

Board of Trustees

Minutes

Date:

04 February 2016 (227th meeting)

Time:

14.00-16.00

Venue:

The Boardroom, V&A South Kensington

Present:

Nicholas Coleridge (Chair)

Steve McGuckin

Elaine Bedell

Dame Theresa Sackler

Mark Damazer

Mark Sebba

Professor Margot Finn

Sir John Sorrell

Robert Glick

Dr Paul Thompson

Robert Glick

Edmund de Waal

Andrew Hochhauser

Nick Hoffman

Professor Evelyn Welch Anthony Misquitta (Secretary to the Board)

In attendance: Martin Roth, Director, V&A

Emmajane Avery, Director of Learning and Visitor Experience, V&A

David Bickle, Director of Design, Exhibitions & FuturePlan, V&A

Heather Francis, Director of Finance & Resources, V&A

Beth McKillop, Deputy Director & Director of Collections V&A

Tim Reeve, Deputy Director & Chief Operating Officer V&A

Alex Stitt, Director of Commercial & Digital Development, V&A

Julia Downer, Governance Officer, V&A (minutes)

Kieran Long, Keeper of Design, Architecture and Digital, V&A, item 8

Vernon Rapley, Security Director, V&A, item 5

Apologies:

1.1

Caroline Silver, Jane Lawson, Director of Development

Declaration of Interests

There were no declarations of interests.

2 Minutes of the previous meeting

2.1 The minutes of the previous meeting were approved by the Board.

3 Matters Arising

3.1 Caroline Silver will not be attending Board meetings and Committee meetings for the immediate future as she is unwell. The Board wished her a speedy recovery.

4 Performance Report

The Deputy Director gave an overview of V&A activities since the previous meeting. Visitor numbers are on track to achieve the revised forecast for this financial year.

- The exhibitions Fabric of India and Shoes: Pleasure and Pain have now closed, with the former meeting budget with 15k visitors in the final week, and the latter falling just 4k visitors short of its 220k target. The run of the Bejewelled Treasures exhibition has been extended by two weeks, and Julia Margaret Cameron has been both well attended and well received critically. Two new displays have just launched: the ceramicist Alison Britton: Content and Form and Imaginary Friends at the Museum of Childhood.
- 4.3 The successful opening of the Europe 1600-1815 Galleries resulted in very positive press coverage.
- 4.4 Carmody Groarke have been appointed as architects for the refurbishment of the Members' Room.
- 4-5 The shortlist for Jameel Prize 4 has been announced, with the exhibition opening in June in Istanbul.

5 Security Update

- Vernon Rapley, Security Director, joined the meeting to provide an update on the current security situation, following the recent attacks in Paris and elsewhere.
- The Government has assessed the terrorism threat level as severe and this is likely to be the case for some time. As well as 100% bag searches at all entrances of the Museum, and continued staff training and awareness, the Museum has a number of tactical options which are kept under constant review.
- 5.3 The V&A works closely with a range of other organisations and institutions to share and implement best practice. Anti-terrorism measures are in place at all Museum sites.
- 5.4 Action Point: VR to present the security update to the Board of the Museum of Childhood.

6 Director's Report

- 6.1 The Director updated the Board on Museum priorities, including the discussion which the V&A had hosted that morning with EU Commissioner Oettinger, and representatives from a range of prominent institutions including Bosch, BMW and Google. The V&A has been asked to develop links between the Arts and Digital Sectors.
- 6.2 Beth McKillop will be leaving the V&A after 12 years. She joined as Keeper of the Asia Department and became Deputy Director in 2010. With Beth's departure, the museum will revert to the system of a rotating Director of Collections, with interviews taking place on 12th February. Paul Williamson, Keeper of Sculpture, Metalwork, Ceramics and Glass, has retired after 37 years, and will become Keeper Emeritus and Honorary Senior Research Fellow. The new Keeper is Antonia Boström, who returns to the V&A from the Nelson-Atkins Museum in Kansas City.
- The Director attended the World Economic Forum in Davos, where the V&A's display *This Time Tomorrow* was well supported.
- 6.4 The V&A will be represented at the *Culture In Crisis* conference hosted by Yale University.
- The Director reported the announcement by the Science Museum that it will be transferring a proportion of its collection of photographs from the National Media Museum, Bradford, to the V&A. The Director reminded the Trustees that the V&A was asked to take this collection in order to assist the National Media Museum, Bradford to refocus its collections and because the V&A holds the national collection for the art of photography. The V&A will create unprecedented opportunities for the public to see the collection for collaborative research, education and for its UK and international touring exhibition programme which in recent years has included photography exhibitions in Bradford and Leeds. The V&A will continue its long standing policy of extensive loans to regional museums, including the National Media Museum. The Chair and other Trustees who

had visited the National Media Museum, Bradford, voiced their support of the announcement. The Trustees thanked Beth McKillop and her team for their input into the process.

