



Board of Trustees

Minutes

VABT(23)15

Date: 10 May 2023

Time: 12.45 – 15.00

Venue: Landscape Room, Gainsborough's House, Sudbury, Suffolk

Present: Sir Nicholas Coleridge CBE, Chair
Martin Bartle
Allegra Berman
Professor Polly Blakesley
Dr David Bomford
Ben Elliot
Rusty Elvidge
Nick Hoffman - online
Amanda Leveté
Kavita Puri - online
Amanda Spielman
Marc St John
Dr Paul Thompson
Nigel Webb
Zewditu Gebreyohanes
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, Commercial and Digital
Dr Gus Casely-Hayford OBE, Director of V&A East
Dr Helen Charman, Director of Learning, National Programmes and Young V&A
Jane Ellis, Director of Finance & Resources
Jane Lawson, Director of Development
Tim Reeve, Deputy Director & Chief Operating Officer
Judy Roberts, Director of People & Change - online
Dr Pip Simpson, Director of Design, Estate & Public Programmes

Apologies: Jonathan Anderson

Minutes: Mary Witton, Directorate Office Manager

1. Welcome and Declarations of Interests

1.1 Sir Nicholas Coleridge welcomed Trustees to the meeting, following an introduction and tour of Gainsborough's House given by the Director, Mark Bills.

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 23 March 2023 were approved. There were no matters arising.

3. Director's Report

3.1 The Director updated the Board on the activities of the Museum between 6 March and 23 April 2023 including reference to the Coronation Display of flowers in the foyer, which had now been distributed to local hospitals and community groups. The Director noted the strong visitor numbers at the recent Performance Festival; the first exhibition curated in-house at V&A Dundee, *Tartan*, which opened to five-star reviews; and the closure of the *Africa Fashion* exhibition at V&A South Kensington which had been a great success and repositioned the fashion collections for new audiences. Recent significant fundraising successes in three important areas were highlighted and the teams congratulated.

3.2 The Board discussed the recent Iftar celebration at the Museum and the events around the Ramadan Pavilion, noting their relevance to both mosque architecture in the UK and the Museum Collections.

3.3 The Board noted the recent visit of the Director to the USA and the new momentum in the V&A America Foundation. They were also updated on the ongoing staff pay negotiations.

4. Building Strategy Committee:

4.1 YV&A Update

4.1.1 Dr Helen Charman, Director of Learning, National Programmes and Young V&A, and Dr Pip Simpson, Director of Design, Estate & Public Programmes, presented an update on the Young V&A re-opening in July.

4.1.2 The vision and reach of the new Museum were presented to the Board, together with the pre- and post- opening activity schedule, the learning programmes and the partners, stakeholders and advocacy developments.

4.1.3 Significant aspects of the site and building were shown alongside the Marketing Campaign, Branding and Communications plans in the build up to the re-opening.

4.2 **5 Year Capital Plan**

4.2.1 Dr Pip Simpson, Director of Design, Estate & Public Programmes, presented the 5-year capital plan with options for Trustees to consider.

4.2.2 The Board discussed the draft priorities for the years beyond the opening of the two V&A East sites and the development of a FuturePlan strategy to encompass changing emphases.

5. **Finance Committee: Finance Update**

5.1 Jane Ellis, Director of Finance & Resources, presented the finance update.

5.2 2022/23 had resulted in a small surplus, which would help build some resilience for the period ahead.

5.3 Visitor numbers over the year had been in line with forecast however a greater proportion had been free entry visitors with a smaller number of exhibition visitors. Strong retail figures had compensated for reduced membership revenue.

6. **Audit Committee: Due Diligence and Gift Acceptance Policy**

6.1 Jane Lawson, Director of Development, presented the Due Diligence and Gift Acceptance Policy for Approval.

6.2 The Board approved the Policy, noting its previous approval by Trustees' Audit Committee.

7. **Strategic Focus items**

7.1 **V&A Full Year KPI report against Strategic Priorities**

Jane Ellis, Director of Finance & Resources, presented the consolidated full-year report detailing achievements and shortfalls against the Museum's current 3-year strategy. Key performance indicators had been established to measure quantitative, qualitative and milestones progress against targets.

7.2 The Board expressed thanks for the level of detail in the report and offered some suggestions for refining information to ensure the best methods of measurement and impact assessment were discussed.

8. **Chairman's Report**

- 8.1 The Chairman drew attention to recent positive news: data which showed strong visitor numbers and a return to pre-pandemic levels and the Art Newspaper report that the UK's most successful paid-for exhibition of 2022 was *Fashioning Masculinities: The Art of Menswear* at the V&A.
- 8.2 The Chairman and the Board congratulated Development on the three significant donations received recently which would ensure financial stability on key projects.
- 8.3 The Board were apprised of changes to roles and contingency plans ahead of the appointment of a new Chair of the Museum expected in September.

9. Any other business

- 9.1 There was no further business.

Signed

Date:

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Sir Nicholas Coleridge CBE, Chair