



Board of Trustees

Minutes

Date: 1 February 2018 (239 meeting)
Time: 14.00-16.45
Venue: Boardroom, The Victoria and Albert Museum
Present: Nicholas Coleridge (Chair) Mark Sebba
Mark Damazer Caroline Silver
Robert Glick Sir John Sorrell
Andrew Hochhauser QC Dr Paul Thompson
Nick Hoffman Edmund de Waal
Steven Murphy Nigel Webb
Professor Lynda Nead 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 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)
Judy Roberts, Head of HR, for item 8

Apologies: Ben Elliot, Professor Margot Finn, Dame Theresa Sackler

1. Welcome and Declarations of Interests

1.1 Nicholas Coleridge (NC) welcomed Trustees to the meeting and noted apologies from Ben Elliot, Professor Margot Finn, Dame Theresa Sackler.

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

2. Minutes of the previous meeting

2.1 The minutes for the previous meeting, held on 23 November 2017, were approved by the Board.

3. Matters arising

3.1 NC updated Trustees on plans for the proposed new V&A Museum on the Waterfront at the Queen Elizabeth Olympic Park and progress on the overall plan for V&A East including the new research and collections centre following the decant from Blythe House. Thanks were recorded to Tim Reeve (TR) for his work on V&A East over the past four years to bring the complex project to this important point. In addition, NC thanked Tristram Hunt (TH) and Nigel Webb (NW) for their input, and the Board of Trustees for their support. The Board strongly endorsed NC's comments.

4. Director's Report

4.1 The Director presented Trustees with an overview of the key V&A activities since the previous meeting, including visitor figures which are up 35% against budget, and likely to exceed expectations at South Kensington by year end. The current exhibitions are generally performing well, particularly *Balenciaga* and *Winnie the Pooh*. *Ocean Liners: Speed and Style* has opened to positive press.

4.2 The Director updated the Board on a recent visit to China, along with NC and Steven Murphy (SM), taking in Hong Kong, Shenzhen and Shanghai, and including a visit to the V&A Gallery at Design Society and a meeting with China Merchants Group partners.

4.3 The V&A Exhibition Road Quarter has been named as Cultural Project of the Year by the Architects' Journal, and Amanda Leveté has been awarded the Jane Drew Prize 2018.

4.4 The Museum recently hosted the Reproductions of Art and Cultural Heritage [ReACH} conference, focussing on digital reproductions for the digital age.

4.5 Trustees were updated on the Museum's North Kensington Community Fund, which will be used to provide an art therapy programme for those affected by the Grenfell Tower tragedy. The programme has been devised in consultation with a range of community partners.

Action: Trustees are to be provided with an overview of the Museum's relationships with communities across the Royal Borough of Kensington & Chelsea.

4.6 Trustees were updated on senior staff changes, with Dr Helen Charman joining the V&A as Director of Learning & National Programmes, and David Bickle (DB), Director of Design, Exhibitions & FuturePlan, leaving in April 2018.

4.7 The Director paid tribute to Ken Draper, a former Chair of V&A Friends, and longstanding volunteer and guide, who died recently.

5. Launch of the V&A Gallery, Shekou

5.1 Tim Reeve (TR) provided the Board with an overview of the launch of the V&A Gallery at Design Society, Shekou, Shenzhen, on 1 December 2017, following a presentation on the project itself at the previous meeting. Trustees were provided with the catalogue for Values of Design, published to accompany the V&A Gallery, along with a copy of the gallery guide.

5.2 The opening ceremony was attended by Lord Ashton of Hyde, Parliamentary Under Secretary for the Department of Digital, Culture, Media and Sport, and TR was also joined by Sir John Sorrell (JS) and Mark Damazer (MD), and other members of the V&A team.

5.3 The positive and extensive press coverage, in both the UK and China, co-ordinated by Sophie Brendel (SB) and the V&A Press Team in partnership with Sutton PR, had focussed on the launch of Design

Society and the V&A Gallery, the V&A's partnership in China as a model for cultural collaboration beyond Europe, and on the imaginative use of the V&A's collections to support a powerful narrative on design in a Chinese context.

