



## Board of Trustees

Minutes  
VABT(19)26

Date: 28 March 2019

Time: 14.00-16.30

Venue: The Boardroom, Victoria and Albert Museum

Present:

Nicholas Coleridge CBE (Chair)	Dame Theresa Sackler
Jonathan Anderson	Caroline Silver
Dr Genevieve Davies	Sir John Sorrell
Robert Glick OBE	Marc St John
Andrew Hochhauser QC	Dr Paul Thompson
Nick Hoffman, by phone	Edmund de Waal OBE
Steven Murphy	Nigel Webb
Professor Lynda Nead	Anthony Misquitta ( <i>Secretary to the Board &amp; General Counsel</i> )
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 Ellis, Director of Finance & Resources  
Jane Lawson, Director of Development  
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  
Adam Pentelow, Head of Finance, for item 6  
Phil Long, Director, V&A Dundee, for item 7  
Dr Christopher Turner, Keeper of Design, Architecture & Digital Dept, for item 8

Apologies: Ben Elliot

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 31 January 2019, were approved by the Board.
- 2.2 As an action point from the previous meeting, Trustees had received a paper on Brexit preparations from Anthony Misquitta.
- 2.3 As an action point from the previous meeting, Trustees were provided with an update on the V&A/RCA MA course through the minutes of the Trustees' Research Committee meeting held on 15 February 2019.

## **3. Matters Arising**

- 3.1 The Chair welcomed the three new Trustees to the meeting: Jonathan Anderson, Dr Genevieve Davies and Marc St John. The Prime Minister has also appointed David Bomford as a Trustee for a term of four-years, from 1 April 2019.
- 3.2 On behalf of the Board, the Chair thanked Andrew Hochhauser QC and Sir John Sorrell as their terms as Trustees come to an end, and reminded the Board of the considerable legacy of their work for the V&A.
- 3.3 Jane Ellis, Director of Finance & Resources, was welcomed to the Executive Board

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

- 4.1 Tristram Hunt (TH) presented an overview of key activities since the previous meeting.
- 4.2 TH reported that, for the first time, the V&A was included in the Art Newspaper's top ten most popular art museums for 2018. The current year has started well, bolstered by *Christian Dior: Designer of Dreams* which has been extended to 1 September 2019.
- 4.3 Trustees received an update on the public programme: *Fashioned from Nature* has closed and will tour to a number of venues; *Videogames: Design/Play/Disrupt* has also closed and will open shortly at V&A Dundee. Looking ahead, *Mary Quant* opens on 6 April 2019, and *Food: Bigger than the Plate* opens on 18 May 2019, a new display, *Laughing Matters* opens in the British Galleries on 29 March 2019.
- 4.4 TH updated Trustees on his recent visit to Russia, during which he met a number of museum partners and delivered a series of lectures.
- 4.5 The museum had hosted a visit by the Ethiopian Minister for Culture, Tourism, HE Dr Hirut Kassaw, to the Maqdala 1868 display.
- 4.6 The Board was updated on staffing changes including the appointment of Daniel Slater as Head of Exhibitions.

- 4.7 Tim Reeve (TR) briefed Trustees on his recent visit to the V&A at Design Society, Shekou. The V&A Gallery and the engagement programme have been well received.

**Action point:** The Trustees asked for a report on progress on the V&A at Design Society at the next Board meeting

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

- 5.1 Claire McKeown, V&A East Project Director, (CM) joined the meeting. The Trustees were provided with brochures on the V&A East Project.
- 5.2 TR updated Trustees on progress since the previous meeting, and set out the work plan and key dates for the next phase. The Full Business Case has been approved by the Department for Digital, Culture, Media and Sport, and will now be submitted to HM Treasury for review before final approval.
- 5.3 Members of the Trustees' FuturePlan and V&A East Committee had visited Stratford to view the newly created demise at Here East and the site for the Waterfront Museum. The Committee received a presentation from architect John Tuomey, and reviewed a range of pre-cast concrete samples for the Waterfront Museum façade.
- 5.4 Trustees received an update on the Collection & Research Centre (CRC) RIBA Stage 3 design process. The storage layouts and systems design have been concluded, and Trustees were briefed on the outcome of the storage design review undertaken by Rackline. The introduction of two new structural mezzanines in the scheme design had resulted in some necessary revisions to the plans to offset the increased costs without compromising the vision of the CRC competition concept. The cost options had been presented to and approved by the Trustees' FuturePlan & V&A East Committee, along with potential funding options. The Board endorsed the recommendations of the Committee.
- 5.5 The Blythe House decant is progressing well.

