

## Board of Trustees

### Minutes

Date: 5 February 2015 (221st meeting)

Time: 14.00-16.30

Venue: V&A Board Room

Present:

Sir Paul Ruddock (Chair)	Dame Theresa Sackler
João Baptista	Mark Sebba
Nicholas Coleridge	Caroline Silver
Mark Damazer	Sir John Sorrell
Professor Margot Finn	Robert Stefanowski
Andrew Hochhauser	Dr. Paul Thompson
Steve McGuckin	Edmund de Waal
Michelle Ogundehin	Professor Evelyn Welch

In attendance:

- Martin Roth, Director, V&A
- Emmajane Avery, Director of Learning and Visitor Experience, V&A
- Kate Bellamy, Head of Strategy and Advocacy and Secretary to the Board of Trustees, V&A (minutes)
- Heather Francis, Director of Finance & Resources, V&A
- Steve Hyde, Acting Director of Design, Exhibitions & FuturePlan, V&A
- Jane Lawson, Director of Development, V&A
- Beth McKillop, Deputy Director, V&A
- Tim Reeve, Chief Operating Officer, V&A
- Alex Stitt, Director of Commercial & Digital Development, V&A
- Claire Wilcox, Senior Curator, Fashion (for item 6)

The Chairman introduced Steve Hyde, Acting Director of Design, Exhibitions & FuturePlan.

#### **1 Declaration of Interests**

1.1 There were no declarations of interest.

#### **2 Minutes of the previous meeting**

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

#### **3 Matters arising**

3.1 The Chairman asked Alex Stitt (AS) to update the Board on his plans for the reorganisation of publishing at the V&A. AS explained that a consultation process was currently underway, and that the value of research and academic publishing is well understood and appreciated.

3.2 Sir John Sorrell (JS), Chair of the Museum of Childhood (MoC) Committee, updated on the Museum of Childhood strategy. He explained that the Museum would do further work on audiences and return to the Board with recommendations later in the year.

3.3 With regards to the curatorial structure, the Chairman asked that appropriate trustees engage with Museum Management before the plans are implemented.

3.4 **ACTION: Evelyn Welch (EW) and Margot Finn (MF) to liaise with Beth McKillop (BMCK), Deputy Director, regarding curatorial expertise at the Museum**

## 4 **Performance Report**

4.1 Heather Francis (HF), Director of Finance and Resources, presented the Performance Report covering visitor numbers, which are above target at South Kensington and the Museum of Childhood; fundraising campaigns, including the acquisition by the Museum of the Wolsey Angels; commercial performance, and recent achievements, including a record year for grants income for the Research department. She highlighted recent press coverage, including for *Alexander McQueen: Savage Beauty*, with advance ticket sales now in excess of 40,000. The Chairman asked that the Museum retain a focus on improving donation box income.

## 5 **2015-2020 Strategic Plan Update**

5.1 Ahead of a full presentation on the new V&A 5-year plan at the March Away Day, Tim Reeve (TR) presented an update on the development of the new Plan, reminding trustees of the process for developing the Plan and outlining its structure and headline content.

5.2 The Chairman reminded trustees that the 2015-20 Plan would be presented and discussed in more detail at the Board Away Day on 19 March.

5.3 **ACTION: TR to circulate 2015-20 Strategic Plan headlines to the Board for their consideration and feedback ahead of the Away Day.**

## 6 **Alexander McQueen – Savage Beauty**

6.1 The V&A *Alexander McQueen: Savage Beauty* exhibition curator, Claire Wilcox (CW), presented on plans for the upcoming exhibition, including the history of the V&A's relationship with Alexander McQueen, the V&A's McQueen collections and an exhibition overview. She explained that the exhibition would differ in some ways to the show presented at the Metropolitan Museum of Art, with additional space, objects and themes and that the exhibition Creative Director is Sam Gainsbury and Music Director is John Gosling, both close associates of Alexander McQueen.