- 5.4 JS proposed a vote of thanks to TR and the V&A project team for leading and delivering this project, in promoting the UK's creative industries overseas and bringing considerable reputational benefits to the Museum. The Board strongly endorsed JS's proposal, and looked forward to seeing further projects develop in China as part of a new international strategy.

6. V&A East update

- 6.1 Following earlier comments by the Chair, Tim Reeve (TR) presented an overview of progress since the last Board meeting, as well as key milestones for the year ahead, with plans having advanced significantly in the month of January. As well as the agreement of heads of terms for a lease to create the new research and collections centre, TR highlighted the approval of the V&A East Outline Business Case by Treasury, and thanked Heather Francis for her work on the business case.
- 6.2 Following a presentation at the recent All Staff Meeting, the architect's brief has been published for the new collections centre, which has drawn considerable interest from the design community.
- 6.3 The latest V&A East financial summaries were shared with Trustees, for the period up to opening in 2023, and for 15 years after opening, and these will be reviewed in depth through the Trustees' Finance Committee on 27 February 2018.
- 6.4 The design of the proposed waterfront site for V&A East is being developed with architects O'Donnell + Tuomey, and comprehensive feedback on the RIBA Stage 2 concept design was shared with the V&A East Trustees' Committee on 22 January 2018, with final Stage 2 sign-off due on 5 February. The Trustees will be kept informed at future Board meetings as the designs and plans develop.

7. V&A Museum of Design, Dundee

- 7.1 David Bickle (DB) provided an overview of progress on the new V&A Museum of Design, Dundee.
- 7.2 The new building designed by Kengo Kuma draws inspiration from the landscape around Dundee, and reconnects the city with the River Tay waterfront. Trustees were shown recent images of the exterior and interior of the building.
- 7.3 Practical completion was achieved on 26 January 2018, with the opening date now set for 15 September 2018. The project is on track for completion on time and on budget, and the opening programme will see *Ocean Liners: Speed and Style* alongside the permanent Scottish Design Galleries which will feature the Charles Rennie Macintosh Oak Room.
- 7.4 Nick Hoffman (NH) briefed the Board following his recent visit to the new museum, and interviews held with senior managers in Dundee and London.
- 7.5 DB was thanked for his work on this outstanding project, and his overall contribution to the V&A in his time as Director of Design, Exhibitions & FuturePlan.
- Action:** Trustees asked to be briefed on the media plan for V&A Museum of Design, Dundee at a future meeting.

8. Human Resources Update

- 8.1 Judy Roberts (JR), Head of HR, joined the meeting to provide an update on the work of the HR Department.

- 8.2 JR updated Trustees on the Employee Engagement Survey carried out in July 2017, with a summary shared in advance. The results showed that in general staff viewed working at the V&A as a good experience, but with significant work now underway particularly around internal communications and leadership/management, led by the Senior Management Team.
- 8.3 The V&A is required to report on the Gender Pay Gap, and the findings, which will be made available publicly, were shared with Trustees.
- 8.4 The Trustees were provided with an overview of some of the HR management data tools used by the Museum.
- 8.5 JR was thanked for her reports.

9. **Chairman's Report**

- 9.1 Nicholas Coleridge (NC) updated the Board on recently announced ministerial changes at DCMS.

10. **Development Report**

- 10.1 Robert Glick (RG) updated Trustees on the activities of the Development Department. The Department is on track to achieve the 2017-18 income target.
- 10.2 Plans are under way to commemorate Professor Dr Martin Roth, the late V&A Director.
[16.30 – Dr Paul Thomson and Caroline Silver left the meeting].

11. **Reports from Committees**

11.1 **Trustees' Buildings Strategy Committee**

The minutes of the meeting held on 22 January 2018 were circulated at the meeting.

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

The minutes of the meeting held on 22 January 2018 were circulated at the meeting

11.3 **Trustees' Collections Committee**

The minutes of the meeting held on 4 December 2017 had been circulated previously.

12. **Any Other Business**

- 12.1 **Action point:** the future exhibition programme will be presented to the Board at the next meeting.

13. **Date of the Next Meeting**

- 13.1 The next meeting will be held on 15 March 2018 at South Kensington.

Julia Downer 1 February 2018

Signed _____
(Nicholas Coleridge, Chairman)