



Board of Trustees  
Minutes

Date: 25 September 2018 (243 meeting)  
Time: 14.00-16.30  
Venue: The Boardroom, Victoria and Albert Museum  
Present: Nicholas Coleridge CBE (Chair) Kavita Puri  
Ben Elliot Dame Theresa Sackler  
Professor Margot Finn Sir John Sorrell  
Robert Glick Dr Paul Thompson  
Andrew Hochhauser QC Edmund de Waal OBE  
Nick Hoffman (by telephone) Nigel Webb  
Steven Murphy Anthony Misquitta (*Secretary to the Board*)  
Professor Lynda Nead

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  
Alex Stitt, Director of Commercial, Digital & Exhibitions  
Julia Downer, Directorate Office Manager & Governance Officer (minutes)  
David Allin, Architect, Diller, Scofidio + Renfro for item 5  
Claire McKeown, V&A East Project Director, for item 5  
Linda Lloyd-Jones, Head of Exhibitions, for item 7  
Oriole Cullen, Curator Modern Textiles & Fashion, for item 7  
Vernon Rapley, Security Director, for item 9

Apologies: Mark Damazer CBE, Caroline Silver, Sir John Sorrell

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
- Margot Finn is an employee of UCL
- Andrew Hochhauser is a Governor of the University of the Arts London
- Sir John Sorrell has stepped down Chair of the University of the Arts London, there is no longer a possible conflict of interest.

2. **Minutes of the Previous Meeting**

2.1 The minutes for the previous meeting, held on 6 July 2018, were approved by the Board.

### 3. **Matters Arising**

3.1 The Chair paid tribute to Mark Sebba (MS), who had died unexpectedly in July 2018, having been recently confirmed as a Trustee for a second term. MS chaired V&A Enterprises and the Trustees' Commercial Strategy Committee, as well as serving on the Trustees' Committees for Finance, Audit and Visitor Experience. The Board recorded its condolences to Anne Sebba and her children.

3.2 The Chair also paid tribute to Edwin Davies, who had served as a Trustee from 2007-2014, and who had been a generous benefactor to the museum.

3.3 Margot Finn, (MF) who will be stepping down as a Trustee from 25 November 2018, was thanked for all her work on behalf of the V&A and a gift was presented.

3.4 Kavita Puri was welcomed to the Board as a new Trustee.

### 4. **Director's Report**

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

4.2 On behalf of the Executive Board TH paid tribute to Mark Sebba, who had supported the work of the museum tirelessly during his time as a Trustee.

4.3 The Trustees were advised that Heather Francis, Director of Finance & Resources, will be leaving the V&A in December 2018 to take up the post of Chief Finance Officer at the University of the Arts, London.

4.4 The Board was briefed on the successful opening of V&A Dundee, which had been well received by the Press; Tim Reeve, Heather Francis, Sophie Brendel and Jo Norman were thanked for their contributions.

4.5 The Trustees were advised that planning is underway for the next Spending Review and for post-Brexit scenarios, following a request for information from the Department for Digital, Culture, Media and Sport.

4.6 TH provided an overview of the current exhibitions, with the continued success of *Frida Kahlo: Making Herself Up* a particular highlight. *Videogames: Design/Play/Disrupt* has opened to good Press coverage, and the *London Design Festival* had generated a substantial audience.

4.7 The Board had received a paper updating them on outreach work within the Royal Borough of Kensington and Chelsea, including the North Kensington Community Fund.

### 5. **V&A East Update**

5.1 David Allin (DA), Architect, Diller, Scofidio + Renfro, and Claire McKeown (CM), V&A East Project Director, joined the meeting and were introduced by Tim Reeve (TR).

5.2 CM summarised progress in recent months across both V&A East sites. The Agreements for Lease have been signed for both sites in Stratford, and project teams have been appointed. With RIBA Stage 2 for the Collection & Research Centre having been completed, the Board was briefed on the key high level changes, and in particular the decision to reallocate the sub-let space in order to allow the entire reserve collection to be accommodated at Here East. This means that an out of London storage facility will not be required, addressing a key risk to the project. This will see a phased planning application and review of budgeted costs.

5.3 The next stages of the V&A East project were outlined, including the Waterfront planning submission, following completion of RIBA Stage 3, which is likely to be phased in order to allow wind mitigation measures to be properly considered.

