



Board of Trustees

Minutes

Date: 23 January 2014 (215th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Samir Shah (Deputy Chair) Theresa Sackler
Nicholas Coleridge Sir John Sorrell
Mark Damazer Robert Stefanowski
Professor Margot Finn Paul Thompson
Michelle Ogundehin Professor Evelyn Welch

In attendance: Kate Bellamy, Head of National and International and Secretary to the Board of Trustees, V&A (minutes)

Moira Gemmill, Director of Projects, Design & Estate, V&A

Fraser Jopp, Director of Finance, V&A

Beth McKillop, Deputy Director, V&A

Richard Wilkinson, Director of On-Line, Logistics and Fulfilment, V&A

Tim Reeve, Chief Operating Officer, V&A

Damien Whitmore, Director of Public Affairs & Programming, V&A

Apologies: João Baptista

Edwin Davies

Andrew Hochhauser

Sir Paul Ruddock (Chairman)

Steve McGuckin

Edmund de Waal

Martin Roth, Director, V&A

Jane Lawson, Director of Development, V&A

Vernon Rapley, Head of Security and Visitor Services, V&A

1 Declaration of Interests

1.1 There were no declarations of interest.

2 Minutes of the previous meeting (21 November 2013)

2.1 The minutes of the previous meeting were approved with minor amendments.

3 Matters arising

3.1 Moira Gemmill, Director of Projects, Design & Estate, informed Trustees that the Exhibition

Road building contract had been let to Wates.

4 Learning Strategy Update Presentation

Emmajane Avery

- 4.1 Emmajane Avery, Head of Learning, presented to the Trustees on the V&A's Learning Strategy. The presentation covered: schools programmes, community programmes, creative industries and higher education programmes, cross museum working and key principles 2012-2015. The presentation was well received and Trustees welcomed the work of the Learning Department.
- 4.2 EJA was asked about the impact of the Exhibition Road development on the work of the Learning Department. EJA explained her team will be delivering the programme during the Exhibition Road development using alternative spaces in the Museum.
- 4.3 Topics of discussion included the Learning Department's relationship with the Museum of Childhood, the use of digital tools such as iPads in learning sessions, collaborations between Learning and the Research Department, and Learning Department targets. The Board asked about constraints on ever higher participation rates in the learning programme. EJA explained that the lunchroom capacity presented a barrier.
- 4.4 A discussion was held on the Learning Department's provision for students in Higher Education. EJA explained that there is a dedicated member of staff based between V&A South Kensington and Blythe House who supports and engages universities in use of the Clothworkers' Centre. Future events and programmes in relation to Higher Education were discussed.

5 Trustee Relationships with Museum Departments

Kate Bellamy

- 5.1 A paper had been circulated to Trustees in advance. Trustees spoke favourably of the initiative.
- ACTION: Trustees were asked to submit their suggestions for departmental relationships going forward.**

6 Director's Report

- 6.1 The Report had been circulated prior to the meeting.
- 6.2 Martin Roth, Director of the V&A was at the World Economic Forum in Davos. In MER's absence, Beth McKillop and Tim Reeve updated the Board on the following points:
- The V&A's visitor figures were higher for the last calendar year than any other year.
 - The V&A has recently digitised and made available online the list of 'Degenerate Art' given to the Museum by the widow of Heinrich Robert (Harry) Fischer.
 - Professor Bill Sherman has started as Head of Research.
 - The Masterpieces of Chinese Painting 700-1900 exhibition received fantastic media coverage with good commercial results.
 - The Board offered their congratulations to Martin Barnes, Senior Curator for Photographs who received the Royal Photographic Society J Dudley Johnston Award for 2013.
 - On 31 January 2014, there will be an announcement regarding Heritage Lottery

Fund funding for V&A Dundee.

- The Museum is recruiting for a new Commercial Director.

10 Chairman's Report

11 Reports from Committees and VAE Board

11.1 Collections Committee

The draft minutes of the meeting held on 2 December had been circulated previously.

11.2 Finance Committee

The draft minutes of the meeting held on 3 December had been circulated previously.