6.2 Trustees welcomed CW's presentation and hard work on the exhibition. The Chairman asked Management about measures to maximise opportunities for exhibition visits and the number of day tickets available. Management explained that the Exhibition run had been extended by two weeks, with additional late night and early morning viewings made available and confirmed that there would be a minimum of 200 tickets on sale at the Museum each day. Special arrangements will be made to ensure that staff are able to see the exhibition, and V&A Friends will also be offered additional access before opening on Saturdays and Sundays.

## 7 **E2o and Blythe House: Status report and next steps**

7.1 Martin Roth (MR) updated the Board on plans to develop a V&A in the Queen Elizabeth Olympic Park, including the Smithsonian's announcement that it would join the 'Olympicopolis' development. TR explained that DCMS remains committed to plans to review the use of Blythe House and that the V&A is therefore looking at alternative options for collections' storage.

## **8 Collecting Policy**

- 8.1 BMcK spoke about the Museum's new Collecting Policy which presents a practical and comprehensive review of what the V&A collects and why. She explained that it is a resource for staff and curators in making choices about acquisitions and that is also used by scholars, students and other museums for reference. She reminded trustees that it was last reviewed by them in 2010 and has been significantly rewritten since then. She drew trustees' attention to the Museum's commitment to contemporary collecting and to the reading lists within the document for their own reference. In addition to a departmental focus, the document closes with expanded international collecting ambitions.
- 8.2 Trustees thanked BMcK and her colleagues for their hard work on the comprehensive plan and they formally approved the Collecting Policy.

## **9 Website Refresh: Project overview**

- 9.1 AS outlined the rationale and approach for the Museum's website refresh project, with reference to the websites of other leading museums. He explained that the V&A is about to appoint a leading digital agency to determine design of refreshed V&A web presence, as the first of a number of phases.
- 9.2 One trustee suggested that the website should be a visitor experience in itself, since many web visitors might not be able to visit the Museum. AS explained that the research underpinning the refresh would allow the Museum to focus on improving 'visitor journeys' on the website. Trustees agreed that the Museum of Childhood should be included in the main V&A site and that consideration should be given to the fit with the V&A Museum of Design, Dundee web offer. One trustee welcomed the approach to basing the refresh on research and audience data and suggested that the Museum should aim to refresh the website every 2-3 years.

## **10 Director's Report**

- 10.1 MR presented his Report, covering the launch of the V&A India Festival, V&A representation at the World Economic Forum, and the latest news on the E20 design competition. He updated trustees on the Shekou Design Museum project, including the V&A Gallery concept and the appointment of Ole Bouman as Director. The Director also mentioned safety and security and the V&A's commitment to ensuring that it is preventative, pro-active and embedded in daily practice.

## **11 Chairman's Report**

- 11.1 The Chairman outlined his Museum-related activities, including meetings with the Mayor of London, the Department for Culture Media and Sport and the 1851 Commission. He reminded trustees that the next meeting would be the Away Day on 19 March and drew their attention to the Board Effectiveness Questionnaire to be completed in advance of the Away Day.
- 11.2 **ACTION: KB to circulate outline agenda for Board Away Day.**

## **12 Reports from Committees**

- 12.1 **Commercial and Digital Strategy Committee**  
The minutes of the meetings held on 27 November had been circulated previously.
- 12.2 **Collections Committee**  
The minutes of the meeting held on 1 December had been circulated previously.
- 12.3 **Finance Committee**  
The minutes of the meeting held on 3 December had been circulated previously.

12.4 **Investment Committee**

The minutes of the meeting held on 3 December had been circulated previously.

12.5 **Technology Strategy Committee**

The minutes of the meeting held on 9 December and 22 January had been circulated previously.

12.6 **Research Advisory Committee**

The minutes of the meeting held on 12 December had been circulated previously.

12.7 **Audit Committee**

The minutes of the meeting held on 20 January had been circulated previously.

12.8 **Development Report**

The report had been circulated previously.

