



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

Online, on Friday, 13 February 2026

Present:

Roland Rudd (RR)

Chair

Jayne-Anne Gadhia (JAG)

Anya Hindmarch (AH)

Jack Kirkland (JK)

Kwame Kwei-Armah (KKA)

Rosalind Nashashibi (RN)

Patricia Rubin (PR)

June Sarpong (JS)

In attendance:

Karin Hindsbo (KH)

Interim Director

Liam Darbon (LD)

Interim Managing Director

Nick Wright (NW)

CFO

Samuel Jones (SJ)

Board Secretary

Anne Barlow (AB)

Director, Tate St Ives

Alex Farquharson (AF)

Director, Tate Britain

Helen Legg (HL)

Director, Tate Liverpool

Catherine Wood (CW)

Interim Director, Tate Modern

Eleanor Appleby (EA)

Chief of Staff

Lisa Mack (LM)

Director of People (item 3)

Fleur Gatineau (FG)

Senior Governance and Policy Manager
(minutes)

1. INTRODUCTORY MATTERS

- 1.1.1. Apologies were received from Nick Clarry, Isaac Julien, Tim Richards, Danny Rimer, and Ed Vaizey. With a quorum present, the meeting was declared open.
- 1.1.2. The Chair extended a warm welcome to Karin Hindsbo, attending as Interim Director, Liam Darbon, attending as Interim Managing Director, Catherine Wood, attending as Interim Director, Tate Modern and Nick Wright, newly appointed CFO.
- 1.1.3. No conflicts of interest were declared.
- 1.1.4. The minutes of the meeting held on 3 October 2025 were approved and confirmed as a true and accurate record.
- 1.1.5. The minutes of the closed sessions held on 3 December 2025, and 7 January 2026 were also approved.
- 1.1.6. Trustees noted the cancellation of the 22 April Board meeting, in light of the current meeting having been scheduled on an extraordinary basis in the context of recent events and the beginning of the Interim Director's tenure, with both the March and June meetings remaining essential for the approval of the 2026/27 budget and the annual accounts sign-off.
- 1.1.7. It was noted that all matters arising would be addressed elsewhere on the agenda.

2. INTERIM DIRECTOR'S REPORT

- 2.1.1. The Board noted the Interim Director's Report, and KH introduced this item by thanking colleagues for their work throughout a challenging period, noting:
 - The sustained focus on delivering a balanced budget for 2026/27. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*

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- 2.1.2. KH outlined the performance highlights:
- *Information withheld under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
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- 2.1.3. RR updated the Board on the Director recruitment. *Information withheld under Sections 22 and 36 of the Freedom of Information Act (2000).*
- 2.1.4. JK provided an update from the Capital Projects Subcommittee meeting held on 2 February:
- Trustees were updated on progress on the Tate Liverpool Project. *Information withheld under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
 - Trustees were updated on the progress of the Tate Britain Garden. *Information withheld under Section 36 of the Freedom of Information Act (2000).*
 - Trustees were update don the Palais de Danse Project. *Information withheld under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
 - *Information withheld under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
- 2.1.5. SJ noted that the Digital Markets Bill continues to present challenges. *Information withheld under Sections 22 and 36 of the Freedom of Information Act (2000).*
- 2.1.6. The Chair thanked KH and fellow Directors, noting the highly impressive results and expressing appreciation for the collegiate and effective way in which teams across Tate have worked together to resolve these issues.

3. PEOPLE

LM joined the meeting for this item.

- 3.1.1. LM provided an update on the union negotiations and the outcomes of the 2025/26 pay award. She outlined the sequence of events leading to dispute resolution:
- *Information withheld under Section 36 and 43 (2) of the Freedom of Information Act (2000).*
- 3.1.2. LM outlined relations with the Unions. *Information withheld under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
- 3.1.3. LM thanked Directors for their support. *Information withheld under Sections 22, 36 and 43 (2) of the Freedom of Information Act (2000).*
- 3.1.4. The Board expressed warm thanks to LM and Rowan Freshwater-Turner, Head of Employee Engagement and Communications for their outstanding work throughout the negotiations.
- LM left the meeting following this discussion.*