11.3 Investment Committee

The draft minutes of the meeting held on 3 December had been circulated previously.

11.4 Technology Strategy Committee

The draft minutes of the meeting held on 5 December had been circulated previously.

- A Visitor Experience Committee will be formed at the V&A
- Kati Price, Head of Digital Media, is putting together a new dashboard for performance of the Museum in the digital sphere. Progress on this will be reported to Trustees.

11.5 Museum of Childhood Committee

The draft minutes of the meeting held on 10 December had been circulated previously.

- The Afro Super Hero exhibition had strong attendance.
- The display of "confiscated objects" received good press coverage.
- A senior working group will be set up to look at Museum of Childhood and FuturePlan.

11.6 Development

The Development report had been circulated previously.

- The Development Department are seeking additional members for the Development Advisory Board.

12 Any Other Business

- ### **12.1**
- Tim Reeve provided an update on the proposed Shekou Museum partnership with CMPD, which is in the advanced stages of contract negotiation, with some issues still to be resolved.

Kate Bellamy
31 January 2014

Signed _____
(Samir Shah, Deputy Chairman)



Board of Trustees

Minutes

Date: 6 March 2014 (216th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chair) Theresa Sackler
João Baptista Samir Shah
Nicholas Coleridge Sir John Sorrell
Mark Damazer Robert Stefanowski
Professor Margot Finn Professor Evelyn Welch

In attendance: Martin Roth, Director, V&A
Kate Bellamy, Head of Strategy and Advocacy and Secretary to the Board of Trustees, V&A (minutes)
Heather Francis, Head of Finance, V&A
Moir Gemmill, Director of Projects, Design & Estate, V&A
Fraser Jopp, Financial Controller, V&A
Jane Lawson, Director of Development, V&A
Vernon Rapley, Head of Security and Visitor Services, V&A
Tim Reeve, Chief Operating Officer, V&A
Sarah Sevier, Head of Brand Development, Design and Buying, V&A
Damien Whitmore, Director of Public Affairs & Programming, V&A
Christopher Wilk, Keeper, Furniture Textiles & Fashion (for item 4)
Kieran Long, Senior Curator of Contemporary Architecture, Design and Digital (for item 4)

Apologies: Andrew Hochhauser
Steve McGuckin
Michelle Ogundehin
Paul Thompson
Edmund de Waal
Beth McKillop, Deputy Director, V&A

1 Declaration of Interests

1.1 There were no declarations of interest.

1.2 Moira Gemmill, Director of Projects, Design & Estate, showed a 'fly through' film for the Exhibition Road development which was warmly received.

2 Minutes of the previous meeting (23 January 2014)

2.1 The minutes of the previous meeting were approved by the Board.

3 Matters arising

3.1 With reference to the discussion about Trustee relationships with Museum departments, the Chairman explained that he had asked that all trustees have the opportunity to be allocated to a collections department.

4 Architecture at the V&A Presentation

Christopher Wilk

Kieran Long

4.1 Christopher Wilk, Keeper, Furniture Textiles and Fashion introduced the new strategy for architecture at the V&A which was presented by Kieran Long, Senior Curator of Contemporary Architecture, Design and Digital (CADD).

4.2 KL presented the latest thinking from colleagues in CADD, and across the Museum, for how the subject of architecture might be better addressed at the V&A.

4.3 KL suggested that the V&A has a unique role to play in terms of providing a fully rounded context to architecture, given the Museum's historical and multi-disciplinary design collections and in terms of providing a public space for critical debates about cities. KL proposed that the V&A should more actively collect material related to contemporary architectural practice and thinking, including a focus on groundbreaking and high profile projects and practices, also reflecting the increased breadth of architectural practice today and filling gaps in the V&A's collection of 20th century work.

4.4 CW urged a 'strategic' approach to collecting with a focus on single objects rather than entire archives, which are collected by the RIBA.

