



Board of Trustees

Minutes

VABT(22)24

Date: 23 March 2022

Time: 14.00-16.30

Venue: V&A South Kensington, Board Room

Present: Nicholas Coleridge CBE, Chair
Jonathan Anderson
Martin Bartle
Allegra Berman
Amanda Levet CBE
Dr David Bomford
Dr Genevieve Davies (Via Microsoft Teams)
Ben Elliot
Nick Hoffman
Professor Lynda Nead
Kavita Puri
Caroline Silver
Amanda Spielman
Marc St John
Dr Paul Thompson (Via Microsoft Teams)
Nigel Webb (via Microsoft Teams)
Anthony Misquitta (*Secretary to the Board & General Counsel*)

In attendance Dr Tristram Hunt, Director
Dr Antonia Boström, Director of Collections
Dr Gus Casely-Hayford OBE, Director of V&A East
Jane Ellis, Director of Finance & Resources
Tim Reeve, Deputy Director & Chief Operating Officer
Judy Roberts, Director of People & Change
Dr Pip Simpson, Director of Design, Estate & Public Programmes
David Archer, Socia – Board Effectiveness observer (Via Microsoft Teams)
Claire McKeown, V&A East Project Director- item 4
Dr Jacques Schuhmacher, Rosalinde and Arthur Gilbert Provenance and Spoliation Curator - item 7
Sophie Rouse, Head of Integrated Marketing & Insights - item 8

Apologies: Sophie Brendel, Director of Audiences, Commercial & Digital
Dr Helen Charman, Director of Learning & National Programmes
Jane Lawson, Director of Development

Minute taker: Sarah Foakes, Head of Governance and Administration

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 and matters arising

- 2.1 The Minutes of the previous meeting held on 19 January 2022 were approved. There were no matters arising.

3. Director's Report

- 3.1 The Trustees received a briefing from the Director on the activities of the museum over the period of January and February 2022, including topics such as an overview of visitor numbers and upcoming exhibitions, as well as the decision not to pursue any future loans with Russia at this time.

- 3.2 Fashion in Motion returned to the V&A on 17 March with a display from designer Harris Reed, *Fashioning Masculinities: The Art of Menswear* opened on 19 March, and *Africa Fashion* opens on 2 July.

- 3.3 Discussion was also held around the Director's recent trip to Ghana, the Platinum Jubilee display planned for the National Art Library and the ongoing work of the Youth Collective. It was noted that the V&A is featuring on the Sky Arts Big Design Challenge and that series 3 of *Secrets of The Museum* will be aired later this year.

4. V&A East update

- 4.1 Tim Reeve, Deputy Director & Chief Operating Officer, and Clare McKeown, V&A East Project Director presented an update on progress at the two V&A East sites, showing the latest images from each construction site. The Practical Completion date for Storehouse is still currently planned for 4 July, but there are associated challenges. The projected costs for the 5-month delay to this site were presented to the Board, having been endorsed by the Building Strategy Committee as appropriate and by the Finance Committee as affordable, the Board approved an increase to the project budget.

- 4.2 A discussion was held around projected growth of the collections versus available storage on completion of the decant from Blythe House. An audit will be undertaken to put together a long-term storage strategy, together with an updated approach to acquisitions and disposals, to inform future needs.

5. Finance & Resources Report, including 22-23 budget

- 5.1 The Trustees received a briefing from Jane Ellis, Director of Finance and Resources, on the financial position since the last meeting and the 2022/23 budget, including an overview of the DCMS allocation now that a formal letter has been received. This is not yet the final allocation, but the base funding has been confirmed and any Covid-19 allocations are yet to be confirmed.

- 5.2 Trustees were informed of the success of the Maintenance Infrastructure Fund bid; all requested funding was received for the required North-East quarter roof work and for work on the terracotta façades within the Madejski Garden.

- 5.3 Approval was sought for the following three items: the 2022/23 budget, retention of the general funds at current target level and the implementation of a standard inter-company agreement between V&A Enterprises and the V&A for audit purposes. It was noted that both the Finance

Committee and the Audit Committee have provided their approval. Approval was given to all three areas by the Trustees.

6 V&A Strategy update

- 6.1 Tim Reeve, Deputy Director & Chief Operating Officer, presented the final V&A Strategy 2022-25, including the newly defined mission, vision and values, and the draft KPIs to track performance. This follows the preliminary briefing received at the September 2021 away day, and Trustees endorsed the plan, including the development of an annual report on progress to be presented at the relevant Board away day.

7. Restitution update

- 7.1 Dr Jacques Schuhmacher, Rosalinde and Arthur Gilbert Provenance and Spoliation Curator, provided an overview of the work in this area since Trustees were last briefed. An updated paper containing confidential and privileged legal advice was provided that described current claims and the wider context pertaining to the museum's legal framework and Trustee obligations.

- 7.2 Trustees praised this comprehensive paper and thanked Dr Shuhmacher for his work.

8. Brand campaign update

- 8.1 Sophie Rouse, Head of Integrated Marketing & Insights, presented Trustees with the plan for brand campaigns over the next five years. This first campaign, in the form of a short film, will be launched in April 2022 for one month with a primarily digital focus (YouTube, video on demand and paid social media.)

- 8.2 This first campaign will pave the way for growth into multi-site operations and will support the building back of audiences after the pandemic. Data insights will also be gained in the areas of propensity to visit, footfall, followers and subscribers. Trustees endorsed the direction of travel and strongly encouraged greater use of the V&A's TiKTok channel for the promotion of this work for new and younger audiences.

9. Chairman's Report

- 9.1 A discussion was held on proposed agenda items for the upcoming away day in May, to be held at the World of Wedgwood site in Stoke-on-Trent.

10. Any other business

- 10.1** No further business was discussed

Signed
Nicholas Coleridge, Chair

Date:
16th May 2020