



Board of Trustees

Minutes
VABT(19)09

Date: 31 January 2019

Time: 14.00-16.30

Venue: The Boardroom, Victoria and Albert Museum

Present: Nicholas Coleridge CBE (Chair) Dame Theresa Sackler
Ben Elliot Caroline Silver
Robert Glick OBE Sir John Sorrell
Andrew Hochhauser QC Dr Paul Thompson
Nick Hoffman Edmund de Waal OBE
Steven Murphy Nigel Webb
Professor Lynda Nead Anthony Misquitta (*Secretary to the Board
& General Counsel*)
Kavita Puri

In attendance Dr Tristram Hunt, Director
Dr Antonia Boström, Director of Collections
Sophie Brendel, Director of Marketing, Communications & Visitor Experience
Dr Helen Charman, Director of Learning & National Programmes
Jane Lawson, Director of Development
Jen Penfound, Interim Director of Finance & Resources
Tim Reeve, Deputy Director & Chief Operating Officer
Judy Roberts, Head of HR
Dr Pip Simpson, Director of Design, Estate & FuturePlan
Alex Stitt, Director of Commercial, Digital & Exhibitions
Claire McKeown, V&A East Project Director, for item 5
Jane Ellis, incoming Director of Finance & Resources (Observer)

Apologies: None

Minute taker: Julia Downer, Directorate Office Manager & Governance Officer

1. Welcome and Declarations of Interests

1.1 Nicholas Coleridge (NC) welcomed Trustees to the meeting.

1.2 The following declarations of interest were noted 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
- Kavita Puri has recorded a note regarding the BBC and East Bank.

2. Minutes of the Previous Meeting

- 2.1 The minutes of the previous meeting, held on 29 November 2018, and a Confidential Annex, were approved by the Board.

3. Matters Arising

- 3.1 The Prime Minister has reappointed Nicholas Coleridge as Chair of the V&A for a further four years.

The Prime Minister has appointed Jonathan Anderson, Marc St John and Dr Genevieve Davies as Trustees of the V&A for terms of four-years.

- 3.2 The Board commended all involved in the very successful opening of the exhibition: *Christian Dior: Designer of Dreams*.

- 3.3 The Board congratulated Robert Glick on being awarded an OBE for services to charity.

- 3.4 Jane Ellis, who takes up the appointment as Director of Finance & Resources on 18 March 2019, was welcomed to the meeting as an observer. Judy Roberts, Head of HR, and Jen Penfound, Interim Director of Finance & Resources were welcomed to the Executive Board.

4. The Director's Report

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

- 4.2 TH updated Trustees on the formal opening of V&A Dundee on 29 January 2019 by HRH the Duchess of Cambridge, Royal Patron, and HRH the Duke of Cambridge.

- 4.3 Trustees received a report on the exhibition programme, particularly *Christian Dior: Designer of Dreams* which has opened to great critical acclaim and with excellent advance ticket sales. TH paid tribute to the staff involved in the success of the exhibition, in particular, the Conservation and Technical Services Teams, Tim Reeve, Deputy Director, Sonnet Stanfill, Senior Curator, and Oriole Cullen, Curator, from the Furniture, Fashion & Textiles Department, Linda Lloyd-Jones, former Head of Exhibitions, and Jane Lawson and the Development Department.

Fashioned from Nature has closed after a successful run. The themes of design and sustainability will be further explored through exhibitions such as *Food: Bigger than the Plate*.

The Ruddock Family Cast Court, and *The Weston Family Cast Court* have reopened, alongside *The Chitra Nirmal Sethia Gallery*, a new space exploring the history, significance, and contemporary relevance of casts. The positive Press coverage has been reflected in the strong visitor numbers.

The Board discussed the touring exhibition programme which will include *Videogames* once it closes at South Kensington. The performance of the public programme, including touring exhibitions, is monitored through the Trustees' Finance Committee.

Action point: The Trustees asked for an overview of the touring exhibition programme at a future meeting.

4.4 The Board was updated on staffing changes including the appointment of Heather Caven as Director of Conservation and Collections Management, who will retain oversight of the move from Blythe House to the Collection & Research Centre at Here East.

4.5 The Board discussed the museum's policy for image licensing fees, an action point from the Board meeting held on 29 November 2018.

