



Board of Trustees

Minutes

Date: 24 September 2020

Time: 14.00-16.30

Venue: Via video conference and in the Boardroom

Present: Nicholas Coleridge CBE, Chair
Jonathan Anderson
Martin Bartle
Allegra Berman
Dr David Bomford
Dr Genevieve Davies
Ben Elliot
Nick Hoffman
Amanda Leveté CBE
Steven Murphy

Professor Lynda Nead
Kavita Puri
Caroline Silver
Amanda Spielman
Marc St John
Dr Paul Thompson
Nigel Webb
Anthony Misquitta (*Secretary to the Board & General Counsel*)

In attendance Dr Tristram Hunt, Director
Dr Antonia Boström, Director of Collections
Sophie Brendel, Director of Audiences
Dr Gus Casely-Hayford OBE, Director of V&A East
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, Director of People & Change
Dr Pip Simpson, Director of Design, Estate & FuturePlan
Alex Stitt, Director of Commercial, Digital & Exhibitions
Vernon Rapley, Director of Cultural Heritage Protection & Security, for item 6
Claire McKeown, V&A East Project Director, for item 9

Apologies: None

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

1. Welcome and Declarations of Interests

1.1 Nicholas Coleridge welcomed Trustees to the meeting.

1.2 There were no declarations of interest.

2. Minutes of the Previous Meeting

- 2.1 The minutes of the previous meeting, held on 02 July 2020, and the confidential annex relating to that meeting, were approved by the Board.

3. Matters Arising

- 3.1 On behalf of the Board of Trustees, the Chair paid tribute to Lord Armstrong, former Chair of the V&A, and Sir Terence Conran, former Trustee, who had both recently passed away.

4. Director's Report

- 4.1 Tristram Hunt, Director, briefed Trustees on the work undertaken to enable the museum to reopen on 6 August 2020. This included implementing social distancing and hygiene measures to ensure that the museum was COVID-secure, and staff undergoing training in working safely under the new restrictions. The online ticketing system allows visitors to pre-book free tickets to the main galleries, whilst fulfilling the track and trace requirements. Feedback from visitors is being monitored closely and has been generally positive. The museum is open five days per week.
- 4.2 The Trustees were briefed on the support package for cultural and heritage organisations announced by the Government on 5 July 2020, through which the V&A, as a national museum, secured interim support for the financial year 2020-21. However, the situation for subsequent years remains uncertain.
- 4.4 An overview of the wide range of digital initiatives, which have enabled the museum to build engagement with its Members, patrons, and the public during the closure period and thereafter, was shared with the Trustees. The V&A Academy has launched in a digital format with all courses sold out and students joining from across the UK and overseas. The V&A's Annual Review for 2019-20 has been launched online. The Innovate programme, focussing on design and available for all schools in England, has also moved online.
- 4.5 The revised public programme, which takes account of COVID-safe regulations and current visitor levels, was set out for the Trustees. Visits to *Kimono: Kyoto to Catwalk* are at nearly 100% of COVID-safe capacity. The rescheduled Autumn programme includes *Bags: Inside Out* and a display version of *Renaissance Watercolours*. *Epic Iran* and *Alice: Curiouser and Curiouser* will open in Spring 2021. The touring exhibition programme has resumed with *Tim Walker: Wonderful Things* opening at C-Mine in Genk, Belgium and *Balenciaga: Shaping Fashion* opening at the China National Silk Museum, Hangzhou.
- 4.6 The Board welcomed the appointment of Leonie Bell as Director of V&A Dundee, which reopened to the public on 27 August 2020.
- 4.7 The Board received an update on Development activities which showed the impact of the current challenging environment. Levels of Membership renewals are being closely monitored. The new range of events, mainly online, for Members and Patrons has been well received. The events held on site are following Government regulations around COVID.

5. Finance

5.1 Financial Report

This item has been recorded under a Confidential Annex. Its contents are exempt from disclosure under S.(43)2 of the Freedom of Information Act 2000 because publication would, or would be likely to, prejudice the commercial interests of the V&A and its supply chain.

5.2 V&A Enterprises: cash flow & intercompany loan

Having been approved at the Trustees' Finance Committee held on 17 September 2020, and reviewed at the Trustees' Audit Committee on 17 September 2020, this item was approved by the Board of Trustees.

5.3 Annual Report of the Trustees' Audit Committee to the Board of Trustees

The Annual Report of the Trustees' Audit Committee to the Board of Trustees had been circulated in advance and was considered and noted by the Board.

