

Board of Trustees

Minutes

Date: 14 September 2017 (237 meeting)

Time: 14.00-16.30

Venue: Boardroom, The Victoria and Albert Museum

<p>Present: Nicholas Coleridge (Chair)</p> <p>Mark Damazer</p> <p>Ben Elliot</p> <p>Professor Margot Finn</p> <p>Andrew Hochhauser QC</p> <p>Nick Hoffman</p> <p>Steve McGuckin</p> <p>Steven Murphy</p> <p>Professor Lynda Nead</p>	<p>Dame Theresa Sackler</p> <p>Mark Sebba</p> <p>Caroline Silver</p> <p>Sir John Sorrell</p> <p>Dr Paul Thompson</p> <p>Edmund de Waal</p> <p>Nigel Webb</p> <p>Anthony Misquitta (<i>Secretary to the Board</i>)</p>
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In attendance: Dr Tristram Hunt, Director

Emmajane Avery, Director of Learning and Visitor Experience

David Bickle, Director of Design, Exhibitions & FuturePlan

Dr Antonia Boström, Keeper of Sculpture, Metalwork, Ceramics & Glass

Sophie Brendel, Director of Marketing & Communications

Heather Francis, Director of Finance & Resources

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)

Apologies: Robert Glick

1. Welcome and Declarations of Interests

- 1.1 Nicholas Coleridge (NC) welcomed Trustees to the meeting, the first to be held since the death of the former Director, Professor Dr Martin Roth. The Board recorded its condolences to Dr Harriet Roth and the family. An appropriate commemoration will be considered in due course.
- 1.2 This was the final Board meeting for Steve McGuckin (SM) after nine years as a Trustee. The Board recorded its thanks to SM for his considerable work on behalf of the Museum.
- 1.3 The Board also recorded its thanks to Emmajane Avery and Bill Sherman who are leaving the V&A.
- 1.4 No declarations of interest were received.

2. Minutes of the previous meeting

2.1 The minutes of the previous meeting held on 6 July 2017 were approved by the Board.

3. Matters arising

3.1 There were no matters arising.

4. Director's Report

4.1 Tristram Hunt (TH) paid tribute to Professor Dr Martin Roth on behalf of the Museum.

4.2 TH presented Trustees with an overview of the key V&A activities since the previous meeting, including the excellent visitor figures for South Kensington, and the encouraging numbers for the Museum of Childhood. The Museum has enjoyed a remarkable summer, with visitors responding to the exhibitions, the V&A Exhibition Road Quarter and the family activities on offer.

4.3 The current exhibitions, *Pink Floyd: Their Mortal Remains*, *Balenciaga: Shaping Fashion* and *Plywood: Material of the Modern World* have received both critical and popular approval.

4.4 TH reported on the recently held Autumn Press Launch which showcased both the Annual Review and forthcoming exhibitions, including *Opera: Passion, Power and Politics*, which will open on 30 September, *Winnie-the-Pooh: Exploring a Classic*, and *Frida Kahlo*.

4.5 The V&A Gallery at Design Society, Shekou, China, will formally open on 1 December 2017. The galleries have been handed over for the installation of the first exhibition.

4.6 TH updated the Board on the flourishing partnership with the Smithsonian Institution and outlined the workshops held during the summer.

4.7 The Board was updated on new commercial initiatives which included a significant licensing agreement with the John Lewis Partnership.

4.8 TH reported on his recent visit to New York, where he attended the opening of *John Lockwood Kipling: Arts and Crafts in the Punjab*, and met with a number of American supporters of the V&A.

4.9 The Trustees were updated on senior level staffing changes which include the appointment of Dr Christopher Turner as the Keeper of Design, Architecture and Digital.

5. Exhibition Road Quarter Review

5.1 Tim Reeve (TR) presented an overview of the post-completion project review for the V&A Exhibition Road Quarter (ERQ), following its successful completion and launch in June 2017. The review was conducted by Gardiner & Theobald, an independent firm of construction and property consultants.

5.2 The ERQ is the V&A's most significant architectural intervention in the last 100 years, and the review emphasised that, as a complex and ambitious piece of engineering and design, its delivery should be seen as a very considerable achievement. The ERQ has been extremely well received critically, and is also very popular with visitors, some 40% of whom now use the Exhibition Road entrance.