5. V&A East

5.1 Claire McKeown, V&A East Project Director, (CM) joined the meeting.

5.2 Tim Reeve (TR) updated the Board on progress since the last meeting and provided an overview of the 2019 schedule across the three components of the V&A East project:

- The Collection and Research Centre (CRC) is moving through RIBA Stage 3, with a planning application already submitted. The V&A's demise is being created through the Landlord's Works which are progressing to programme. As the key priority for the next period is to resolve the storage layouts and systems, Stage 3 has been extended with the approval of the Department for Digital, Culture, Media and Sport (DCMS) and the Trustees' FuturePlan & V&A East Committee.
- The Waterfront Museum is moving through RIBA Stage 4 design development, due for completion in July 2019. Public consultation on the planning application is now complete, and the cost viability assessment is the next important milestone.
- Blythe House decant programme is making good progress.

5.3 TR also reported that the Full Business Case (FBC) for V&A East is due to be submitted to DCMS by the end of February.

5.4 TH updated Trustees on staffing changes at the Smithsonian Institution, with Al Horvath, Under Secretary for Finance and Administration, and David Skorton, Secretary, both due to depart. The V&A's main contact will be John Davis, Provost and Under Secretary for Museums, Education, and Research.

6. FuturePlan 3 Update

6.1 Dr Pip Simpson, Director of Design, Estate and FuturePlan (PS) gave a presentation on the development of FuturePlan 3.

6.2 The Board was reminded of the success of previous FuturePlan projects, which have seen over 90% of the museum's galleries and facilities refurbished and updated over the past 18 years. Recently completed projects include the Exhibition Road Quarter and Phase 1 of the Photography Centre.

- 6.3 The Board received an outline of the schedule for FuturePlan 3, running from 2018 to 2025. It will focus on responding to the changing needs of visitors in the coming years through flexible infrastructure and good design. Detailed planning for a number of projects is already underway, including the transformation of the Museum of Childhood which is being developed through a co-design process with audiences.
- 6.4 As part of FuturePlan 3 the *William and Judith Bollinger Gallery* is being refurbished to allow new jewellery acquisitions to be displayed. It will reopen in April 2019.
- 6.5 The plans were welcomed by the Trustees who thanked PS for her presentation.

7. Staff Engagement – Pulse Survey Update

- 7.1 Judy Roberts, Head of HR, (JR) briefed the Trustees on the outcomes of the Pulse Survey carried out in mid-2018 to follow up the 2017 Staff Engagement Survey.
- 7.2 The results of the Pulse Survey showed a good response rate and reflected the levels of activity as well as changing priorities within the museum. Since the 2017 Survey improvements had been made to a number of areas including internal communication channels and improved training opportunities. The Pulse Survey has identified additional areas for work which is in train.
- 7.3 JR was thanked for her presentation.

8. Board of Trustees Terms of Reference

- 8.1 Anthony Misquitta, Secretary to the Board and General Counsel, (AM) had shared Terms of Reference for the Board of Trustees, following a review of governance.
- 8.2 The Board approved the Terms of Reference.

9. Chairman’s Report

- 9.1 The Chairman’s Report had been discussed in the course of the meeting.

10. Development Report

- 10.1 Robert Glick (RG) updated Trustees on the activities of the Development Department and the status of current sponsorship and fundraising initiatives.
- 10.2 RG expressed his gratitude to the Development Department for the delivery of several very successful events around the opening of *Christian Dior: Designer of Dreams*.

11. Reports from Committees

11.1 Trustees' Sub-Committees

Board approval was given to ALM to hold over a review of the performance of Trustees' Sub-Committees, which had been discussed at the 10 May 2018 Board meeting. This proposal will be followed up once new Trustees have been appointed and have joined Sub-Committees.

11.2 Trustees' Collections Committee

The minutes of the meeting held on 3 December 2018 had been circulated in advance.

11.3 Trustees' FuturePlan and V&A East Committee

The minutes of the meeting held on 16 January 2019 were circulated at the meeting.

11.4 Trustees' Museum of Childhood Committee

The minutes of the meeting held on 4 December 2018 had been circulated in advance.

11.5 Trustees' Visitors Experience Committee

The minutes of the meeting held on 7 December 2018 had been circulated in advance.

12. Any Other Business

12.1 The next meeting will be held on 28 March 2019 at South Kensington.

12.2 Action point: the Trustees asked for a paper, prepared by Anthony Misquitta on the implications of Brexit, to be circulated.

12.3 There was no further business.

Julia Downer
31 January 2019

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Signed
Nicholas Coleridge, Chair