**13 AOB**

13.1 There was no AOB.

*Kate Bellamy, 9 January 2015*

Signed \_\_\_\_\_  
(Sir Paul Ruddock, Chairman)

## Board of Trustees

### Minutes

Date: 21 May 2015 (223rd meeting)

Time: 14.00-16.30

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chair) Mark Sebba  
Nicholas Coleridge Sir John Sorrell  
Mark Damazer Dr. Paul Thompson  
Professor Margot Finn Edmund de Waal  
Michelle Ogundehin Professor Evelyn Welch  
Dame Theresa Sackler

In attendance: Martin Roth, Director, V&A  
Emmajane Avery, Director of Learning and Visitor Experience, V&A  
Heather Francis, Director of Finance & Resources, V&A  
Jane Lawson, Director of Development, V&A  
Beth McKillop, Deputy Director, V&A  
Tim Reeve, Deputy Director & Chief Operating Officer, V&A  
Jennifer Schussler, Acting Secretary to the Board of Trustees, V&A (minutes)  
Alex Stitt, Director of Commercial & Digital Development, V&A  
Anna Jackson, Keeper of Asia, V&A (for item 5)  
Rachel Cartmail, Business Development Consultant, V&A (for item 6)

Apologies: João Baptista  
Andrew Hochhauser  
Steve McGuckin  
Caroline Silver  
Robert Stefanowski

The Chairman congratulated Nicholas Coleridge on his appointment as Chair Designate. His term as Chairman will begin 1 November 2015.

The Chairman remembered the work of Moira Gemmill, who had died in a traffic accident on 9 April. The Chairman noted her contribution to over 45 projects during her 13 years at the Museum and her commitment to quality and encouragement of young designers. The Board expressed their gratitude and condolences.

#### **1 Declaration of Interests**

1.1 There were no declarations of interest.

#### **2 Minutes of the previous meeting**

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

### **3 Matters arising**

3.1 There were no matters arising.

### **4 Performance Report on Savage Beauty**

4.1 Tim Reeve (TR) presented an update on the *Alexander McQueen: Savage Beauty* exhibition to date, after week 10 of a 21 week run. The exhibition has received a positive critical response worldwide, and is performing very strongly in terms of visitor figures, with additional openings and time slots added to accommodate demand, and in recruitment of new Friends. The financial figures at the half-way point are also very healthy, supported by a spectacular and exclusive retail range the V&A shops. Plans are in place to ensure that the overall experience is maintained for the rest of the run.

### **5 Plans for India Festival**

5.1 Anna Jackson (AJ) presented the programme for the India Festival which will begin in Autumn 2015. The Festival will celebrate the culture of South Asia and coincides with the 25th anniversary of the opening of the Nehru Gallery. Precluded by the exhibition *Captain Linnaeus Tripe: Photographer of India and Burma, 1852-1860*, the Festival will also include two other exhibitions: *The Fabric of India* and *Bejewelled Treasures: The Al Thani Collection*. The Festival will be supported by an extensive programme of conferences, displays, learning activities, music performances, lectures, film screenings and a themed menu in the café. Additionally, a seasonal display for Diwali will run from November to January, and the main shop will be dressed and merchandised appropriately.

### **6 V&A Learning proposal**

6.1 Emmajane Avery and Alex Stitt presented the proposed developments to the V&A paid-for adult learning programme. The opportunity for growth within the existing programme has been investigated and analysed, and a plan developed to pull together and enhance various activities into a coherent and marketable proposition, in a way which will respond to the changing and competitive landscape of academic education.

6.2 The Trustees' discussion focused on the physical space needed to provide adequate capacity for an increase in programming, as well as encouraging diverse audiences to engage with the programme. There was discussion around the current landscape of higher education and market conditions, and the need to maintain and prioritise the free schools programmes.

### **7 Friends Governance**

7.1 Jane Lawson presented the Friends of the V&A: Governance Review paper to the Board, which had been circulated in advance.

7.2 The Board discussed the proposal to merge the Friends of the V&A charity, which has been run as part of the Development office since 2005, with the V&A. The Board agreed to support the Trustees of the Friends of the V&A in their presentation of the proposal to their AGM in November.

### **8 Annual Report draft**

8.1 Heather Francis (HF) presented the draft 2014-15 Annual Report (front section) to the Board for their comments. The draft Report has been presented to the Board early this year due to tight deadlines, but will be reviewed by the Trustee Audit and Finance Committees before returning to the Board at the July meeting for formal approval. Trustees were invited to send any comments on this draft to HF.

