



Board of Trustees

Minutes

Date: 14 May 2026

Time: 13:00 – 16:00

Venue: Library, Chevening House

Present: Baroness Shafik – Chair
Zewditu Gebreyohanes
Allegra Berman
Professor Polly Blakesley
David Bomford
Rusty Elvidge
Mariella Frostrup
Andrew Keith
Amanda Leveté CBE
Kavita Puri
Baroness Spielman
Marc St John
Nigel Newton CBE

In attendance: Sir Tristram Hunt, Director
Tim Reeve CBE, Deputy Director & Chief Operating Officer
Dr Melissa Buron, Director of Collections and Chief Curator
Katie Burrell, Director of Design, Estate & Capital Programmes
Dr Gus Casely-Hayford OBE, Director of V&A East
Jane Ellis, Director of Finance & Resources
Nicola Huet, Director of Commercial
Jane Lawson MBE, Director of Development
Judy Roberts, Director of People & Change
Dr Helen Charman, Director of Learning, National Programmes and Young V&A
Sophie Rouse, Director of Audiences
Frances Greaves, Directorate and Governance Officer
Cara Milano, Director's Researcher

Apologies: Jonathan Anderson
Akshata Murty
Pedro Pina
Vick Hope
Professor Christoph Lindner
Anthony Misquitta (*Secretary to the Board & General Counsel*)

Minutes: Saskia Whitfield, Directorate Office Manager

1. Welcome and Declarations of Interests

1.1 Baroness Shafik, Chair of the V&A Board of Trustees, welcomed Trustees to the meeting.

- 1.2 The Chair delivered opening remarks highlighting the challenging context in which the Museum is operating, and invited Trustees to consider how best to sustain its resilience, priorities, and core values within this environment.
- 1.3 There were no declarations of interest.

2. Minutes of the Previous Meeting and matters arising

- 2.1 The Minutes of the meeting held on 26 March 2026 were approved by the Board. There were no matters arising.

3. Director's Report

- 3.1 Trustees reviewed the Director's Report circulated in advance, which detailed key activities across V&A sites between 1 March to 31 March 2026, and noted positive progress, including the successful opening of V&A East Museum, strong visitor engagement and exhibition performance, and continued growth in memberships and income.

4. International Charging

- 4.1 Tim Reeve, Deputy Director & Chief Operating Officer gave an update on the context for the DCMS review into a potential introduction of admission fees to national museums for overseas visitors. Trustees noted the importance of continued engagement and scenario planning to inform the Museum's position.

5. Creative Industries

- 5.1 Lizzie Hines, V&A Redesign Programme Director gave a presentation on a key pillar in the Museum's new organisational strategy, highlighting the scale and importance of the creative sector and the V&A's strengths as a trusted, multidisciplinary institution with the capacity to convene, showcase and endorse creative practice at scale. Trustees noted the opportunities presented.

6. Development Strategy

- 6.1 Jane Lawson, Director of Development presented the Development Strategy for 2026–2030, outlining plans to strengthen the long-term financial resilience of the Museum.

7. Board Effectiveness Review – Committee Structures

- 7.1 Following recommendations from the Board Effectiveness Review conducted in 2025 the Board agreed to expand the remit of the Finance and Commercial Committee to include Audiences, and to establish a pilot Creative Industries Working Group, to strengthen oversight of key strategic priorities.

8. Reports from Trustee Committees

8.1 V&A East Committee Update

Kavita Puri, Chair of the V&A East Committee, gave an update on the work of the Committee since its establishment in September 2020 to oversee the development and delivery of two V&A East sites in the Queen Elizabeth Olympic Park, Stratford as part of the Mayor of London's East Bank legacy development. Trustees acknowledged the significant progress achieved over this period, culminating in the opening of V&A East Storehouse in May 2025 and V&A East Museum in April 2026 and noted that the Committee will hold its final meeting on 18 June 2026, marking the conclusion of its work.

8.2 The Chair noted that this would also be Kavita Puri's final meeting as a Trustee, and on behalf of the Board, expressed sincere thanks for her leadership of the V&A East Committee and her wider contribution to the Museum.

9. Any Other Business

9.1 The Chair noted the V&A's strong recent performance, including the successful delivery of major projects and a positive financial position, and commended the Executive Board for its leadership and achievements.

Signed
Minouche Shafik, Chair

Date: