

## Board of Trustees

### Minutes

Date: 29 March 2017 (234 meeting)

Time: 14.00-16.30

Venue: The Boardroom, V&A Museum South Kensington

Present:	Nicholas Coleridge (Chair)	Professor Lynda Nead
	Elaine Bedell	Dame Theresa Sackler
	Ben Elliot	Mark Sebba
	Professor Margot Finn	Sir John Sorrell
	Robert Glick	Dr Paul Thompson
	Andrew Hochhauser QC	Edmund de Waal
	Nick Hoffman	Nigel Webb
	Steve McGuckin	Anthony Misquitta ( <i>Secretary to the Board</i> )
	Steven Murphy	

In attendance: Dr Tristram Hunt, Director  
 Emmajane Avery, Director of Learning and Visitor Experience  
 David Bickle, Director of Design, Exhibitions & FuturePlan  
 Sophie Brendel, Director of Marketing & Communications  
 Heather Francis, Director of Finance & Resources  
 Anna Jackson, Keeper Asia  
 Jane Lawson, Director of Development  
 Tim Reeve, Deputy Director & Chief Operating Officer  
 Professor Bill Sherman, Director of Research & Collections  
 Alex Stitt, Director of Commercial & Digital Development  
 Julia Downer, Directorate Office Manager & Governance Officer (minutes)  
 Geoff Marsh, Keeper, Theatre & Performance, for item 8  
 Dr Rory Hyde, Curator of Contemporary Architecture & Urbanism, for item 9  
 Mariana Pestana, Curator of Future Design, for item 9

Apologies: Mark Damazer, Caroline Silver

#### 1. Welcome and Declarations of Interests

1.1 In regard to item 7 Andrew Hochhauser reminded the Board that he was a Governor of UAL, and Sir John Sorrell that he was the Chair of Governors at UAL. There were no further 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 The Chair welcomed the new Director, Dr Tristram Hunt (TH), who joined the V&A on 20 February 2017. The Chair thanked Anna Jackson at the end of her 12-months as a member of the Senior Management Team, with this role now rotating to be filled by Antonia Boström, Keeper of Sculpture, Metalwork, Ceramics and Glass.

### **4. Director's Report**

- 4.1 Dr Tristram Hunt (TH) thanked Trustees for their warm welcome to the Board meeting, and presented an overview of the key V&A activities since the previous meeting. He shared the latest visitor figures of nearly 3m at South Kensington, and 430k at the Museum of Childhood. Recent reports for comparable visitor attractions have also indicated reduced visitor figures for 2016/17.
- 4.2 A number of exhibitions have recently closed: *You Say You Want a Revolution?*, *Opus Anglicanum*, and *Undressed* achieved good visitor numbers. *Lockwood Kipling* will close on Sunday 02 April.
- 4.3 As the Exhibition Road project nears completion, the V&A's SMT are committed to ensuring that it remains on schedule to open on 29 June 2017. Advocacy tours of the site are being arranged for a range of stakeholders. The launch programme will aim to revive the original spirit of Albertopolis, and will involve the local neighbourhood through the Reveal Festival.
- 4.4 Following a recent visit to the V&A Museum of Design, Dundee, TH updated the Board on progress. The project is at a formative stage with the dramatic profile of the building becoming apparent. The outreach programme is generating considerable interest throughout Dundee and surrounding areas.
- 4.5 In South Kensington, the refurbishment of the main shop is well underway and on track for completion in May 2017, ahead of the opening of *The Pink Floyd Exhibition: Their Mortal Remains*.
- 4.6 An overview of recent acquisitions and loans was shown to the Board. The Wolsey Angels are travelling on loan to a number of locations associated with the Cardinal, including Ipswich and Leicester. DCMS research shows that the V&A contributes substantially to regional museums through loans, and in 2015/16 the V&A returned the highest number of loan venues across the UK.

### **5. Budget 2017-2018**

- 5.1 Heather Francis (HF) presented the 2017/18 Budget to Trustees for their comment and approval, following endorsement by the Trustees' Finance Committee on 21 February 2017 and the Trustees' Commercial Strategy Committee on 08 March 2017.
- 5.2 It is hoped that a new initiative from HM Treasury, the Museum & Galleries Tax Relief, will impact positively on the V&A.
- 5.3 The Board approved the Budget for 2017/18 and thanked HF and her team for their considerable efforts.

