

From: Redacted - 38(1)(b)
Sent: 05 August 2019 14:30
To: Redacted - 38(1)(b)
Subject: FW: Design Dundee Limited - 2019-20 Grant Claim

Redacted - 38(1)(b), Redacted - 38(1)(b)

Please can you process this payment from the Other Arts budget.

Thanks

Redacted - 38(1)(b)

From: Redacted - 38(1)(b)
Sent: 25 July 2019 11:50
To: Redacted - 38(1)(b)
Subject: Design Dundee Limited - 2019-20 Grant Claim

Dear Redacted - 38(1)(b)

Please find attached the final funding claim for 2019-20 for Design Dundee Limited.

If this should be submitted to someone other than yourself, please provide their details and I will forward.

Thank you.

--

Redacted - 38(1)(b)

V&A Dundee, 1 Riverside Esplanade, Dundee, DD1 4EZ, Scotland

Redacted - 38(1)(b)

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From: Redacted - 38(1)(b)

Sent: 15 July 2019 10:15

To: Redacted - 38(1)(b)

Cc: Redacted - 38(1)(b)

Subject: RE: Dundee Victoria and Albert Museum - GR5 - Operations Review and Benefits Realisation

Dear Redacted - 38(1)(b),

Thank you, this is very helpful. We will be build the GR5 review into our work plan for the New Year!

Redacted - 38(1)(b)

--

Redacted - 38(1)(b)

V&A Dundee, 1 Riverside Esplanade, Dundee, DD1 4EZ, Scotland, UK

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From: Redacted - 38(1)(b)

Sent: 12 July 2019 17:31

To: Redacted - 38(1)(b)

Subject: RE: Dundee Victoria and Albert Museum - GR5 - Operations Review and Benefits Realisation

Dear Redacted - 38(1)(b)

Redacted - 38(1)(b) and I spoke yesterday and agreed your suggestion that for capacity reasons we look to the new year for GR5. Redacted - 38(1)(b) will be in touch towards the end of this year.

With regards

Redacted - 38(1)(b)

Redacted - 38(1)(b)

Scottish Government | Culture and Historic Environment Division

2G South | Victoria Quay | Edinburgh | EH6 6QQ

Redacted - 38(1)(b)

From: Redacted - 38(1)(b)

Sent: 10 July 2019 18:53

To: Redacted - 38(1)(b)

Cc: Redacted - 38(1)(b)

Subject: RE: Dundee Victoria and Albert Museum - GR5 - Operations Review and Benefits Realisation

Dear Redacted - 38(1)(b),

A quick note to say in a meeting with **Redacted - 38(1)(b)** yesterday we discussed this, and **Redacted - 38(1)(b)** would like to pick this up directly with you. I am close touch with **Redacted - 38(1)(b)** so I know he will let me know as soon as you have had the opportunity to speak.

Best,

Redacted - 38(1)(b)

--

Redacted - 38(1)(b)

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From: **Redacted - 38(1)(b)**

Sent: 15 May 2019 11:36

To: **Redacted - 38(1)(b)**

Subject: Dundee Victoria and Albert Museum - GR5 - Operations Review and Benefits Realisation

Hi **Redacted - 38(1)(b)**,

I hope you are well?

When we spoke last year I said I would get in touch in spring/ summer 2019 about the possibility of a Gate 5 review – Operations Review and Benefits Realisation. The purpose of a Gate 5 review is to confirm the desired benefits of the project are being achieved, and the business changes are operating smoothly. The review is repeated at regular intervals during the lifetime of the new facility.

Can you please confirm:

- when a Gate 5 review will add value;
- that there have been no significant changes in scope or overall risk level since the last review;
- who should we contact to put arrangements in place if you are ready for a Gate 5 review.

I look forward to hearing from you.

Kind regards

Redacted - 38(1)(b)



Redacted - 38(1)(b)

Redacted - 38(1)(b)

3B-South, Victoria Quay, Edinburgh, EH6 6QQ

Redacted - 38(1)(b)

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 Save paper ...please don't print this e-mail unless you have to.