## 6. **Budget 2019-20 and Reserves Policy**

- 6.1 Adam Pentelow, Head of Finance (AP) joined the meeting.
- 6.2 AP presented an overview of the V&A's Reserves Policy, following a review by the Trustees' Finance Committee on 26 February 2019. The Reserves Policy was approved by the Board.
- 6.3 AP presented the 2019/20 Budget to Trustees for their comment and approval, following endorsement by the Trustees' Finance Committee on 26 February 2019, and the Trustees' Commercial Strategy Committee on 25 February 2019.
- 6.4 The Board approved the 2019-20 Budget, and recorded their thanks to AP for his work during the period before the appointment of the new Director of Finance & Resources.

## **7. V&A Dundee**

- 7.1 Phil Long, Director of V&A Dundee, (PL) joined the meeting to update the Board on V&A Dundee. The museum has achieved excellent visitor numbers since its opening in September 2018, with the formal opening by HRH The Duchess of Cambridge taking place on 29 January 2019.
- 7.2 The Trustees were reminded of the history of the project, which was developed through a multi-partner model, as part of the long term urban development of the waterfront of the city of Dundee. Other regional attractions have seen a boost to their visitor numbers since the opening.
- 7.3 The role of V&A Dundee in creating a cultural centre in the city has been included in the communication and marketing plans. Research into visitor patterns shows that most visit to view the building designed by Kengo Kuma. The first exhibition, *Ocean Liners: Speed and Style* resonated with local audiences, and formed part of the wide ranging public programme offered to visitors.
- 7.4 The Chair congratulated PL and all involved in the very successful opening of V&A Dundee.

## **8. Overview of Design, Architecture & Digital Department**

- 8.1 Dr Christopher Turner, Keeper, (CT) joined the meeting to provide an overview of the Design, Architecture & Digital Department. The work encompasses collecting to reflect contemporary issues and involves departments across the museum to engage with a wide range of audiences, including the creative industries.
- 8.2 Recent exhibitions originating from the department include *The Future Starts Here* and *Videogames: Design/Play/Disrupt*, both critically acclaimed and now touring to other venues. The Department is working on *Cars: Accelerating the Modern World* which will open in Autumn 2019.
- 8.3 The Department has responsibility for the museum's engagement in a range of external projects, including both the Venice Architecture and Art Biennales, London Design Festival and the London Design Biennale
- 8.4 The Trustees thanked CT for his presentation.
- 8.5 **Action point:** The Trustees asked for a briefing on the V&A's touring exhibition programme at the next meeting.

## **9. Chairman's Report**

- 9.1 The Chairman's reported on current initiatives within the museum.

## **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 The Trustees had received the Due Diligence and Gift Acceptance Policy for 2019, which was noted and approved.

## **11. Reports from Committees**

### **11.1 Trustees' Audit Committee**

The minutes of the meeting held on 14 February 2019 had been circulated in advance.

### **11.2 Trustees' Commercial Strategy Committee**

The minutes of the meeting held on 25 February 2019 had been circulated in advance.

### **11.3 Trustees' Finance Committee**

The minutes of the meeting held on 26 February 2019 had been circulated in advance.

### **11.4 Trustees' Investment Committee**

The minutes of the meeting held on 26 February 2019 had been circulated in advance.

### **11.5 Trustees' Visitors Experience Committee**

The minutes of the meeting held on 25 February 2019 had been circulated in advance.

### **11.6 Trustees' Museum of Childhood Committee**

The minutes of the meeting held on 12 March 2019 had been circulated in advance.

### **11.7 Trustees' Collections Committee**

The minutes of the meeting held on 11 March 2019 were circulated at the meeting.

### **11.8 Trustees' FuturePlan and V&A East Committee**

The minutes of the meeting held on 13 March 2019 were circulated at the meeting.

### **11.9 Trustees' Research Committee**

The minutes of the meeting held on 15 February 2019 were circulated at the meeting and included an update on the V&A RCA MA course.

**12. Any Other Business**

12.1 The next meeting will be held on 16 May 2019 and will be the annual off-site meeting.

12.2 There was no further business.

Julia Downer  
28 March 2019

.....

Signed  
Nicholas Coleridge, Chair