## **9 2014 Annual Safety Report**

- 9.1 Tim Reeve presented the 2014 Annual Safety Report to the Board for their approval. Trustees confirmed their approval.

## **10 Director's Report**

10.1 The Report had been circulated prior to the meeting.

10.2 The Director updated trustees on the following matters:

- The Culture in Crisis conference was held on 14 April and featured contributions from sectors both in the UK and abroad.
- The architects have been announced for the Olympicopolis project; Allies & Morrison as the lead designer, with O'Donnell & Tuomey on the V&A, created the winning proposal.
- *Beneath the Surface*, an exhibition of over 130 rarely seen photographs from the V&A collections, has opened at Photo London at Somerset House and will run until 24 August.
- *Silberhirsch & Wunderprunk, Miraculous Silver*, an exhibition of silverwork from The Rosalinde & Arthur Gilbert Collection and The Würth Collection, has opened at Kunsthammer Würth.

## **11 Chairman's Report**

11.1 The Chairman reported that the previous year was the most successful in terms of visitor figures for the Museum, and congratulated all concerned

11.2 The Chairman reported that the American Friends are active in their support as expressed at their most recent board meeting.

11.3 The Chairman noted that the July meeting of the Board of Trustees will be held in Dundee.

## **12 Reports from Committees**

### **12.1 Audit Committee**

The minutes of the meeting held on 21 April had been circulated previously.

### **12.2 Museum of Childhood Committee**

The minutes of the meeting held on 28 April had been circulated previously.

### **12.3 Buildings Strategy Committee**

The minutes of the meeting held on 13 May had been circulated previously.

### **12.4 Development Report**

The report had been circulated previously.

## **13 AOB**

13.1 There was no AOB.

*Jennifer Schussler, 22 May 2015*

Signed \_\_\_\_\_

(Sir Paul Ruddock, Chairman)

## Board of Trustees

### Minutes

Date: 02 July 2015 (224th meeting)  
Time: 13.15-15.45  
Venue: Conference Room 2, Design Dundee Ltd, Enterprise House, 3 Greenmarket, Dundee  
Present: Sir Paul Ruddock (Chair) Dame Theresa Sackler  
João Baptista Mark Sebba  
Nicholas Coleridge Caroline Silver  
Professor Margot Finn Sir John Sorrell  
Andrew Hochhauser Robert Stefanowski  
Steve McGuckin

In attendance: Martin Roth, Director, V&A  
Emmajane Avery, Director of Learning and Visitor Experience, V&A  
Heather Francis, Director of Finance & Resources, V&A  
Steve Hyde, Acting Director of Design, Exhibitions & FuturePlan, V&A  
Jane Lawson, Director of Development, V&A  
Beth McKillop, Deputy Director, V&A  
Tim Reeve, Deputy Director & Chief Operating Officer, V&A  
Jennifer Schussler, Acting Secretary to the Board of Trustees, V&A (minutes)  
Alex Stitt, Director of Commercial & Digital Development, V&A  
Phil Long, Director of the V&A Museum of Design Dundee (for item 4)  
Kieran Long, Keeper of Design, Architecture & Digital, V&A (for item 6)  
Julia Downer, PA to the Deputy Director and COO & Governance Officer, V&A (observation)

Apologies: Mark Damazer Michelle Ogundehin  
Dr. Paul Thompson Edmund de Waal  
Professor Evelyn Welch

The Chairman noted that it was the last Board meeting for Bob Stefanowski and Michelle Ogundehin, who sent her apologies. The Chairman invited both trustees to the September Board meeting, which shortly follows the end of their terms, to allow an appropriate send-off.

#### **1 Declaration of Interests**

1.1 There were no declarations of interest.

#### **2 Minutes of the previous meeting**

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

### **3 Matters arising**

3.1 There were no matters arising.

### **4 Presentation on V&A Museum of Design Dundee**

4.1 The Chairman thanked Phil Long (PL) and the Design Dundee Ltd team for hosting the meeting, and for the tour of the construction site which preceded the meeting.