5.3 The Trustees discussed the report and reviewed the recommendations made by Gardiner & Theobald, with a further discussion to be held at the November meeting.

6. V&A East Update

6.1 TR presented an overview of progress since the last Board meeting and the subsequent meeting of the Trustees' Finance Committee. A detailed briefing has been submitted to the Department for Digital, Culture, Media and Sport, with the outline business case due to be submitted to them by the end of October. It is anticipated that a further announcement on the Culture & Education Development (CED) will be made in the coming months.

- 6.2 Alongside the work on V&A East, preparations continue for the decanting of the Museum's collections from Blythe House.
- 7. V&A Brand Refresh Update**
- 7.1 Sophie Brendel (SB) presented an overview of strategic work on the V&A brand and audience segmentation. This will be followed up through the Trustees' Visitor Experience Committee.
- 7.2 With previous brand work having taken place some years ago, this refresh will ensure greater brand consistency, and adapt and refine the V&A brand across digital platforms and in the increasingly global market in which the Museum operates, as it prepares to open the V&A Gallery at the Design Society, Shekou, China and the V&A Museum of Design, Dundee.
- 7.3 Alongside the brand refresh, a significant piece of work is being undertaken on audience segmentation, in order to reach out to new audiences at the same time as deepening engagement with existing ones.
- 7.4 The Trustees thanked SB for her work.
- 8. Annual Safety Report, 2016**
- 8.1 Vernon Rapley (VR), Security Director, joined the meeting to present the V&A's Annual Safety Report, which had been circulated with the Board papers, following endorsement by the V&A's Safety Committee and the Senior Management Team (SMT). The Report demonstrated that the V&A has a good safety record with procedures in place to ensure that risks are identified and responded to quickly and effectively.
- 8.2 The Trustees approved the 2016 Annual Safety Report.
- 9. Security Update – cyber and physical**
- 9.1 Jen Penfound (JP), Head of IT, joined the meeting and, together with VR, updated Trustees on the various security strategies in place, or in development, at the Museum.
- 9.2 VR explained that the strategies already in place cover both physical and technical security, and are constantly reviewed and updated.
- 9.3 JP provided an overview of the V&A's information technology security techniques, and the Museum's plans to ensure compliance with the new and incoming Cyber Essentials and GDPR regulations.
- (16.10 Mark Damazer left the meeting)
- 10. International Council Update**
- 10.1 Ben Elliott (BE) provided a verbal update on the recently formed International Council, established to increase awareness of the activities of the Museum internationally, and to elicit international support for particular projects as part of the V&A strategy.
- 10.2 BE and Jane Lawson were thanked for their work in successfully establishing the new Council.
- 11. Chairman's Report**
- 11.1 Nicholas Coleridge (NC) reported on the board review exercise, conducted using feedback from the Trustees via a questionnaire. The results of the review were positive, showing that Trustees felt the Board was well run, and that their views and engagement were sought and encouraged.
- 11.2 In addition, Mark Damazer, in his capacity as the senior non-executive director, had offered feedback to the Chair on his performance, with the views of other Trustees taken into account.

11.3 The Chair thanked all who had participated in the exercises.

12. Development Report

12.1 In the absence of Robert Glick, the Chair updated the Trustees on the recent activities of the Development Department. There had been positive news on sponsorship support for both forthcoming exhibitions and FuturePlan projects.

12.2 The new Members Room will open on 25 September and will offer an enhanced environment for the Museum's Members as their numbers increase.

13. Reports from Committees

13.1 Trustees' Finance Committee

The minutes of the meeting held on 27 July 2017 had been circulated previously.

13.2 Trustees' Investment Committee

The minutes of the meeting held on 27 July 2017 had been circulated previously.

13.3 Trustees' Collections Committee

The minutes of the meeting held on 4 September had been circulated previously.

14. Any Other Business

14.1 Professor Lynda Nead (LN) will review the V&A-RCA MA programme and report back to the Board in Spring 2018.

15. Date of the Next Meeting

15.1 The next meeting will be held on 23 November 2017 at South Kensington.

Julia Downer 14 September 2017

Signed _____
(Nicholas Coleridge, Chairman)