to Anthony Salz, Chair of Tate St Ives' Advisory Group.
- 1.1.3. Jack Kirkland declared a conflict of interest as a Trustee and Director of the Bridget Riley Art Foundation.

2. MINUTES APPROVALS AND MATTERS ARISING

- 2.1. 14 May and 30 July Board meetings
 - 2.1.1. The minutes of the meetings held on 14 May, and 30 July 2025 were both approved and confirmed as a true and accurate record.
- 2.2. Matters arising
 - 2.2.1. It was noted that all matters arising would be addressed elsewhere on the agenda.

3. PALAIS DE DANSE CAPITAL UPDATE

EK joined the meeting for this item.

- 3.1.1. As Chair of the Capital Projects Sub-committee, JK provided an update on the Palais de Danse project, noting that the recent tender return was significantly over budget.

NC joined the meeting at this point.

- 3.1.2. The Board discussed the tender. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 3.1.3. Trustees noted their support for the project's vision and welcomed the opportunity to visit the building site with the architect the previous evening. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 3.1.4. They discussed funding and agreed that the project can proceed only on the basis of full funding having been secured. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)* The Board stressed the need for strict continuous financial discipline and cautious contingency levels to be budgeted. The Board concluded that project finance should be considered in the wider context; resources must also be mapped to guarantee the success of all capital projects and to safeguard Tate's reputation and overall success and financial resilience. Therefore, when the Executive returns with full funding, they should also present a comprehensive mapping of resources across departments to demonstrate the organisation's capacity to deliver and launch the project with limited staffing resources.
- Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 3.1.5. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
EK left the meeting following this discussion.

4. NATIONAL GALLERY WORKING GROUP UPDATE

GM joined the meeting for this item.

- 4.1.1. JK updated the Board on the activities of the working group formed after the July joint Board meeting with the National Gallery (NG), which is exploring collaboration on the national collection. Trustees noted the proposal that Tate has shared with the NG. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 4.1.2. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 4.1.3. Trustees discussed the importance of maintaining Tate's brand and its distinct approach to exhibitions and acquisitions. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 4.1.4. The Board commended the team for Tate's existing national presence and outreach, such as ARTIST ROOMS, and agreed on the importance of continuing to tour works across the UK, which is a particular strength of Tate in showcasing the national collections. Trustees noted current plans. *Information is withheld under s22 of the Freedom of Information Act (2000)* They welcomed other projects proposed and encouraged the Executive to further facilitate the travel of key artworks around the UK, not only in galleries and museums but also in other public spaces.
- GM left the meeting following this discussion.*

5. FINANCE

- 5.1. Finance & Operations (F&O) Committee update
- 5.1.1. Trustees noted the written updates from the F&O Committee meetings held on 6 May, 30 June, and 26 September 2025.
- 5.1.2. As Chair of the F&O Committee reminded Trustees of their fiduciary responsibilities in relation to the charity. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*
- 5.1.3. The Board discussed the need to strengthen the organisation's financial resilience and governance. *Information is withheld under s36 and s 43 (2) of the Freedom of Information*

Act (2000)

RN joined the meeting at this point.

5.1.4. Trustees *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)* noted their thanks for the support provided by EY in the interim and welcomed the extension of this through secondment *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*. The Board received an update on the recruitment process for the new CFO. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*

5.1.5. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*

5.2. EY Finance update

PS and FL joined the meeting for this item.

5.2.1. The Board noted EY's paper. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)* PS and FL provided an update and outlined their recommendations. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*

5.2.2. Trustees discussed and noted cashflow assurances. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*

5.2.3. EY emphasised the critical importance of recruiting a highly capable CFO and establishing robust leadership structures. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*

PS and FL left the meeting following this discussion.

5.3. 2025/26 latest position

5.4. Management accounts were not included in the papers and, although it was intended to share them on screen, there was insufficient time during the meeting for detailed review. These will be scrutinised by the Finance and Operations Committee.

5.5. Pay award

LM joined the meeting for this item.