4.2 PL presented an update on the progress of the project. Construction is at an early stage, but there are good reports on the physical delivery, and the compelling project vision and business planning is building confidence in the project. PL updated the Trustees on the developing plans for temporary exhibitions, pre-opening programme and learning engagement.

4.3 The Trustees' discussion focused on the fit out of the building, anticipated visitor figures and infrastructure in Dundee, staffing and overall visitor experience.

### **5 Performance Report**

5.1 Tim Reeve presented the Performance Report, including visitor figures, which are performing well due to the popularity of temporary exhibitions and displays in South Kensington and the Museum of Childhood. The report also covered progress on the Shekou Design Museum, Exhibition Road and Europe galleries projects, Year of Mexico programming and Wi-Fi installation.

### **6 Olympicopolis Update**

6.1 Kieran Long presented an update on the current stage of the design process for the V&A in the Education and Cultural Quarter at the Olympic Park. KL provided context for the competition-winning masterplan scheme, and talked through the architects plans as they currently stand

6.2 The Trustees' discussion focused on the identity and synergies of the V&A and partners in Olympicopolis.

### **7 Annual Report for sign off**

7.1 Heather Francis presented the draft 2014-15 Annual Report to the Board for their approval. The Report had been reviewed by the Trustee Audit and Finance Committees, and approved by them both with minor amendments. The auditors had also approved the Report. The V&A has approval from the Minister of Culture to lay the Report before Parliament on 14 July.

7.2 The Board gave their approval for the Director and Chairman to sign the report.

### **8 Director's Report**

8.1 The Report had been circulated prior to the meeting.

8.2 The Director updated trustees on the following matters:

- *Alexander McQueen: Savage Beauty* has received an increase in VIP visitors and the process of welcoming will be reviewed for future exhibitions.
- The Network of Applied Art and Design Museums was successfully launched at the Vienna Biennale with 42 colleagues attending.

8.3 The Board noted the outstanding contribution and efforts of curator Claire Wilcox on the *Alexander McQueen: Savage Beauty* exhibition.

## **9 Chairman's Report**

- 9.1 The Chairman reported on discussions with the new Secretary of State for Culture, Media and Sport, The Rt Hon John Whittingdale.
- 9.2 The Chairman reported on discussions with Hannah Rothschild, Chair of the National Gallery, which included ideas for increasing and reinvigorating the support that the national museums offer to local museums and galleries around the UK.

## **10 Reports from Committees**

### **10.1 Collections Committee**

The minutes of the meeting held on 1 June had been circulated previously.

Beth McKillop presented the proposal to deaccession the Sizergh Castle Room panelling and bedframe and transfer ownership to the National Trust, which currently holds them on long term loan. Trustees discussed the grounds for deaccession and the benefits of transferring the maintenance of the objects. The Board gave their approval to deaccession the objects.

### **10.2 Audit Committee**

The minutes of the meeting held on 9 June had been circulated previously.

### **10.3 Research Advisory Committee**

The minutes of the meeting held on 12 June had been circulated previously.

### **10.4 Technology Strategy Committee**

The minutes of the meeting held on 18 June had been circulated previously.

### **10.5 VAE Board**

The minutes of the meeting held on 18 June had been circulated previously.

### **10.6 Finance Committee**

The minutes of the meeting held on 19 June had been circulated previously.

### **10.7 Investment Committee**

The minutes of the meeting held on 19 June had been circulated previously.

### **10.8 Development Report**

The report had been circulated previously.

## **11 AOB**

- 11.1 The Chairman thanked Steve Hyde for standing in as the Director of Design, Exhibitions and FuturePlan while a replacement was found. David Bickle will begin in the role in August 2015.