### **6. FuturePlan update**

- 6.1 David Bickle (DB) provided the Board with an overview of the next 10-year phase of FuturePlan, with the latest schedule having been circulated ahead of the meeting.
- 6.2 A post-project review of the Exhibition Road development will be presented to Trustees at the September meeting, following on from the Trustees' Building Strategy Committee.
- 6.3 Other projects currently underway include the refurbishment of the main shop, the new Members' Room, opening in Autumn 2017, and the renovation of the second Cast Court.

6.4 Plans for the new Photography Centre are well advanced, and the greater part of the Royal Photographic Society Collection has been received by the Museum. The Centre will open in Autumn 2018.

6.5 Plans for the improvements to the Museum of Childhood, laid before the Board on 15 September 2016, are being developed, and the Board endorsed the sequencing of this project in relation to plans for the North East Quarter.

## 7. **V&A East Update**

7.1 Tim Reeve (TR) provided Trustees with a chronology of the V&A East project to date, and an update on the key meetings which have taken place with the Mayor's Office and the London Legacy Development Corporation since the last Board meeting. Discussions are ongoing to take the landmark CED project forward in the Queen Elizabeth Olympic Park.

7.2 Trustees were provided with a summary of the V&A East vision and brief endorsed at the November meeting, and the partnership with the Smithsonian Institution endorsed at the January meeting.

7.3 The Trustees were updated on the options under consideration for the exit from Blythe House, and the timescale for identification of the preferred location for a new collections centre.

7.4 The Board thanked TR and SMT colleagues for their continuing efforts on the project.

**Action Point:** TR to arrange for Trustees to visit the Olympic Park.

## 8 **Theatre and Performance Overview**

8.1 Geoff Marsh (GM), Keeper of Theatre & Performance, joined the meeting.

8.2 GM provided an overview of the V&A's extensive theatre and performance collections, its future plans, recent acquisitions and achievements such as the *David Bowie is* exhibition which is still on tour.

8.3 Trustees were invited to visit the Theatre and Performance collections currently housed at Blythe House. The Board thanked GM and his team.

## 9. **Exhibition overview**

9.1 Dr Rory Hyde (RH), Curator of Contemporary Architecture & Urbanism, and Mariana Pestana (MP) Curator, joined the meeting.

9.2 RH updated Trustees on a key element of the forward exhibition programme, to be shown in the Sainsbury Gallery in 2018.

9.3 The Board thanked RH and MP.

## 10. **Chair's Report**

10.1 The opening of Exhibition Road on 29 June 2017, will be a landmark event, and it is hoped that the Trustees will be able to attend. The Chair commended the preparations which are underway. The Chair also reminded Trustees of the date of the V&A Summer Party, and of the proposed Trustees away day in July.

10.2 The Chair reminded the Board that the Museum Review, commissioned by the Department of Culture, Media and Sport, will be published at the end of June 2017.

11. **Development Report**

- 11.1 Robert Glick, RG, presented the Development Report, and highlighted the considerable support received since the last meeting.
- 11.2 The Friends of the V&A, originally a separate charity, will become part of the V&A from 01 April 2017.
- 11.3 The Trustees thanked RG for his significant efforts on behalf of the Museum.

12. **Reports from Committees**

12.1 **Trustees' Audit Committee**

The minutes of the meeting held on 10 February 2017 had been circulated previously.

12.2 **Trustees' Buildings Strategy Committee**

The minutes of the meeting held on 23 February 2017 had been circulated previously.

12.3 **Trustees' V&A East Committee**

The minutes of the meeting held on 23 February 2017 had been circulated previously.

12.4 **Trustees' Collections Committee**

The minutes of the meeting held on 06 March 2017 were circulated at the meeting.

12.5 **Trustees' Finance Committee**

The minutes of the meeting held on 21 February 2017 had been circulated previously.

12.6 **Trustees' Investment Committee**

The minutes of the meeting held on 21 February 2017 had been circulated previously.

12.7 **Trustees' Museum of Childhood Committee**

The minutes of the meeting held on 02 March 2017 had been circulated previously.

12.8 **Trustees' Research Advisory Committee**

The minutes of the meeting held on 10 March 2017 were circulated at the meeting

12.9 **Trustees' Visitor Experience Committee**

The minutes of the meeting, held on 03 March 2017 had been circulated previously.

12.10 **Trustees' Commercial Strategy Committee**

The minutes of the meeting held on 08 March 2017 were circulated at the meeting

13. **Any Other Business**

- 13.1 None.

14. **Date of the Next Meeting**

- 14.1 The next meeting will be held on 25 May 2017 at South Kensington.

*Julia Downer 29 March 2017*

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