

Board of Trustees

Minutes

Date: 23 November 2017 (238 meeting)
 Time: 14.00-16.30
 Venue: Boardroom, The Victoria and Albert Museum
 Present: Nicholas Coleridge (Chair) Steven Murphy
 Mark Damazer Professor Lynda Nead
 Ben Elliot (for part of meeting) Mark Sebba
 Professor Margot Finn Sir John Sorrell
 Robert Glick Edmund de Waal
 Andrew Hochhauser QC Nigel Webb
 Nick Hoffman Anthony Misquitta (*Secretary to the Board*)

In attendance: Dr Tristram Hunt, Director
 David Bickle, Director of Design, Exhibitions & FuturePlan
 Dr Antonia Boström, Acting Director of Collections & Research, and 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
 Alex Stitt, Director of Commercial & Digital Development
 Julia Downer, Directorate Office Manager & Governance Officer (minutes)
 Sheila O'Donnell, John Tuomey, O'Donnell + Tuomey, for item 5
 Peter Maxwell, Director of Design, London from LLDC, for item 5
 Catherine Ince, Senior Curator, V&A East, for item 5
 Claire McKeown, V&A East Project Manager, for item 5
 Martin Barnes, Senior Curator of Word & Image Department, for item 8
 Julius Bryant, Keeper of Word & Image Department, for item 9
 Apologies: Dame Theresa Sackler, Caroline Silver, Dr Paul Thompson

1. Welcome and Declarations of Interests

1.1 Nicholas Coleridge (NC) welcomed Trustees to the meeting and noted the apologies received from Dame Theresa Sackler, Caroline Silver, Dr Paul Thompson.

1.2 The following declarations of interest were recorded in relation to V&A East:

- Robert Glick is a Trustee of Sadler's Wells
- Andrew Hochhauser is a Governor of the University of the Arts London
- Sir John Sorrell is Chair of the University of the Arts London
- Margot Finn is an employee of UCL

In addition Mark Sebba has recently joined a Digital Group organised by the National Gallery and this was declared as interest.

2. Minutes of the previous meeting

2.1 The minutes of the previous meeting held on 14 September 2017 were approved by the Board.

3. Matters arising

3.1 There was a further discussion following the review of the Exhibition Road Quarter (ERQ) project [Further detail on this discussion has been exempted from publication under Sections 42 and 43 (2) of the Freedom of Information Act 2001 on the grounds that the reports discussed and the discussions themselves were covered by legal professional privilege and their disclosure would, or would be likely to, prejudice the commercial interests of any person (including the V&A)].

4. Director's Report

4.1 Tristram Hunt (TH) presented Trustees with an overview of the key V&A activities since the previous meeting. Visitor figures for South Kensington continue to be strong whilst numbers for the Museum of Childhood are steady.

4.2 The V&A has been named both the TripAdvisor Museum of the Year 2017, and Time Out magazine's "London's favourite museum".

4.3 The 2017 London Design Festival, held in September 2017 with the V&A as the hub, had received excellent feedback and high visitor numbers.

4.4 *Opera: Passion, Power and Politics* opened in the new Sainsbury Gallery, with 5* reviews. Feedback from visitors has been very positive and the Marketing team is working to promulgate the exhibition further. *Balenciaga: Shaping Fashion* continues to outperform budget. *Plywood: Material for the Modern World* and *Pink Floyd: Their Mortal Remains*, both closed recently with outstanding visitor numbers. *David Bowie* is will open shortly at the final venue: the Brooklyn Museum.

4.5 The new Members' Room has opened. Designed by Carmody Groarke, it is popular with the growing membership, and has received positive endorsements from the Press.

4.4 The Director's initiative, DesignLab Nation, which supports students studying the new Design and Technology GCSE, has been launched in collaboration with schools from Blackburn and Coventry.

4.5 V&A Museum of Design, Dundee received widespread media coverage following a recent visit by the architect, Kengo Kuma.

4.7 A strategy paper setting out the Director's priorities had been circulated to the Board. The Director will report further to the Board as plans develop.

4.9 A Museum-wide Employee Engagement Survey had been conducted and Trustees will be briefed on the results.

5. V&A East Update

5.1 The meeting was joined by Sheila O'Donnell (SO'D) and John Tuomey (JT) of O'Donnell + Tuomey, Peter Maxwell, Director of Design, London from LLDC, Catherine Ince, Senior Curator, V&A East and Claire McKeown, V&A East Project Manager.

5.2 Tim Reeve (TR) presented a summary of progress since the previous Board meeting, this included the V&A's partnership agreement with the Smithsonian Institute, and the Tenancy Agreement for Blythe House.

5.3 SO'D and JT presented their revised plans for the V&A's proposed waterfront building at the Queen Elizabeth Olympic Park. The new plans will provide enhanced exhibition and gallery spaces, and

terraces. The proposed building will provide inspiring views both internally and externally, with better circulation spaces for visitors. The Trustees were invited to view the model of the revised building. The Chair thanked SO'D and JT for attending the meeting and for their presentation.

