

Board of Trustees

Minutes

Date: 19 May 2016 (229th meeting)

Time: 10.00-12.30

Venue: The Holiday Inn, Stratford, London E20

Present: Nicholas Coleridge (Chair)

Elaine Bedell

Mark Damazer

Professor Margot Finn

Robert Glick

Andrew Hochhauser

Nick Hoffman

Steve McGuckin

Dame Theresa Sackler

Mark Sebba

Caroline Silver

Sir John Sorrell

Dr Paul Thompson

Edmund de Waal

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

Anna Jackson, Keeper Asia

Jane Lawson, Director of Development

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

Bill Sherman, Director of Research & Collections, V&A

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

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

Apologies: Professor Evelyn Welch

1. **Declarations of Interests**

1.1 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 There were no matters arising

4. Performance update

- 4.1 Tim Reeve (TR) presented the Performance Report, providing an overview of V&A activities since the previous meeting. This included confirmation that 2015-16 was a record year for the Museum, with over 3.9m visitors, and a very positive year financially.
- 4.2 2016-17 has started more slowly in terms of visitor numbers, reflecting a wider trend across London, and marketing plans will be reviewed. The Museum of Childhood is just behind budget, and attendances for *Botticelli Reimagined*, *Paul Strand* and *Undressed*, are all on or ahead of budget.
- 4.3 The Budget of 11 May 2016 included a £5m grant for V&A Museum of Design, Dundee, and the Culture White Paper has also been launched, including a Museums Review which will be chaired by Neil Mendoza, one of two recently appointed Non-Executives at DCMS.
- 4.4 Progress on the key shop, entrance and café fit-out designs for the Exhibition Road Building is very positive, and the recently announced gift means that the project is now less than £2.5m short of the fundraising target.
- 4.5 The V&A website has been relaunched, and has received excellent feedback from users and stakeholders. The project was delivered on time, on budget and achieving a wider scope than originally anticipated.
- 4.6 The V&A has been named as one of the finalists for the Art Fund Museum of the Year Award.

(Caroline Silver joined the meeting).

5. V&A collections storage options

- 5.1 Following a paper prepared by TR, providing an overview of the major projects under consideration at the V&A, David Bickle (DB) presented a vision for future storage of the V&A reserve collections, following the Government decision to sell Blythe House and achieve vacant possession by 2023. The idea is to consolidate the stored collections from Blythe House, Dean Hill Park and the Museum of Childhood in to a single, purpose-built, state of the art, and accessible, collections centre near to V&A East.
- 5.2 The V&A's area at Blythe House includes The Clothworkers' Centre, which has successfully opened up the Textile and Fashion collections to a larger public audience for research, education and conservation. The Museum is keen to incorporate this philosophy into any new facility, taking account of enhanced digital opportunities, and developing a cultural hub with appropriate visitor facilities.
- 5.3 A suitable site is being considered in detail, which meets the V&A criteria in terms of location, and which has sufficient space to develop auxiliary projects such as learning programmes and enhanced research facilities.
- 5.4 An outline business case has been submitted to DCMS, which will be considered by HM Treasury later in the year before full approval to proceed and the release of the £150m funding. The Trustees supported the overall vision and ambition, but asked for a number

of purchase, leasehold and development options to be considered so that the opportunities, risks and costs of each can be compared and contrasted.

Action point: The Trustees will receive an update on progress at the next meeting.

6. North East Quarter presentation

6.1 David Bickle (DB) presented a detailed overview of thinking to date, including a draft timeline and possible phasing, for the proposed redevelopment of the North East Quarter at South Kensington. This follows a number of internal workshops and an initial presentation to Trustees at the May Board meeting.

6.2 The brief for the development, as well as the funding strategy, will continue to be developed over the coming months.

6.3 The draft scheme was supported by Trustees.

7. V&A East agreement for lease principles

7.1 Anthony Misquitta (AM), provided an overview of the key outstanding points to be negotiated on the draft V&A East Agreement for Lease, in support of the paper issued in advance. Discussions had taken place in advance with Andrew Hochhauser QC. The key risks were discussed, and the principles outlined were agreed.

Action Point: AM to finalise the Agreement for Lease for the July Board meeting.

8. Potential V&A partnership

8.1 Tim Reeve outlined a specific partnership opportunity being considered by the Museum in relation to V&A East, and asked for the Board's support in developing a detailed partnership proposal over the next 6 months, as part of a non-binding MOU. The Board supported the recommendation.

9. Director's report

9.1 Martin Roth (MR), updated the Board on his recent contacts, including his visit to the US where he lectured at both Massachusetts Institute of Technology and Harvard University. MR has recently returned from the World Economic Forum, held in Rwanda, which focussed on the creative industries.

9.2 The 2016 installation for The John Madejski Garden has opened, with the Elytra Filament Pavilion, designed by Achim Menges, forming a key part of the Engineering Season.

10. Chair's report

10.1. The Chair gave an overview of developments since the last meeting and congratulated all involved in the submission to The Art Fund Museum of the Year.

11. Development report

11.1 Robert Glick (RG) provided an overview of the recent activities of the Development Department. This has been a very successful period of fundraising, during which new corporate partnerships have been introduced.

12. Reports from Committees

12.1 Museum of Childhood Committee

The minutes of the meeting held on 19 April 2016 had been circulated previously

12.2 Trustees' Building Strategy Committee

The minutes of the meeting held on 26 April 2016 had been circulated previously. Steve McGuckin provided an update on progress with the Exhibition Road Building and the Board thanked him for his input to this complex project.

12.3 Trustees' V&A East Committee

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

12.4 Trustees' Audit Committee

The minutes of the meeting held on 28 April 2016 had been circulated previously.

12.5 Trustees' Commercial Strategy Committee

The minutes of the meeting held on 10 May 2016 were circulated at the meeting.

13 Any Other Business

13.1 Following the meeting, the Trustees toured the Queen Elizabeth Olympic Park and surrounding areas.

14. Date of the Next Meeting

14.1 The next meeting will be held on 7 July at South Kensington.

Julia Downer 21 May 2016

Signed _____
(Nicholas Coleridge, Chairman)