



Board of Trustees

Minutes

Date: 12 September 2019

Time: 14.00-16.00

Venue: V&A Boardroom, South Kensington

Present: Nicholas Coleridge CBE (Chairman) Kavita Puri
David Bomford Dame Theresa Sackler
Dr Genevieve Davies Caroline Silver
Ben Elliot Marc St John
Nick Hoffman (by phone) Edmund de Waal OBE
Steven Murphy Anthony Misquitta, Secretary to the
Professor Lynda Nead Board & General Counsel

In attendance Dr Tristram Hunt, Director
Dr Antonia Boström, Director of Collections
Sophie Brendel, Director of Audiences
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
David Allin, Associate Principal, Diller Scofidio + Renfro, for item 5.
Claire McKeown, V&A East Project Director, for item 5.
Catherine Ince, Chief Ince V&A East, for item 5.
James Robinson, Keeper of Sculpture, Metalwork, Ceramics & Glass, for item 7.

Apologies: Jonathan Anderson, Robert Glick OBE, Dr Paul Thompson, Nigel Webb

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 Apologies had been received from Jonathan Anderson, Robert Glick OBE, Dr Paul Thompson, Nigel Webb.

1.3 The following declaration of interest was noted by the Chair:

Since the Board last met it has been announced that Ben Elliot has been appointed Co-Chair of the Conservative Party. The V&A Chair was notified of this appointment as soon as it was made public and in addition, Helen MacNamara, Director General of the Propriety and Ethics team at the Cabinet Office, was also notified. The Cabinet Office, the Department of Digital, Culture, Media & Sport and the Chair are satisfied that there is no immediate conflict of interest arising from this appointment.

2. Minutes of the Previous Meeting

2.1 The minutes of the previous meeting, held on 5 July 2019, were approved by the Board.

2.2 As action points from the previous meeting, the Trustees had received a paper on Audience Trends, information on the role of Director of V&A East and the press release from the launch of the Annual Review.

3. Matters Arising

3.1 The Board received an update on the progress of the recruitment of three new V&A Trustees.

3.2 Nick Marchand has joined the museum recently as Head of International Programmes.

4. The Director's Report

4.1 Tristram Hunt presented an overview of key activities since the previous meeting.

4.2 The Trustees were advised that *Christian Dior: Designer of Dreams* had closed recently having been seen by 595,000 visitors, a record for the V&A. The Board thanked staff across the museum who had been involved in hosting the visitors.

4.3 The Trustees were updated on the forthcoming public programme: *Tim Walker: Wonderful Things* will open on 21 September 2019; *Kimono: Kyoto to Catwalk* will open in Spring 2020, accompanied by a wide range of associated events. Other exhibitions include *Bags: Inside & Out*, *Renaissance Masters: Watercolours from Dürer to Van Dyck* and *Alice In Wonderland*. The forward programme was welcomed by the Trustees.

4.4 The Trustees were briefed on the recent Innovate conference, held on 10 July 2019 to support the professional development of design and technology teachers in secondary schools. The Schools Team has received a Sandford Award for Heritage Education.

4.5 The Director outlined the positive outcome from the recent Spending Review. The Board commended the work of the V&A's Development and Commercial Departments which generate strong income streams.

4.6 The 2019 London Design Festival opens shortly with the V&A as the hub. It will offer an inspiring range of installations to bring new audiences from the design community.

5. V&A East

- 5.1 David Allin, Associate Principal, Diller Scofidio + Renfro, Claire McKeown, V&A East Project Director and Catherine Ince, Chief Curator V&A East, joined the meeting, and with Tim Reeve updated the Trustees on recent progress.
- 5.2 For the Waterfront building the Stage 4 design is now complete and is being reviewed by the V&A. The Stage 3+ design for the Collection and Research Centre (CRC) is almost complete, and the decant contract has been awarded for the Blythe House move.
- 5.3 The Trustees were apprised of the key potential risks across the V&A East project, and the need for disciplined management of V&A change requests which could impact on programme and budget.
- 5.4 David Allin briefed the Board on the Stage 3+ design for the CRC, which retains all of the key features and impact of the original concept design. The Trustees were shown the full network of public areas, from the entrance, through the Collections Hall, the tributaries, large objects, study/reading rooms and the views into the conservation studios. The display strategy is being developed to ensure that some areas will be suitable for vulnerable objects, whilst not compromising on core storage spaces. The Stage 3 + designs were warmly and enthusiastically welcomed by Trustees.
- 5.5 Catherine Ince briefed Trustees on the detailed concepts for the galleries in the Waterfront building, following a series of internal 'pin-ups'. The design briefs for all the V&A East galleries are due to be finalised in Spring/Summer 2020.
- 5.6 The Trustees involved with V&A East had examined the curatorial plans in detail at a separate meeting, and the response to the gallery concept from Trustees was positive.

6. V&A Museum of Childhood Project

- 6.1 Pip Simpson presented an update on the latest design plans for the V&A Museum of Childhood. The plans encompass reimagined current displays and objects, which will be augmented by imaginative engagement in design for children of all ages.
- 6.2 The Trustees received an update on the fundraising underway for the V&A Museum of Childhood.

7. Sculpture, Metalwork, Ceramics & Glass Department - overview

- 7.1 James Robinson, Keeper of Sculpture, Metalwork, Ceramics and Glass (SMCG), joined the meeting to provide an overview of the work of the department, having arrived in February 2019.
- 7.2 The SMCG collections are spread throughout the museum, and include some of the museum's best-known objects as well as recent acquisitions such as the Easton Triptych and Queen Victoria's Coronet.

7.3 Future plans were outlined to the Trustees, including proposals to collaborate with other institutions. In particular the partnership recently established with World of Wedgwood brings opportunities around the Wedgwood Collection, as well as the appointment of a new Chief Curator.

7.4 The Trustees thanked James Robinson for his presentation.

8. Brexit Planning Overview

8.1 Anthony Misquitta, General Counsel, updated the Board on the planning being undertaken by the museum in the event of the UK leaving the EU without a deal. This followed a briefing to the Trustees' Audit Committee on 14 February 2019.

8.2 The museum welcomed the support provided by DCMS.

9. Chairman's Report

9.1 The Chair reported on current initiatives within the museum.

9.2 On behalf of the Board the Chair paid tribute to Dame Theresa Sackler and Edmund de Waal OBE, whose terms as Trustees come to an end shortly.

10. Development Report

10.1 Ben Elliot updated Trustees on the activities of the Development Department and the status of current sponsorship and fundraising initiatives.

11. Reports from Committees

11.1 Trustees' Collections Committee

The minutes of the meeting held on 6 September 2019 will be circulated after the meeting. David Bomford will take over as Chair of this Committee.

11.2 Trustees' Finance Committee

The minutes of the meeting held on 23 July 2019 had been circulated in advance.

11.3 Trustees' Investment Committee

The minutes of the meeting held on 23 July 2019 had been circulated in advance.

11.4 Trustees' Visitor Experience Committee

The minutes of the meeting held on 31 July 2019 had been circulated in advance.

12. Any Other Business

12.1 The next meeting will be held on 28 November 2019.

12.2 There was no further business.

Julia Downer
12 September 2019

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Signed
Nicholas Coleridge, Chairman