5.4 The revised plans were welcomed by the Trustees.

6. **V&A Gallery, Shekou**

6.1 With the V&A Gallery in Shekou due to open on 1 December 2017, TR provided an overview to the Board on this significant project.

6.2 The project originated in 2012, when China Merchants Group (CMSK), invited the V&A to work in partnership to open the first museum of design in Shekou. The contract is for five years, 2014-2019, and includes a V&A Gallery, which will exhibit 20th and 21st century design, with a learning programme, a venue for V&A touring exhibitions in 2019 and 2020, as well as training for staff and help with operating procedures.

6.3 It is hoped that the learning and audience participation programme devised by V&A, will provide a lasting legacy. The project has built links with schools and universities in the area of the Pearl River Delta Megalopolis. The concept of family-focussed visits to museums is relatively new in China, and the V&A has taken it forward during the project.

6.4 Two Trustees, Sir John Sorrell and Mark Damazer, will be travelling to Shekou for the opening ceremonies. Representatives from the Department for Digital, Culture, Media and Sport will also be present.

6.5 The Trustees thanked TR for his work on this landmark project.

7. **V&A and Wedgwood Proposal**

7.1 Anthony Misquitta (AM) presented a proposal to develop the relationship between the V&A and Wedgwood as well as other potential collaborations in the future.

7.2 Nick Hoffman and Caroline Silver had offered to carry out due diligence for the proposal.

7.3 The Board agreed that the proposal should be taken forward.

8. **Royal Photographic Society Collections and Photography Galleries Update**

8.1 Martin Barnes (MB), Senior Curator of Word & Image Department, joined the meeting with Julius Bryant (JB), Keeper of Word & Image.

8.2 MB updated the Board on the work being carried out to date around the RPS Collection and the plans for the Photography Galleries.

8.3 The new Galleries will present the development of photography from its earliest days through original displays of images and equipment. The galleries will provide spaces for events and presentations.

8.4 The Royal Photographic Society Collections have been moved to London, and are in the process of being catalogued and digitised. This is a significant undertaking given the scale of the Collection.

A range of publications is planned to coincide with the opening of the galleries.

8.5 The Trustees thanked MB for his presentation.

9. **Curatorial Presentation: Word & Image**

9.1 Julius Bryant (JB), Keeper of Word & Image, provided an overview of the activities of the Word and Image Department (WID).

9.2 WID oversees a wide range of resources for public access: the Paintings Galleries, including the Raphael Cartoons, the Prints and Drawings Study Room, and the National Art Library. The archives at Blythe

House contain the Museum's records under the management of the Archivist. The new photographic galleries are within the remit of WID.

9.3 The Department contains a number of national collections. Its latest exhibition, Winnie the Pooh: Exploring a Classic will open in December 2017.

9.4 Julius Bryant was thanked for his presentation

10. **Chairman's Report**

10.1 The Chairman reminded Trustees of the two governmental reports which have been recently published through the Department for Digital, Culture, Media and Sport, DCMS. The Mendoza Review, looked into national regional and smaller museums in England, and made recommendations for closer working and for entrepreneurial activities.

10.2 The Strategic Review of DCMS-sponsored museums was published alongside the Mendoza Review, and suggested ways in which national museums could work with other museums and groups.

Ben Elliot left the meeting at 16.00

11. **Development Report**

11.1 Robert Glick, RG, updated the Trustees on the recent activities of the Development Department. RG congratulated the Development Department on recent corporate sponsorship agreements.

11.2 The tour of Iran for the Director's Circle had gone well and had allowed the Museum to connect with a range of cultural institutions in Iran. Jane Lawson and her team were thanked for their excellent work with the tour.

11.3 The Corporate Advisory Board and the International Council had met recently. Trustees were updated on the activities.

12. **Reports from Committees**

12.1 **Trustees' Audit Committee**

The minutes of the meeting held on 7 November 2017 had been circulated previously.

12.2 **Trustees' Buildings Strategy Committee**

The minutes of the meeting held on 20 October 2017 had been circulated previously.

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

The minutes of the meetings held on 3 October and 25 October had been circulated previously.

12.4 **Trustees' Commercial Strategy Committee**

The minutes of the meeting held on 10 October had been circulated previously. Alex Stitt was congratulated on the success of the Pink Floyd merchandise.

12.5 **Trustees' Finance Committee**

The minutes of the meeting held on 18 October had been circulated previously.

12.6 **Trustees' Investment Committee**

The minutes of the meeting held on 10 November were circulated at the Board meeting. NH talked the Trustees through the minutes.

12.7 **Trustees' Museum of Childhood Committee**

The minutes of the meeting held on 16 October had been circulated previously.

12.8 **Trustees' Research Advisory Committee**

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

12.9 **Trustees' Visitor Experience Committee**

The minutes of the meeting held on 19 September had been circulated previously.

13. **Any Other Business**

13.1 Following the media reports, the Director advised the Board that all staff had been reminded of the standards of behaviour expected in the workplace and the avenues open for assistance if required.

14. **Date of the Next Meeting**

14.1 The next meeting will be held on 1 February 2018 at South Kensington.

Julia Downer 23 November 2017

Signed _____

(Nicholas Coleridge, Chairman)