*Jennifer Schussler, 6 July 2015*

Signed \_\_\_\_\_  
(Sir Paul Ruddock, Chairman)

## Board of Trustees

### Minutes

- Date: 19 November 2015 (226<sup>th</sup> meeting)  
Time: 14.00-16.00  
Venue: The Boardroom, V&A South Kensington
- Present: Nicholas Coleridge (Chair) Andrew Hochhauser  
João Baptista Nick Hoffman  
Elaine Bedell Steve McGuckin  
Nicholas Coleridge Dame Theresa Sackler  
Mark Damazer Mark Sebba  
Professor Margot Finn Caroline Silver  
Robert Glick Sir John Sorrell  
Professor Evelyn Welch
- 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  
Jane Lawson, Director of Development  
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)  
Graham Lee, Interim Head of Customer Relationship Management, item 6  
Rhian Harris, Director of Museum of Childhood, item 7
- Apologies: Dr Paul Thompson, Edmund de Waal

#### 1 Declaration of Interests

- 1.1 There were no declarations of interests.

#### 2 Minutes of the previous meeting

- 2.1 The Board recorded its thanks to Sir Paul Ruddock, who has stepped down as Chair, for his unstinting and far reaching contributions to the V&A and to the Board.  
The minutes of the previous meeting were approved by the Board.

#### 3 Matters arising

- 3.1 The Chair welcomed three new Trustees to the Board: Elaine Bedell, Robert Glick and Nick Hoffman.
- 3.2 Joao Baptista is stepping down as a Trustee of the V&A, the Board recorded its thanks for his support of the V&A. Joao will become a co-opted member of the Board of the Museum of Childhood, which will benefit from his experience and advice.

## 4 Performance Report

Copies of The V&A: A Souvenir were made available to Trustees.

- 4.1 The Deputy Director gave an overview of V&A activities since the previous meeting. The V&A India Festival is underway, which includes *The Fabric of India* exhibition, the Gupta Sculpture, *Bejewelled Treasures: The Al Thani Collection*, and a range of lectures and events.
- 4.2 TR highlighted that the Museum is performing strongly overall in terms of visitor figures, which are likely to meet plan. The financial position is also robust following the success of *Alexander McQueen: Savage Beauty* which has allowed the V&A to progress some capital projects.
- 4.2 The Exhibition Road Project is moving ahead and is on target.
- 4.3 The re-opening of the Europe Galleries 1600-1800 on 7 December, will be marked by a number of prestigious events.
- 4.4 The V&A was involved with the recent visit of President Xi, in particular the event at Lancaster House which showcased British cultural endeavours. This was attended by Peng Liyuan, the Chinese First Lady, and TRH The Duke and Duchess of Cambridge; TR represented the V&A. Other events include the Museums Association Conference (Martin Roth and Beth McKillop); World of Wedgwood, hosted by the Art Fund, and an Olympic Anniversary event hosted by the Mayor of London.
- 4.5 A short film, showing how *Alexander McQueen: Savage Beauty* had inspired a young fashion student with autism, and produced by CBBC, was shown to the Board.

## 5 Forward Exhibitions Programme

- 5.1 The draft Exhibitions Programme Planning Schedule from Autumn 2015 to Spring 2020 was shared with the Board.
- 5.2 MER explained how this tool is used by the V&A and gave an overview of the forthcoming exhibitions. Some aspects of exhibition planning, including financial information, are tracked through other means.
- 5.3 The long lead times for exhibitions, given the complex nature of loan agreements, the design and installation process, limit the Museum's capability to react quickly to political and social changes. However it is hoped that V&A East will allow for a more flexible approach. Some exhibitions will be shared with V&A Dundee, Shekou and the Museum of Childhood.

**Action: The Board asked for a presentation of a forthcoming exhibition.**

## 6 Customer Relationship Management

- 6.1 Graham Lee, Interim Head of CRM, joined the meeting.
- 6.2 AS explained that the V&A's CRM has been steered by the Technology Strategy Committee, with particular support from Mark Damazer. Although the TSC has come to a close, its work will continue through CRM, and through sub-committees.
- 6.3 The V&A was alerted to the need to upgrade its ticketing process through the experience of the *David Bowie Is* exhibition as an outside agency had to be brought in.

6.4 The V&A is working with Gateway Ticketing Systems to implement a completely upgraded platform for ticketing. The work already carried out has brought considerable benefits, including a 75% increase in online sales. The benefit of the new system during the run of *Alexander McQueen: Savage Beauty* was invaluable.