From: Redacted - 38(1)(b)

Sent: 16 March 2018 13:19

To: Redacted - 38(1)(b)

Cc: Redacted - 38(1)(b)

Subject: RE: Dundee Victoria and Albert - Evidence matrix - Gate 4

Hi Redacted - 38(1)(b)

We spoke about the potential need for a Gate 4 Review.

The primary purpose of a review is to support you to achieve the business aims by providing a perspective on the issues facing the team and challenging the robustness of plans and processes. Based on our on-going discussions over the past 12 months I think you and the team have a clear understanding of the issues and the actions you need to take. Assurance and challenge of the plans and processes is also being provided by the delivery partners and programme governance.

We agreed a Gate 4 review would not add value or tell you anything you don't know and it would be better to focus the efforts of the team on getting ready for the museum opening in September this year. However, we will get back in touch in the Spring of 2019 to make arrangements for a Gate 5 Review: Operations review & benefits realisation. If anything changes between now and then, or if you think you need support or assurance please get in touch.

Kind regards

Redacted - 38(1)(b)

From: Redacted - 38(1)(b)

Sent: 16 March 2018 10:31

To: Redacted - 38(1)(b)

Cc: Redacted - 38(1)(b)

Subject: RE: Dundee Victoria and Albert - Evidence matrix - Gate 4

Hi Redacted - 38(1)(b). Don't seem to able to reach you. Could you call?

Redacted - 38(1)(b)

Redacted - 38(1)(b)

V&A Museum of Design Dundee | Enterprise House | 3 Greenmarket | Dundee | Scotland UK | DD1 4QB | Redacted - 38(1)(b) | www.vandadundee.org
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From: Redacted - 38(1)(b)

Sent: 15 March 2018 15:45

To: Redacted - 38(1)(b)

Subject: Re: Dundee Victoria and Albert - Evidence matrix - Gate 4

Hi Redacted - 38(1)(b)

Tomorrow morning would be good. 1000 or 1100?

Do you want to call me on Redacted - 38(1)(b)

Kind regards

Redacted - 38(1)(b)

Sent from my BlackBerry 10 smartphone.

From: Redacted - 38(1)(b)

Sent: Thursday, 15 March 2018 15:40

To: Redacted - 38(1)(b)

Cc: Redacted - 38(1)(b)

Subject: RE: Dundee Victoria and Albert - Evidence matrix - Gate 4

Dear Redacted - 38(1)(b),

Would you be free to have a word about this tomorrow (Friday)?

I'd like to discuss with you the current position of the project (6 months out from opening), and what would be the most appropriate time to undertake gate 4. In looking at the gateway info, it looks to me as if it might be appropriate to consider now the construction project element (as the building for V&A Dundee has been completed and we are now moving into the final fit out stage. I do not feel now is quite the moment to conduct gate 4 for the organisational element, not least because of pressures on the team to open the new museum, and the financial planning work we are currently undertaking.

I recollect before we talked about gate 4 being conducted in phases, and given what I say above wanted to take a fresh view on this with you.

Thanks,

Redacted - 38(1)(b)

From: Redacted - 38(1)(b)

Sent: 01 February 2018 16:07

To: Redacted - 38(1)(b)

Cc: Redacted - 38(1)(b)

Subject: Dundee Victoria and Albert - Evidence matrix - Gate 4

Redacted - 38(1)(b)

I attach link to the Gate 4 evidence matrix to help you identify areas where a Gate 4 review might add value and complement the assurance being provided by the governance you have in place.

<http://www.gov.scot/Topics/Government/ProgrammeProjectDelivery/Template/IA/Templates/EvidenceMatrix>

I look forward to hearing from you.

Kind regards

Redacted - 38(1)(b)



Redacted - 38(1)(b)

3B-South, Victoria Quay, Edinburgh, EH6 6QQ Redacted - 38(1)(b)

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail

eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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From: Redacted - 38(1)(b)
Sent: 15 October 2019 14:37
To: Redacted - 38(1)(b)
Cc: Redacted - 38(1)(b)
Subject: RE: Introduction

Dear Redacted - 38(1)(b),

It was good to meet this morning. As promised, please find attached a link to our policy page which includes our Evaluation Report, charting the development of the capital project and first period of opening.