4. FINANCE

- 4.1. Update on team
 - 4.1.1. NW provided an update on the teams within his remit, which comprises Finance, IT, Estates, Capital Projects and Procurement.
 - *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- 4.2. 2025/26 Management Accounts and Cashflow
 - 4.2.1. NW presented the Management Accounts. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- 4.3. GIA Settlement
 - 4.3.1. KH and SJ updated the Board on the GIA settlement, with no uplift in 2026/27, which is disappointing given inflationary pressures. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
 - 4.3.2. Tate is awaiting confirmation of allocations for future years, as well as an announcement on the Public Bodies Infrastructure Fund (PBI). *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
- 4.4. Verbal Update on the 2026/27 Budget
 - 4.4.1. KH and NW provided a verbal update on the 2026/27 budget ahead of submission to F&O. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*
 - 4.4.2. Work will shortly begin on planning for 2027/28. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*

5. POLICIES AND APPOINTMENTS

- 5.1. Dignity and Respect policy (pre-approved by Audit)
 - 5.1.1. The Board approved the Dignity and Respect policy, pre-approved by the Audit Committee on 19 November 2025.
- 5.2. Donations policy
 - 5.2.1. The Board approved the minor tweak to the Donations policy, pre-approved by the Ethics Committee on 13 November 2025.
- 5.3. Non-Executive Appointments and Retirements
 - 5.3.1. The Board ratified the appointment of Al MacCuish as a Non-Executive Director on the Tate Enterprises Limited Board, as approved at the December TEL meeting. His initial term is four years from the date of appointment.
 - 5.3.2. The Board approved the reappointment of Jules Sher to the Ethics Committee for a further one-year term, to 18 November 2026.
 - 5.3.3. The Board approved the following reappointments to the Tate Liverpool Advisory Group:
 - Jenni Lomax for a final one-year term, 19 March 2026–18 March 2027 (total service: ten years).
 - Raj (Rajendra) Ruia for a further four-year term, 9 February 2026–8 February 2030.
 - 5.3.4. The Board approved the following reappointments to the Tate St Ives Advisory Group:
 - Anthony Salz for a one-year term as Chair, 20 March 2026–19 March 2027.
 - Tanuvi Ethunandan for a full term to 15 March 2029.
 - Sophie Chadwick for a full term to 15 March 2029.

5.3.5. The Board noted the reappointment of Kwame Kwei Armah by the Secretary of State for a further four-year term, to 6 January 2030. The Board also noted the one-year reappointments, to 6 January 2027, of Danny Rimer, Anya Hindmarch, and Ed Vaizey by the Secretary of State.

5.3.6. The Board noted the following retirements:

- Howard Shore’s term as Trustee of Tate Gallery expired on 6 January 2026.
- Rosie Nashashibi’s term as Artist Trustee will conclude on 14 April 2026, in line with the single fixed term policy for practising Artist Trustees.
- Stephen Jolly’s term as a co-opted member of the Finance & Operations Committee and Audit Committee ends on 15 March 2026.
- Anthony Salz stepped down as a Trustee of the Tate Foundation in November 2025.

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

6.1.1. AH provided an update on TEL, noting the strong performance and emphasising the critical impact of exhibitions programming in driving TEL’s results. *Information withheld under Sections 36 and 43 (2) of the Freedom of Information Act (2000).*

6.1.2. The Board noted written updates from the meetings of the Capital Project Sub-committee, (12 November 2025 and 2 February 2026), Collection Committee (1 October 2025), Ethics Committee (13 November 2025), Audit Committee (19 November 2025), Tate Americas Foundation (3 November 2025), Tate Foundation (4 December 2025), TEL Audit Committee (8 December 2025), TEL Board (16 December 2025), Tate Britain Advisory Group (5 November 2025)

6.1.3. Electronic approvals were noted for the following:

- Approval of a one-month tenancy agreement for a studio space at Porthmeor Studios, St Ives for an Artist’s Residency.
- Reappointment of Midge Palley to the Tate Britain Advisory Council for another year, to 19 September 2026.
- Approval of section 106 agreement for the Tate Britain Garden project with Westminster Council to formalise the planning conditions and responsibilities linked to the approved garden works.
- Approval and ratification of the decisions made by the Collection Committee in October 2025 (Acquisitions and Loans Booklet, October 2025 – sections 5, 6, 7, 8, 9 and 10), with the Acquisitions Financial Statement as of 31 August 2025 noted.
- Approval of tender award for the main contract of the Tate Britain Garden project to Blakedown and that the decision to execute the contract be delegated to named Trustees to include Chair of F&O and Chair of Capital sub-committee in the period between meetings.

7. ANY OTHER BUSINESS

7.1.1. SJ noted that recruitment for an external Board effectiveness appraiser would commence shortly.