

Board of Trustees

Minutes

Date: 6 July 2017 (236 meeting)

Time: 10.30-12.20 and 13.15 – 15.50

Venue: Chevening House, Sevenoaks, Kent

Present: Nicholas Coleridge CBE (Chair)

Mark Damazer CBE

Ben Elliot

Professor Margot Finn

Robert Glick

Andrew Hochhauser QC

Nick Hoffman

Steven Murphy

Professor Lynda Nead

Dame Theresa Sackler

Mark Sebba

Caroline Silver

Sir John Sorrell (for part of meeting)

Dr Paul Thompson

Edmund de Waal OBE

Nigel Webb

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 Sculpture, Metalwork, Ceramics & Glass

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)

Apologies: Steve McGuckin, Jane Lawson, Director of Development

1. Welcome and Declarations of Interests

1.1 Nicholas Coleridge (NC) welcomed the Trustees and Senior Management Team to Chevening House, and thanked Julius Bryant, Keeper of Word and Image, and the V&A's designated Trustee on the Chevening Board, and Julia Downer, for arranging the meeting.

1.2 Declarations of interest were received from Andrew Hochhauser QC and Professor Margot Finn, in relation to V&A East.

2. Minutes of the previous meeting

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

3. Matters arising

3.1 Matters arising were covered during the subsequent meeting.

4. Chair's Report

4.1 The Director, Deputy Director and the Senior Management Team were congratulated on the successful completion and launch of the V&A Exhibition Road Quarter [ERQ]. The opening had been marked by an exceptional programme of events, including the formal opening by HRH The Duchess of Cambridge, followed by the very popular first weekend of the REVEAL Festival. The Chair recorded his thanks to Camilla Graham and Bethan Garland from the Museum Events Team.

4.2 The Chair advised Trustees that the offsite meeting would provide an opportunity to review recent progress and to set the agenda for the coming year. With the appointment of the new Director, completion of the ERQ, two very well-received exhibitions in *Pink Floyd: Their Mortal Remains* and *Balenciaga: Shaping Fashion*, and encouraging visitor numbers, the Museum is in a good position. This provides a strong base from which to discuss future plans, including Blythe House, the development of the new photography galleries, the opening of a new Members' Room and the future plans for the Museum of Childhood.

5. Director's Report

5.1 Tristram Hunt (TH) presented Trustees with an overview of the key V&A activities since the previous meeting, including visitor figures for South Kensington, which are on budget, and the Museum of Childhood, which are currently behind.

5.2 The current exhibitions, *Pink Floyd: Their Mortal Remains* and *Balenciaga: Shaping Fashion*, are well ahead of visitor target, a performance which is also reflected in retail sales. *Plywood: Material of the Modern World* will open on 15 July.

5.3 The opening of the ERQ had been memorable, and the Director paid tribute to all involved in its success, which had engendered a sense of pride throughout the whole Museum. He also thanked Sophie Brendel, Director of Marketing and Communications, for her work, with the Press commentary and social media coverage having been excellent, both in the UK and internationally. With Catherine Ince, Senior Curator, and Corinna Gardener, Acting Keeper of Design, Architecture and Digital, SB had developed and delivered the REVEAL Festival, which had surpassed expectations with 30,000 visitors in the first 48 hours.

5.4 The newly reopened, Robert H.N. Ho Family Foundation Galleries of Buddhist Art form an intrinsic part of the ERQ, with The Sackler Centre having also now reopened.

5.5 The Museum has launched the North Kensington Community Fund, in response to the tragic events at Grenfell Tower, to build on the V&A's work with the local community over many years and to enable those programmes to grow.

5.6 The Director provided Trustees with an update on future plans for the Museum of Childhood.

5.7 The V&A will host a symposium bringing together educational specialists to explore the ramifications of the updated Design & Technology GCSE.

5.8 It was announced that Emmajane Avery, Director of Learning and Visitor Experience, will be stepping down. The Board recorded its thanks to EA for her significant achievements during her tenure.

Action point: the Trustees asked to be updated biannually on the Museum's collaboration with the North Kensington Community and on the use of the NKCF.

6. Annual Report and Accounts 2016-2017

- 6.1 Heather Francis (HF) presented the Annual Report and Accounts for 2016-2017 to the Board. The Report had been circulated previously to Trustees, and been considered fully by the Trustees' Audit and Finance Committees, a team from the Department of Digital, Culture, Media and Sport, and been approved by the National Audit Office. The Report is due to be laid before Parliament on 12 July.
- 6.2 The Board approved the Annual Report and Accounts, and thanked HF for her work.

7. Governance – special resolutions

- 7.1 HF, Caroline Silver (CS) - as Chair of the Investment Committee - and Anthony Misquitta (AM), updated Trustees on recommendations for its investments agreed by the Investment Committee on advice from Partners Capital. The Trustees supported the recommendation.

