

Board of Trustees

Minutes

Date: 25 May 2017 (235 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
 Steven Murphy, by phone Anthony Misquitta (*Secretary to the Board*)

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
 Dr Antonia Boström, Keeper SMCG
 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)
 Vernon Rapley, Security Director, for item 3.

Apologies: Mark Damazer, Caroline Silver, Steve McGuckin

1. Welcome and 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 The Board thanked Elaine Bedell for her service as a V&A Trustee, as she steps down to take up her new role as CEO of the Southbank Centre.

3.2 Vernon Rapley, Security Director, joined the meeting to brief Trustees following the recent announcement that the UK threat level has been raised from Severe to Critical.

4. Director's Report

- 4.1 Tristram Hunt (TH) presented an overview of the key V&A activities since the previous meeting, including visitor figures for South Kensington, which are close to budget, and the Museum of Childhood which are a little behind.
- 4.2 In recent weeks three exhibitions have opened, *Pink Floyd: Their Mortal Remains*, *Balenciaga: Shaping Fashion* and *Prix Pictet*. The extensive press coverage has been positive, and visitor numbers are encouraging. A new display of contemporary Korean ceramics has also opened.
- 4.3 After a period of refurbishment the main shop has reopened, with the new design and refreshed ranges received positively by visitors.
- 4.4 A new initiative, DesignLab Nation, will be launched in September 2017, with the V&A working with secondary schools and regional museums to support the updated Design & Technology GCSE.
- 4.5 TH and Bill Sherman had attended the recent launch of the ReACH initiative, which, working in partnership with the Peri Foundation, will raise awareness of the need to take a different approach to Reproductions of Art and Cultural Heritage. The project resonates with the founding mission of the V&A, and with the restoration of the V&A's Cast Courts.
- 4.6 The Trustees were provided with an overview of the final results from the 2016/17 financial year, with the V&A ending the year in a strong financial position.

5. V&A East update

- 5.1 Tim Reeve (TR) presented an overview of progress on the V&A East project since the last Board meeting, with a number of Trustees having now visited the Olympic Park.
- 5.2 The CED Waterfront brief has been submitted, and various meetings have been held with the other CED partners, the Smithsonian Institution, City Hall, the London Legacy Development Corporation and the Department for Culture, Media & Sport.
- 5.3 TR was thanked for his presentation, which was positively received, and the proposal will be considered in full at the July Board meeting.

6. Exhibition Road Quarter launch programme

- 6.1 Sophie Brendel (SB) presented the launch plans for the Exhibition Road Quarter (ERQ) and explained the overarching objectives of the press, REVEAL Festival and marketing campaigns.
- 6.2 ERQ is the most significant building project at the V&A in over 100 years, and awareness has been building for some time about the imminent opening. A number of recent advocacy tours have been undertaken with the reaction being universally positive.
- 6.3 The launch plans include the REVEAL Festival in the last week of June, focussing on audiences from the UK and overseas, which will link to the comprehensive marketing campaign to be delivered across a wide range of digital and other platforms.
- 6.4 The ERQ will be formally opened on 29 June and a number of specific events are planned for V&A staff, donors, and stakeholders.
- 6.6 Plans are also in development for the marketing of the first exhibition in the new gallery in September, *Opera: Passion, Politics & Power*, and the opening of the V&A's partnership with Design Society in Shekou, China in late Autumn.

7. **Sculpture, Metalwork, Ceramics & Glass Department review**
- 7.1 Antonia Boström (AB), Keeper of SMCG, provided Trustees with an overview of the activities of the department, and spoke of her career in the US before returning to the V&A in 2015.
- 7.2 Objects from SMCG are on display throughout the Museum's galleries, with the department holding a number of national collections and managing a considerable schedule of object loans throughout the UK and overseas. It administers the Rosalinde and Arthur Gilbert Collection, loaned to the Museum, and the Wedgwood Collection, on loan in Barlaston.
- 7.3 Current projects include the refurbishment of the Cast Courts, and engagement through residencies with creative practitioners. Recent exhibitions have included *Opus Anglicanum* and the department has an active publishing programme. The department oversaw the acquisition of the *Wolsey Angels*, and *The Campbell Sisters Dancing a Waltz*, a co-acquisition with the National Galleries of Scotland.
8. **Chair's Report**
- 8.1 Nicholas Coleridge (NC), Chair of the V&A, gave his report.
- 8.2 The Director, Deputy Director and the Senior Management Team were congratulated on their recent achievements which included the ERQ, the impressive new shop and the successful launches of *Pink Floyd: Their Mortal Remains*, and *Balenciaga: Shaping Fashion*.
9. **Development Report**
- 9.1 Robert Glick, RG, presented the Development Report, which summarised the considerable fund raising activities over the past year. RG thanked all involved in the Development Department for their efforts.
- 9.2 Two new committees have been formed to focus on Development and RG commended all involved in the successful launches.
Steven Murphy left the meeting.
10. **Reports from Committees**
- 10.1 **Trustees' Audit Committee**
The minutes of the meeting held on 25 April 2017 had been circulated previously.
- 10.2 **Trustees' Buildings Strategy Committee**
The minutes of the meeting held on 27 April 2017 had been circulated previously.
- 10.3 **Trustees' V&A East Committee**
The minutes of the meeting held on 27 April 2017 had been circulated previously.
- 10.4 **Trustees' Commercial Strategy Committee**
The minutes of the meeting held on 12 April 2017 had been circulated previously.
11. **Any Other Business**
- 11.1 None.
12. **Date of the Next Meeting**
- 12.1 The next meeting will be held off-site on 6 July 2017 at Chevening House.

Julia Downer 25 May 2017

Signed _____
(Nicholas Coleridge, Chairman)