<https://www.vam.ac.uk/dundee/info/policies>

Best,

Redacted - 38(1)(b)

--

Redacted - 38(1)(b)
V&A Dundee, 1 Riverside Esplanade, Dundee, DD1 4EZ, Scotland, UK

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From: Redacted - 38(1)(b)
Sent: 10 October 2019 11:50
To: Redacted - 38(1)(b)
Cc: Redacted - 38(1)(b)
Subject: RE: Introduction

Hi Redacted - 38(1)(b),

Yes, I am happy to stay on following the meeting to find out more about the V&A Dundee. If you/your team also have time I think that would be very helpful for me.

Thanks,
Redacted - 38(1)(b)

From: Redacted - 38(1)(b)
Sent: 10 October 2019 09:15
To: Redacted - 38(1)(b)
Cc: Redacted - 38(1)(b)
Subject: RE: Introduction

Dear Redacted - 38(1)(b),

Thanks for getting in touch. Redacted - 38(1)(b) had let me know you were taking over Redacted - 38(1)(b)'s role, and I'm looking forward to meeting!

The Museum Delivery Committee meeting next week will concentrate on remaining work on the capital project, rather than the ongoing operation. It would be good if you have some time following the meeting to brief you more widely?

Best,

Redacted - 38(1)(b)

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Redacted - 38(1)(b)

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From: Redacted - 38(1)(b)

Sent: 09 October 2019 15:48

To: Redacted - 38(1)(b)

Subject: Introduction

Dear Redacted - 38(1)(b),

I just wanted to say hello and briefly introduce myself. I've just started working in Redacted - 38(1)(b) team, and am taking on the role previously held by Redacted - 38(1)(b).

I'm busy getting up to speed on various projects, not least of which is the V&A Dundee. The meeting on Tuesday should be very helpful for me to get an understanding of where the project currently lies.

I look forward to meeting you on Tuesday.

Best wishes,

Redacted - 38(1)(b)

Redacted - 38(1)(b) | Culture and Historic Environment – Sponsorship and Funding | Directorate for Culture, Tourism and Major Events | Scottish Government | Victoria Quay | Edinburgh EH6 6QQ | Redacted - 38(1)(b)

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From: Redacted - 38(1)(b)
Sent: 01 May 2019 09:19
To: Redacted - 38(1)(b)
Cc: Redacted - 38(1)(b)
Subject: FW: Thanks to our supporters V&A Dundee reaches major milestone

For awareness

From: Redacted - 38(1)(b) > **On Behalf Of** Cabinet Secretary for Culture, Tourism and External Affairs
Sent: 23 April 2019 14:50
To: Redacted - 38(1)(b)
Cc: Redacted - 38(1)(b)
Subject: FW: Thanks to our supporters V&A Dundee reaches major milestone

Redacted - 38(1)(b),

Please see the email below for information.

Regards,

Redacted - 38(1)(b)

Office of Fiona Hyslop, Cabinet Secretary for Culture, Tourism and External Affairs
Scottish Government, Room 2N.15, St Andrew's House, Regent Road, Edinburgh,
EH1 3DG | www.gov.scot

From: Redacted - 38(1)(b)
Sent: 18 April 2019 10:21
To: Redacted - 38(1)(b)
Subject: FW: Thanks to our supporters V&A Dundee reaches major milestone

From: Redacted - 38(1)(b)
Sent: 17 April 2019 15:26
To: Redacted - 38(1)(b)
Subject: Thanks to our supporters V&A Dundee reaches major milestone

Dear Redacted - 38(1)(b),

You may have already heard our exciting news that we have now welcomed the 500,000th visitor to V&A Dundee in just over six months, a figure we had not planned to reach until a year after opening.

I wanted to be in touch to express once again our gratitude for the personal contribution you have made in helping us realise the early success of the museum. We are proud to say that V&A Dundee is already having a significant impact on the city and region, inspiring people to visit from around the world and helping build wider confidence in Dundee's future. We are delighted with the response to

our first exhibition, *Ocean Liners*, and on 20 April will open our next major exhibition on the design of Video Games, which is already attracting considerable interest. I do hope you will have an opportunity visit.