5.4 V&A Annual Report & Accounts 2019-20

The Annual Report and Accounts 2019-20, held over from July 2020, had been reviewed fully by both the Trustees' Audit and Finance Committees. The National Audit Committee had confirmed that the museum has the resources to operate as a going concern.

The Board approved the Annual Report and Accounts for 2019-20, which will be laid before Parliament shortly.

Post meeting note: The Annual Report and Accounts for 2019-20 were signed by the Chair and the Director.

6. Annual Security Report 2019

6.1 Vernon Rapley, Director of Cultural Heritage Protection & Security, joined the meeting. The Board recorded its thanks to the Security Team for their work during the period of closure.

6.2 The Annual Security Report 2019, which had been circulated beforehand, was discussed and approved by the Board.

7. V&A Board Sub-Committees update

7.1 Having reviewed the Terms of Reference, the Board approved the formation of two new Sub-Committees of the Board: Building Strategy and V&A East. The committees will take the place of the Trustees' FuturePlan and V&A East Committee.

8. Remobilisation Update

This item has been recorded under a Confidential Annex. Its contents are exempt from disclosure under S.(43)2 of the Freedom of Information Act 2000 because publication

would, or would be likely to, prejudice the commercial interests of the V&A and its supply chain.

9. V&A East Project Update

9.1 Claire McKeown, V&A East Project Director, joined the meeting. Tim Reeve, Deputy Director, updated the Board on the progress of the V&A East project. The Board noted that the partnership between the V&A and the Smithsonian Institution had been formally ended with a joint statement issued on 18 September 2020. As part of the wider East Bank partnership, the V&A and the Smithsonian will both continue to participate in the STEP internship programme.

9.2 The site at the Collection and Research Centre (CRC) has reopened. The project manager role has been taken over by Colliers International. The Trustees viewed images of the progress with the creation of the atrium for the Collections Hall.

The Waterfront site has also reopened, and conversations with LLDC and MACE on scenarios for an improvement to the revised programme are ongoing.

9.3 The implications of the closure of both sites due to COVID in relation to opening dates and project costs are under review. The museum is working closely with DCMS, and the other Blythe House museums to review the potential impact on the decant programme.

Action Point: The Board will receive a further update on V&A East in January 2021.

10. Equality, Diversity & Inclusion

10.1 Equality, Diversity & Inclusion strategy within the V&A

Judy Roberts, Director of People and Change, with the Director, provided an update on the V&A's response to the Black Lives Matter movement. This includes the establishment of the V&A's Anti-Racism Taskforce, membership of which is drawn from across the museum. It is proposed that the work of the Taskforce will be embedded within the revised Strategic Plan. The Terms of Reference for this advisory group, having been shared with the Board, were endorsed.

Action point: The Board asked for a briefing on progress of the Taskforce in March 2021.

10.2 V&A Update on Restitution and Repatriation

The Director shared an update with Trustees setting out the museum's position around restitution and repatriation.

At the same time the interpretation narrative of the collection is being evaluated through the lens of multi-cultural histories, to ensure that it is more explicit around provenance and takes account of new approaches to the past for the museum's contemporary audiences.

The Board welcomed the updates.

Dr Paul Thompson left the meeting.

11. Chairman’s Report

11.1 The Chair endorsed the work of the V&A’s Executive Board, particularly the leadership shown by Tristram Hunt, Tim Reeve and Jane Ellis, in managing the museum’s response to the crisis brought about by the COVID pandemic.

12. Any other business

12.1 The next meeting is scheduled for 27 November 2020.

12.2 There was no further business.

13. Reports from Committees

13.1 **Trustees’ Audit Finance Committee:** The minutes of the meeting held on 24 June 2020 had been circulated in advance.

13.2 **Trustees’ Commercial Strategy Committee:** The minutes of the meeting held on 1 July 2020 had been circulated in advance.

13.3 **Trustees’ FuturePlan and V&A East Committee:** The minutes of the meeting held on 14 September 2020 had been circulated in advance.

13.4 **Trustees’ Investment Committee:** The minutes of the meeting held on 03 June 2020 had been circulated in advance.

13.5 **Trustees’ Museum of Childhood Committee:** The minutes of the meeting held on 26 June 2020 had been circulated in advance.

13.6 **Trustees’ Visitor Experience Committee:** The minutes of the meeting held on 15 September 2020 had been circulated in advance.

Julia Downer
24 September 2020

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Signed
Nicholas Coleridge, Chair