

Board of Trustees

Minutes

Date: 6 July 2018 (242 meeting)
Time: 14.00-16.30
Venue: The Boardroom, Victoria and Albert Museum
Present: Nicholas Coleridge CBE (Chair) Professor Lynda Nead
Mark Damazer CBE Dame Theresa Sackler
Ben Elliot Mark Sebba (by telephone)
Robert Glick Caroline Silver
Andrew Hochhauser QC Sir John Sorrell
Nick Hoffman Nigel Webb
Steven Murphy Anthony Misquitta (*Secretary to the Board*)

In attendance: Dr Tristram Hunt, Director
Dr Antonia Boström, Director of Collections
Sophie Brendel, Director of Marketing & Communications
Dr Helen Charman, Director of Learning & National Programmes
Heather Francis, Director of Finance & Resources
Jane Lawson, Director of Development
Tim Reeve, Deputy Director & Chief Operating Officer
Dr Pip Simpson, Interim Director of Design & FuturePlan
Julia Downer, Directorate Office Manager & Governance Officer (minutes)
Catherine Ince, Chief Curator V&A East (for item 6)
Jo Norman, Director of V&A Research Institute (for item 10)

Apologies: Professor Margot Finn
Kavita Puri
Dr Paul Thompson
Edmund de Waal OBE
Alex Stitt, Director of Commercial, Digital & Exhibitions

1. Welcome and Declarations of Interests

- 1.1 Nicholas Coleridge (NC) welcomed Trustees to the meeting and noted the apologies.
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

2. Minutes of the Previous Meeting

- 2.1 The minutes for the previous meeting, held on 10 May 2018, were approved by the Board.

3. Matters Arising

- 3.1 The Chair advised the Board of the appointment of Kavita Puri as a new V&A Trustee, with effect from 2 July 2018.

3.2 Mark Damazer (MD) will be stepping down as a Trustee from 27 November 2018. With his apologies having been received for the September Board meeting, MD was thanked for his contribution to the V&A over the past 8 years, and a gift was presented.

4. Director's Report

4.1 Tristram Hunt (TH) presented an overview of the key V&A activities since the previous meeting.

4.2 The first phase of the V&A Photography Centre will open in October 2018. The V&A's National Collection of the Art of Photography was recently strengthened by the addition of 63 photographs by Linda McCartney, gifted by Sir Paul McCartney.

4.3 Two exhibitions have opened since the last meeting: both *Frida Kahlo: Making Herself Up* and *The Future Starts Here* received critical acclaim, with the former enjoying particularly high visitor numbers. *Fashioned From Nature* is performing well. *Ocean Liners: Speed & Style* has now closed and will be the opening exhibition for V&A Dundee in September 2018. The *Jameel Prize 5* has been awarded jointly to Marina Tabassum and Mehdi Moutashar. The exhibition, *Christian Dior: Designer of Dreams*, has been announced and will run in the Sainsbury Gallery from 2 February – 14 July 2019.

4.4 The V&A's Pavilion, *Robin Hood Gardens: A Ruin in Reverse*, opened at the Venice Architecture Biennale. The project is in memory of the late Dr Martin Roth, former Director of the V&A.

4.5 The V&A's revised Strategic Plan 2018-2020 was shared with Trustees, following review by the Executive Board (formerly the Senior Management Team).

4.6 TH advised the Board that the Exhibition Road Quarter is one of the winners of the 2018 RIBA National Awards for architecture.

5. Exhibition Commissioning and Delivery

5.1 TH provided the Board with an overview of the process involved in planning the museum's public programme. A wide range of criteria are considered when developing exhibitions, involving departments throughout the museum, to achieve balance and scholarship whilst reaching out to the V&A's different audiences.

6. V&A East Update

6.1 Catherine Ince, Chief Curator V&A East, (CI) joined the meeting.

6.2 Tim Reeve (TR) updated Trustees on recent progress regarding V&A East: the signing of the Agreement for Lease for Here East is expected to take place shortly, and the East Bank development was formally announced by the Mayor of London on 5 June.

6.3 CI provided an overview of the curatorial and programme planning being undertaken for the Collection & Research Centre at Here East, and the V&A East Waterfront museum as part of East Bank. The plans focus on the principles of greater access, both physical and digital, to the collections, generating new perspectives of the collection for public and scholars. The emphasis is on involving local audiences, creative practitioners, and schools and colleges.