Everything that has been achieved so far – the completion of Kengo Kuma’s building for V&A Dundee (recently awarded best new international public building in the prestigious Wallpaper awards), our learning programmes (since opening we have held over 300 talks, events and workshops involving people from across communities in Dundee and further afield), or our commissions showing new work by established and emerging designers) – would not have been possible without your support.

On behalf of the entire team at V&A Dundee, can I thank you most sincerely and I hope you will be agreeable to us being in touch again to ask how you might continue to help our charity.

We have created a short film focusing on the achievements and progress of V&A Dundee since opening six months ago. This will shortly be made available on our website, but as our valued supporter we wanted to give you a preview now (please click on the link [here](#))

I’m delighted that we have included the names of all donors to the project to date (unless you asked for your contribution to be anonymous) in the credits, so please do keep watching until the end! For your further information, I have also provided the text from our press release announcing our 500,000th visitor [here](#).

With thanks for your support and best wishes,

Redacted - 38(1)(b)
Redacted - 38(1)(b)
V&A Dundee

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Redacted - 38(1)(b)
[V&A Dundee](#), 1 Riverside Esplanade, Dundee, DD1 4EZ, Scotland, UK
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From: Redacted - 38(1)(b)
Sent: 16 April 2019 12:22
To: Redacted - 38(1)(b)
Cc: Redacted - 38(1)(b)
Subject: FW: NLHF Evaluation Report - Draft

Hi Redacted - 38(1)(b),

V&A Dundee are looking to finalise the report imminently for NLHF deadline requirements.

Can I just confirm whether you have any comments from a Scottish Government perspective before we press the button?

I appreciate it is along and technical document.

Kind regards

Redacted - 38(1)(b)

--

Redacted - 38(1)(b)

V&A Dundee

Redacted - 38(1)(b)

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From: Redacted - 38(1)(b)
Sent: 04 April 2019 16:07
To: Redacted - 38(1)(b)
Cc: Redacted - 38(1)(b)
Subject: NLHF Evaluation Report - Draft

Hi Redacted - 38(1)(b),

As part of the finalisation of the project evaluation we agreed that we would share the evaluation report with yourself for any comment.

The document is a technical report and is not meant to be released publicly (in its entirety) but has been drafted in case it is made public. Due to the scale of the project and the numerous case studies it is a large report. There are important sections around the funding of the museum and the Lessons Learnt. We will be preparing an Executive Summary, which will be more digestible and could be shared publicly.

The DDL Board and DCC have seen this draft and Redacted - 38(1)(b) has been involved throughout the process so that it should meet the HLF requirements.

Can you please take the time to review and let me have any feedback by next Thursday 11th April 2019. The report will then be finalised and released to NLHF.

Kind regards

Redacted - 38(1)(b)

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Redacted - 38(1)(b)

V&A Dundee, 1 Riverside Esplanade, Dundee, DD1 4EZ, Scotland, UK

Redacted - 38(1)(b)

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Redacted - 38(1)(b)

From: Redacted - 38(1)(b)

Sent: 11 September 2019 15:02

To: Redacted - 38(1)(b)

Subject: Advance copy of National Lottery Heritage Fund Final Evaluation Report

Dear colleagues

As part of our funding agreement with the National Lottery Heritage Fund, please find attached an advanced copy of the Final Evaluation Report of the V&A Dundee project. The report will be officially published on our website ahead of the museum's birthday celebrations on Sunday 15 September.

<https://media.vandadundee.org/assetbank-vandadundee/action/viewDownloadSharedAsset?download=68706f4e70556c2b467a666769424f7970764b4664413d3d>

The report covers from the start of the construction period to the first six months of opening, providing:

- A comprehensive overview of the creation of V&A Dundee
- A review of the key achievements from the project
- Evidence of how V&A Dundee is supporting better outcomes for heritage, people and communities
- Valuable lessons for other ambitious cultural projects and for the museum as it continues to develop in its early years.

The project has been one of exceptional ambition and would not have been possible without the extraordinary dedication and commitment of all of the founding partners and funders in helping bring the museum to life.

We hope you enjoy reading the report, which you've all played such an important part in making happen through your support for V&A Dundee.

Thank you again for making V&A Dundee possible, and for creating a world-class museum which is already attracting international acclaim.

Kind regards

Redacted - 38(1)(b)

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Redacted - 38(1)(b)

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