5.5.1. JAG provided Trustees with context for this item by explaining that the F&O Committee had carefully considered the request for an additional 1% pay increase. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*

5.5.2. Trustees sought and were given assurance that Tate's salaries remain above the London Living Wage and are broadly in line with those offered by peer national museums.

5.5.3. The Board discussed the proposal. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)*

5.5.4. Following this discussion, the Board agreed to approve the proposal. *Information is withheld under s36 and s 43 (2) of the Freedom of Information Act (2000)* It was emphasised that no further increase would be possible and that this should be made clear to the Unions and staff.

5.5.5. The Board requested that the Executive review the impact of inflation on operations, and hence pricing.

LM left the meeting following this discussion.

6. DIRECTOR'S REPORT

6.1.1. The Board noted the Director's report.

7. COLLECTION COMMITTEE AND ACQUISITIONS

- 7.1.1. The Board noted the paper, which includes a written update from the 28 May 2025 meeting.
- 7.1.2. As Chair of the Collection Committee, PR provided a verbal update on its 1 October meeting.
- 7.1.3. The Board ratified the Committee's decision to accept the Perez African Artworks Gift.

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

- 8.1.1. Trustees noted written updates from the meetings of the Audit Committee (6 May, 16 July and 30 July 2025), Capital Projects Sub-Committee (10 September 2025), Ethics Committee (29 May 2025), TEL Audit Committee (2 June and 9 September 2025), TEL Board (17 June and 23 September 2025), Tate Foundation Board (15 July 2025), and Tate Liverpool Advisory Group (19 August 2025)
- 8.1.2. Electronic approvals were noted for the following:
 - Security policy (by the Audit Committee on behalf of the Board of Trustees)
 - Approval of the ToRs for the Capital Projects Sub-Committee
 - Ratification of decisions made by the Collection Committee in February 2025 (Acquisitions and Loans Booklet, February 2025 – sections 5, 6, 7, and 8, paper 2b). Noting the Acquisitions Financial Statement as of December 2024.
 - Approval of the 2024/25 Declarations of Interests and Related Party Transactions for Trustees and Directors, and review of the 2024/25 Directors' expenses report.
 - *Information is withheld under s22 of the Freedom of Information Act (2000)*
 - Appointment of Jack Kirkland as member of the F&O Committee, and Chair of the Capital Projects Sub-Committee, from 3 July 2025, concurrent with his term as a Trustee.
 - Appointment of Jared Allen as co-opted member of the Capital Projects Sub-Committee, for an initial term of four years from 3 July 2025, renewable once.
 - Appointment of David Taylor as co-opted member of the Capital Projects Sub-Committee, for an initial term of four years from 3 July 2025, renewable once.
 - Ratification of decisions made by the Collection Committee in May 2025 (Acquisitions and Loans Booklet, May 2025 – sections 5, 6, 7, 8 and 9. Noting the Acquisitions Financial Statement as of March 2025.
 - Approval of Scheme of Delegation, Approval and Signing Matrix, and Policy Framework following their review by the Audit Committee
 - Reappointment of Jenni Lomax to the Tate Liverpool Advisory Council for another year, to 19 March 2026.
 - Approval of the Anti-fraud and bribery policy and procedures, the Modern slavery policy and the Missing/Loss Item Procedure as recommended by Audit Committee:
 - Appointment of Jamaría Kong as co-opted member of the Audit Committee, starting from 19 September, concurrent with her term as Chair of the TEL Audit Committee.
 - Reappointment of Jules Sher as co-opted member to the Ethics Committee for another year, to 18 November 2026.
 - Reappointment of Lisa Ollerhead to the Tate Liverpool Advisory Council for another four-year term, to November 2031.
 - Approval of renewal of Tate Liverpool's current Licence to Occupy RIBA North for the rental period 1 October 2025 – 1 January 2027.

- Approval of new account signatories for Rathbone Investment Management, following the departure of Niki Cornwell.

9. ANY OTHER BUSINESS

9.1.1. There was no other business.