6.4 Illustrative object displays, including design archives, were presented to the Trustees.

7. Annual Report and Accounts 2017-2018

7.1 The Annual Report of the Trustees' Audit Committee to the Board of Trustees, and the Annual Report and Accounts for 2017-2018, had been circulated to Trustees. The Annual Report and Accounts had been considered fully by both the Trustees' Audit and Finance Committees, and is due to be laid before Parliament shortly.

7.2 The Board approved the Annual Report and Accounts, and thanked Heather Francis for her work.

8. V&A Dundee – Launch Plan

- 8.1 Sophie Brendel (SB) presented an overview of the plans for the launch of V&A Dundee, which opens to the public on 15 September 2018, with a broad programme of events for the public and stakeholders.
- 8.2 The press coverage has been extensive, with considerable interest from the international media. The PR campaign is well underway and will build as the opening date approaches. V&A Dundee is being supported by the V&A Press Office during this period; a number of senior staff and Trustees will attend the opening.

9. Wayfinding Update

- 9.1 Dr Pip Simpson (PS) presented the Board with designs for the museum's new wayfinding scheme, both internal and external. The new signage and maps will help visitors to access more easily all areas of the museum, and will be integrated with the digital map.
- 9.2 The scheme is the result of in depth research into the needs of visitors, and aims to simplify the complexities of the V&A building, particularly in terms of vertical circulation.
- 9.3 The plans had previously been reviewed by the Trustees' Visitor Experience Committee, chaired by Mark Damazer, who, along with PS, was thanked for his input.

10. V&A Research Institute Overview

- 10.1 Jo Norman (JN), Director of the V&A Research Institute (VARI), joined the meeting, and provided Trustees with an overview of the collections and object-based research, and associated programmes. These include research and development for exhibitions and public programmes, and externally funded research projects.
- 10.2 The VARI is responsible for a number of academic programmes, including Collaborative Doctoral Partnerships, and, in conjunction with the RCA, the V&A offers an MA in The History of Design.
- 10.3 The Andrew W. Mellon Foundation supports a 5-year programme of research projects for the V&A Research Institute. This transformative work is making research more accessible, and enables a series of 8 projects, such as the creation of a digital facsimile of the Leman Album of historic silks.
- 10.4 Looking ahead VARI will be closely involved in the creation of the Collection and Research Centre at V&A East.
- 10.5 JN was thanked by the Trustees for her presentation.

11. V&A / RCA MA in History of Design

- 11.1 Professor Lynda Nead (LN) spoke to a paper circulated to the Board regarding the V&A/RCA MA in History of Design, which offers several pathways linked to V&A Curatorial Departments.
- 11.2 The report made several recommendations for the current structure of the course, and LN drew Trustees attention to the opportunities presented by V&A East. The proposals will be considered by VARI.
- 11.3 LN was thanked for her report.

12. Chairman's Report

- 12.1 Nicholas Coleridge (NC) updated the Board on a range of initiatives.

13. Development Report

- 13.1 Robert Glick (RG) updated Trustees on the activities of the Development Department and the status of current sponsorship and fundraising initiatives.
- 13.2 With the Membership programme for the museum at record levels the strategy is being reviewed.

16.20 Ben Elliot left the meeting.

14. Reports from Committees

14.1 Trustees' Audit Committee

The minutes of the meeting held on 25 June 2018 had been circulated previously.

14.2 Trustees' Buildings Strategy Committee

The minutes of the meeting held on 18 June 2018 had been circulated previously.

14.3 Trustees' Collections Committee

The minutes of the meeting held on 4 June 2018 had been circulated previously.

14.3 Trustees' Finance Committee

The minutes of the meeting held on 5 June 2018 had been circulated previously.

14.4 Trustees' Investment Committee

The minutes of the meeting held on 5 June 2018 had been circulated previously.

14.5 Trustees' Museum of Childhood Committee

The minutes of the meeting held on 6 June 2018 had been circulated previously.

14.6 Trustees' Commercial Strategy Committee

The minutes of the meeting held on 29 June were circulated at the meeting.

14.7 Trustees' V&A East Committee

The minutes of the meeting held on 18 June 2018 had been circulated previously.

14.8 Trustees' Visitor Experience Committee

The minutes of the meeting held on 12 June 2018 had been circulated previously.

15. Any Other Business

15.1 Nick Hoffman updated the Board on the inaugural Martin Roth Symposium: What Can Culture Do? Speakers included Tim Reeve and Catherine Flood from the V&A.

16. Date of the Next Meeting

16.1 The next meeting will be held on 25 September 2018 at South Kensington.

Julia Downer 6 July 2018

Signed _____
(Nicholas Coleridge, Chairman)