6.6 Action Point: Trustees to be supplied with bullet points setting out the V&A's position regarding the transfer.

Action Point: Martin Barnes, Senior Curator, Word and Image Department, to provide an overview of the V&A's strategy for the art of photography.

7 Chair's Report

- 7.1 The Chair gave an overview of developments since the last meeting. The result of the Spending Review, whilst very welcome, means a cut in real terms to income, so expenditure must continue to be managed prudently. The V&A will continue to support and lend objects, whenever possible, to the regional museums which saw much deeper cut backs in funding.
- 7.2 The Chair congratulated the Director, the Deputy Directors, Curators and others involved in the outstanding refurbishment of the Europe 1600-1815 Galleries.
- 7.3 The full scale of the Exhibition Road project is coming into focus with the installation of the roof. A sponsor is being sought for the entrance, and Trustees were urged to reach out to their contacts.
 The Board will visit the Exhibition Road site after the next meeting.
- 7.4 The 19 May Board meeting will be part of a Trustees off-site event at Stratford to allow sight of the location for V&A East.
 - Action Point: The Trustees are to be shown the architectural model of the proposed V&A East building at the next meeting.
- 7.5 The Chair had hosted a number of Staff Breakfasts at South Kensington and Museum of Childhood which had enabled him to meet staff from different departments. The mood was very positive, the wide-ranging discussion included comment on the recent changes to terms of employment for new joiners to the V&A. A further breakfast may be held later this year, and the Chair encouraged another Trustee to attend alongside him.
- 7.6 The Chair and Deputy Director recently attended the DCMS Chairs & Chief Executives meeting, an outcome was that Chairs have been asked to arrange for a Trustee to provide feedback to the Chair on their performance.
 - Action Point: Mark Damazer kindly agreed to provide feedback to the Chair.
- 7.7 A number of significant donations have been received recently. The Chair expressed his thanks to the Development Team and colleagues who had been involved in the sensitive and complex negotiations.
- 7.8 The Board meetings in March and May will provide an opportunity to consider FuturePlan 3. It was noted that the development process for FuturePlan 3 will be lengthy, particularly given the depth of detail which will be required for the plan and the wide range of options. The plan will seek to identify peripheral spaces which could be brought into use whilst retaining the flexibility of current spaces. A number of significant projects are under consideration including V&A East, the North East Quarter, the Museum of Childhood and a successor to Blythe House, which will all impact on the V&A's strategy for the future.

8 Future Design

8.1 Kieran Long, Keeper of Design, Architecture and Digital, joined the meeting to provide an overview of the forthcoming exhibition on future design, which will open the new Sainsbury Gallery in April 2017, before touring.

8.2 Appetite for the exhibition and associated debate will be built through directed social media and marketing activity. There may also be the opportunity to reflect the theme of future design throughout other areas of the Museum.

9 Five Year Plan

- 9.1 The Deputy Director presented a brief update on progress on the Museum's 5-Year Plan, pending a more detailed discussion at the Trustees away day.
- 9.2 A welcome outcome of the Spending Plan has been the support offered by HM Government to the creative industries, and a letter of endorsement for the V&A's plan has been received from George Osborne.
- 9.3 Progress overall is very positive, but 2016 will be a key year in progressing elements of the strategy.
 The Director left the meeting.

10. Role of the General Counsel & Secretary to the Board

- **10.1** Anthony Misquitta, who has recently joined the Museum as General Counsel and Secretary to the Board, was introduced to the Board.
- 10.2 The Terms of Reference for this role were presented to the Board.

11. Terms of Reference for New Committees

The General Counsel presented the terms of reference for the V&A East Committee and the Visitor Experience Committee, which were approved

Evelyn Welch left the meeting

12 Reports from Committees

12.1 The Development Report

The report had been circulated previously.

12.2 Trustees' Collections Committee

The minutes of the meeting held on 7 December 2015 had been circulated previously.

12.3 Trustees' Finance Committee

The minutes of the meeting held on 15 December 2015 had been circulated previously.

12.4 Trustees' Investment

The minutes of the meeting held on 15 December 2015 had been circulated previously.

12.5 Trustees' Building Strategy Committee

The minutes of the meeting held on 14 January 2016 had been circulated previously.

12.6 Trustees' Commercial Strategy Committee

The minutes of the meeting held on 26 January 2016 had been circulated previously.

11 Any Other Business

11.1 The Board recorded its warm thanks to Beth McKillop for her huge contribution to the V&A as she leaves the Museum.

12. Date of the Next Meeting

12.1 The next meeting will be held on 15 March 2016.

Julia Downer 05 February 2016

Signed ___

(Nicholas Coleridge, Chairman)