The data captured will allow targeted and consistent marketing, bringing significant opportunities for cross-selling, an example of which is the sharing information on the V&A adult educational programme with V&A Members.

6.5 The next stage of the system will be launched in Spring 2016, which will allow for enhanced tracking of V&A consumers, and the introduction of suggested add-on purchases. Improved customer satisfaction will drive the commercial success of the project.

6.6 Security of information is of paramount importance, and the V&A is actively taking steps to ensure that security of data is as strong as possible.

**Action: Evelyn Welch suggested that there may be potential for collaboration with students from King's College London. AS to contact EW.**

## **7 Museum of Childhood**

7.1 Rhian Harris, Director of the Museum of Childhood, joined the meeting.

7.2 RH presented a vision for a refurbished and enhanced Museum of Childhood. The area of Bethnal Green is undergoing a time of transformation, in terms of population growth and demographic changes. The goal is to capitalise on these changes and to revitalise the experience offered by the Museum of Childhood, which will inspire and educate young audiences both now and in the future. Plans presented included new spaces for both permanent displays and exhibitions, and enhanced commercial activity through retail, catering and event hire. Full use of digital technology and interactive displays would be key to the success of the plan.

7.3 The Board agreed to consider the proposals over the next three months, in conjunction with other possible projects.

**Action: Sir John Sorrell to thank RH for her presentation and explain that it will be considered.**

## **8 Director's Report**

8.1 The Director updated the Board on Museum priorities including the progress of V&A East. A series of positive meetings has been held with the E2o partners, including The Smithsonian.

8.2 The V&A has been invited to create a pavilion at the respected Venice Architectural Biennale.

8.3 *Alexander McQueen: Savage Beauty* has been awarded a number of prestigious accolades, including the London Evening Standard: Beyond Theatre Award.

8.4 The Director was pleased to share news of recent photographic acquisitions funded in partnership with Mastercard.

## **9 Chairman's Report**

9.1 The Chairman looked ahead to future challenges. The outcome of the Government's Spending Review should be known soon. It is likely that there will be a significant reduction to Grant in Aid which will impact on the V&A's future plans.

9.2 The Exhibition Road Project is an important development for the V&A. However, looking ahead to future projects, of which a range are under consideration, there may be a case for phasing of plans and for ensuring a good fit with the guiding principles of the V&A.

**Mark Damazer, Dame Theresa Sackler, Elaine Bedell and Evelyn Welch left the meeting**

**10 Reports from Committees**

**10.1 Commercial Strategy Group**

The minutes of the meeting held on 29 September had been circulated previously.

**10.2 Trustees' Finance Committee**

The minutes of the meeting held on 27 October had been circulated previously.

**10.3 Trustees' Investment Committee**

The minutes of the meeting held on 27 October had been circulated previously

**10.4 Museum of Childhood Committee**

The minutes of the meeting held on 28 October had been circulated previously

**10.5 Trustees' Technology Strategy Committee**

The minutes of the meeting held on 6 November had been circulated previously. This is the last meeting of this Committee.

**10.6 Trustees' Audit Committee**

The minutes of the meeting held on 9 November had been circulated previously.

**10.7 Trustees' Research Advisory Committee**

Margot Finn gave a verbal report of this Committee meeting. The Masters Programme has been reaccredited by the Royal College of Art. The Research Department is waiting to hear the outcome of the grant application to The Andrew Mellon Foundation.

**10.8 Trustees' Building Strategy Committee**

The minutes of the meeting held on 29 September were circulated at the Board Meeting. Steve McGuckin provided an overview of the Exhibition Road site.

The Board recorded its thanks to SM for his considerable input regarding the Europe 1600-1800 Galleries.

**Action: David Bickle to arrange for Trustees to be offered a site visit to Exhibition Road.**

**10.9 Development Report**

The report had been circulated previously.

**11 AOB**

11.1 There was no AOB.

*Julia Downer 20 November 2015*

*Signed* \_\_\_\_\_  
(Nicholas Coleridge, Chairman)