8. Trustees' Visitor Experience Committee Review

- 8.1 Mark Damazer (MD), as Chair of the Visitor Experience Committee, updated the Board on the remit and activities of this relatively new committee.
- 8.2 The Committee holistically investigates the varied aspects of a visit to the Museum, physical or digital. In particular, it considers how initiatives are drawing in new audiences and the overall quality of the experience for all visitors and audience segments.
- 8.3 The Trustees thanked MD for his presentation, and thanked Mark Sebba, as a member of the Committee, for his input. A further Trustee will be invited to join the Committee in due course.

9. Development Report

- 9.1 Robert Glick (RG) presented the Development Report, giving an overview of recent fundraising activity which is on target for the first part of the year, with new sponsors coming forward. The inaugural meetings of the Corporate Advisory Committee and International Committee have been successfully held. The Trustees thanked RG, and the Development Team, for their work.

10. FuturePlan at South Kensington

- 10.1 David Bickle (DB) updated the Board on the Museum's outline for the next phase of FuturePlan.
- 10.2 With the completion of the ERQ, and building on the work discussed at the last Board away day, the Museum has been looking ahead to the next stage of FuturePlan. This provides an opportunity to reassess the options for redevelopment of the North East Quarter, with the photography galleries project already well underway.
- 10.3 Outline options, including the restoration of the historic South Court spaces, were presented to the Trustees, with a number of possible subsequent phases of development over several years.
- 10.4 The Trustees noted the presentation, and thanked DB.

The first part of the meeting concluded at 12.20, and was reconvened at 13.15

11. Digital Strategy

- 11.1 Alex Stitt (AS) updated the Trustees on the Museum's digital investments over recent years, and the key debates taking place, within the Museum and beyond, about future strategy and ambitions.
- 11.2 Digital is increasingly embedded in all aspects of the Museum's work, from marketing and publishing tools, through the relaunched website, to activities for visitors. The Museum actively engages in the latest advances in digital design, and makes investment decisions through the Digital Strategy Group.

- 11.3 The Museum is a leader in the field in terms of digitisation of objects, aiming to create 80,000 new object records per year. Already 1.2m objects can be found through the Museum's website.
- 11.4 Looking ahead the priorities include further development of the Customer Relationship Management system, and a focus on continuing to be compliant with data security as that regulatory environment evolves. Marketing communications will increasingly respond to a more networked and digitally intelligent audience.
- 11.5 The Board thanked AS for his presentation.

12. V&A East

- 12.1 NC introduced a presentation by Tim Reeve (TR) providing a comprehensive proposal for V&A East, with the Trustees reminded that the V&A is also preparing to decant its reserve collections from Blythe House by 2023.
- 12.2 V&A East will offer opportunities for expanding the reach of the Museum, by engaging new audiences with the collection, and working in partnership with London's Cultural and Education District, and other potential partners, within the Queen Elizabeth Olympic Park. Working with the Mayor's Office at City Hall, the London Legacy Development Corporation and the Department for Digital, Culture, Media and Sport [DCMS], the V&A's team has developed an integrated proposal which covers the overall vision and concept, building design, fit-out and programme, in partnership with the Smithsonian Institute, and the financial model and assumptions on which the proposal is based.

14.20 Sir John Sorrell joined the meeting.

- 12.3 A detailed discussion took place, with firm views expressed by each Trustee. Trustees offered their approval to proceed, contingent on the Trustees' Finance Committee on 27 July. In parallel, work continues to meet the DCMS and HM Treasury programme obligations in respect of Blythe House.
- 12.4 NC thanked TR and his team for the presentation, and Nigel Webb for his advice and input.

13. Reports from Committees

13.1 Trustees' Audit Committee

The minutes of the meeting held on 26 June 2017 had been circulated previously.

13.2 Trustees' Buildings Strategy Committee

The minutes of the meeting held on 13 June 2017 had been circulated previously.

13.3 Trustees' V&A East Committee

The minutes of the meeting held on 13 June 2017 had been circulated previously.

13.4 Trustees' Collections Committee

The minutes of the meeting held on 5 June 2017 had been circulated previously, together with a Confidential Annex which is confidential and exempt from public disclosure under sections 40 and 41 of the Freedom of Information Act.

13.5 Trustees' Commercial Strategy Committee

The minutes of the meeting held on 22 June 2017 had been circulated previously.

13.5 Trustees' Finance Committee

The minutes of the meeting held on 8 June 2017 had been circulated previously.

- 13.6 **Trustees' Investment Committee**
The minutes of the meeting held on 8 June 2017 had been circulated previously.
- 13.7 **Trustees' Museum of Childhood Committee**
The minutes of the meeting held on 7 June 2017 had been circulated previously.
- 13.8 **Trustees' Research Advisory Committee**
The minutes of the meeting held on 6 June 2017 had been circulated previously.
- 13.9 **Trustees' Visitor Experience Committee**
The minutes of the meeting held on 9 June 2017 had been circulated previously.
14. **Any Other Business**
- 14.1 None.
15. **Date of the Next Meeting**
- 15.1 The next meeting will be held on 14 September 2017 at South Kensington.

Julia Downer 6 July 2017

Signed _____
(Nicholas Coleridge, Chairman)