5.4 DA presented an overview of plans for the Collection and Research Centre at Here East, at the end of RIBA Stage 2, which aim to optimise the storage opportunities whilst using the architecture of the building to provide visitors with sight of the conservation areas and reserve collections. DA explained the dynamic style of object presentation which moves away from traditional storage and gallery options. The Centre is due to open in 2023.

- 5.5 The presentations were welcomed by the Trustees, who commended the team on the progress made.
- 5.6 **Action Point:** The V&A Waterfront project and content to be an agenda item at the next Board meeting.
6. **Learning and National Programmes overview**
- 6.1 Dr Helen Charman (HC), Director of Learning and National Programmes, provided an overview of plans for the department, having been in post for six months.
- 6.2 The strategic priorities, including the vision and purpose, drawing on extensive research, were outlined for the department, within the context of the V&A's developing multi-site strategy.
- 6.3 This will be a transformative phase for museum learning at both South Kensington and the Museum of Childhood, provided through the lens of the museum's collections. The strategy will have a wider application in the UK through digital work to support teachers of the new Design & Technology GCSE, as well as bringing opportunities for careers in the creative industries. This aligns with the museum's DesignLab programme.
- 6.4 The Board thanked HC for her presentation.
7. **Christian Dior: Designer of Dreams**
- 7.1 Linda Lloyd-Jones (LL-J), Head of Exhibitions, and Oriole Cullen (OC), Curator Modern Textiles & Fashion, joined the meeting.
- 7.2 OC introduced the plans for the forthcoming exhibition, *Christian Dior: Designer of Dreams*. Originally shown in Paris at the Musée des Arts Décoratifs, the exhibition will be reinterpreted for London within the V&A's Sainsbury Gallery. The designer, Nathalie Crinière, will work with the V&A to bring together a spectacular display of pieces which will examine the link between Christian Dior and England, as well as other themes from Dior's work.
- 7.3 The Board thanked OC and LL-J for their presentation; thanks were also recorded for LL-J who will be retiring after 30 years at the museum.
- 16.00 Ben Elliot left the meeting.
8. **Image Licensing**
- 8.1 Alex Stitt (AS), Director of Commercial, Digital & Exhibitions, spoke to a paper circulated to Trustees which set out the museum's policy on Image Licensing. This followed an action point from the Board meeting held on 10 May 2018.
- 8.2 The Trustees discussed the policy, including the complexity in differentiating between commercial and non-commercial interests when setting fees, the policy for research and academic publications, and the policy for the digital use of image.
- 8.3 It was agreed that the museum's policy would be developed in line with wider changes in the field of Image Licensing across the museum sector.
9. **Annual Security Report 2017**
- 9.1 Vernon Rapley (VR), Security Director, joined the meeting to present the Annual Security Report for 2017, which was approved by the Trustees.
- 9.2 The Board thanked VR and his team for their work.
10. **Chairman's Report**
- 10.1 Nicholas Coleridge (NC) updated the Board on the current campaign to recruit four new Trustees which is being overseen by the Department of Digital, Culture, Media and Sport. The new appointments will provide an opportunity to review the membership of Trustees' Committees.

- 11. **Development Report**
- 11.1 Robert Glick (RG) updated Trustees on the activities of the Development Department and the status of current sponsorship and fundraising initiatives.
- 11.2 **Action Point:** The Trustees asked for a presentation at a future meeting on the Membership strategy, which is currently under review.
  
- 12. **Reports from Committees**
- 12.1 **Trustees' Buildings Strategy Committee**  
The minutes of the meeting held on 10 September 2018 had been circulated previously.
- 12.2 **Trustees' Collections Committee**  
The minutes of the meeting held on 10 September 2018 had been circulated previously.
- 12.3 **Trustees' Finance Committee**  
The minutes of the meeting held on 25 July 2018 had been circulated previously.
- 12.4 **Trustees' Investment Committee**  
The minutes of the meeting held on 25 July 2018 had been circulated previously.
- 12.5 **Trustees' Research Advisory Committee**  
The minutes of the meeting held on 11 July 2018 had been circulated previously.
- 12.6 **Trustees' V&A East Committee**  
The minutes of the meeting held on 10 September 2018 had been circulated previously.
- 12.7 **Trustees' Visitor Experience Committee**  
The minutes of the meeting held on 4 September 2018 had been circulated previously.
  
- 13. **Any Other Business**
- 13.1 There was no further business.
  
- 14. **Date of the Next Meeting**
- 14.1 The next meeting will be held on 29 November 2018 at South Kensington.

Julia Downer 25 September 2018

*Signed* \_\_\_\_\_  
(Nicholas Coleridge, Chairman)