4.5 KL provided an overview of V&A programme and plans related to architecture

4.6 Trustees thanked KL for his presentation. Discussion focused on the 'politics' of architecture, urbanism, with KL being urged not to avoid controversy. The trustees welcomed the focus on civic life, but raised the question of where architecture ends. Also they highlighted the need to be open in our definition of what a 'citizen' is. Trustees recommended making the link with the 'healthy cities' agenda, looking at the role of culture within that.

4.7 Trustees asked for clarification on the V&A and RIBA relationship. KL said that the current collecting plan says that the RIBA collects British architecture, whilst the V&A has a global remit. CW explained that RIBA's collection of architectural drawings and archives was now housed at the V&A, but continued to be managed by RIBA's own staff. The V&A and the RIBA work in parallel and present joint architecture displays in South Kensington. It was suggested that there is an appetite, on both sides, for a more productive working relationship.

4.8 Trustees questioned how architecture might be made appealing to the public. KL suggested this can be done via festivals, events and imaginative installations. An overall objective, said KL, was to help make the public more effective critics of architecture, and help them participate in debates about the future of their cities.

5 Public Programme Update to 2017 Presentation

Damien Whitmore

- 5.1 Damien Whitmore, Director of Public Affairs & Programming presented the V&A programme to 2017. He explained that efforts are made to achieve a balanced programme which is popular, scholarly and related to the creative process.
- 5.2 The Chairman thanked Damien for his presentation. Discussion focussed on the balance between contemporary and historical exhibitions, how to maximise revenue generated via the exhibition programme and achieving the right balance between promoting free entry and encouraging visitor donations.
- 5.3 **ACTION: Kate Bellamy to include encouraging visitor donations as a discussion point for the Trustee away day.**

6 Revised V&A Brand Strategy

Damien Whitmore

- 6.1 Damien Whitmore presented the revised V&A brand strategy including brand guidelines for all V&A sites. Each site will be identified first as V&A, secondly according to their content and thirdly by their location. For example, V&A Design Museum, Dundee. With the exception of South Kensington, which will be known as the Victoria and Albert Museum, South Kensington.
- 6.2 The Chairman welcomed DW's presentation.

7 2014-15 iteration of the 2011-2015 Strategic Plan and Budget Update for 2014/15 and 2015/16

Tim Reeve

- 7.1 Tim Reeve, Chief Operating Officer presented the Budget to the Board. Discussion focussed on shared services, fundraising and pension costs.
- 7.2 Trustees approved the 2014-15 iteration of the 2011-2015 Strategic Plan. Discussion focused on the audience for the Plan, the need to include baseline figures, prioritisation and consideration of staff resource.

8 Finance Report

Tim Reeve

Fraser Jopp

- 8.1 Fraser Jopp, Financial Controller presented the Finance Report to the Board.
- 8.2 It was suggested that Tim Reeve, Chief Operating Officer, present on finances at the Board Away Day.

9 Director's Report

- 9.1 The Report had been circulated prior to the meeting.
- 9.2 The Director updated trustees on the following matters:
- Fundraising for the Dundee project was progressing well, with £9.4m awarded by the Heritage Lottery Fund. The Director updated the Board on plans for the Queen Elizabeth Olympic Park development, explaining that the V&A is developing a concept which will be brought to the Board in due course.

- The V&A has received funding from the Andrew W. Mellon Foundation for a research project focussed on the Fashion and Textiles collection which will inform future planning for V&A research.
- The V&A had digitised and made publicly available online, for the first time, the only known surviving copy of a complete list of some 16,000 so-called “degenerate” artworks. This was an important statement of the V&A’s commitment to provenance research.
- Martin Roth updated trustees on the success of the *David Bowie Is...* exhibition tour, which recently opened in Sao Paulo, with excellent visitor numbers. He outlined the V&A’s contribution to the UK-Russia Year of Culture, including the Jameel Prize 3 and Julia Margaret Cameron exhibitions touring to Russia. Evelyn Welch was given delegated responsibility, in her role as Chair of the Collections Committee, to consider approval of V&A loans to Russia. DW informed the Board that the Press team had developed a paper outlining the V&A’s work in and with Russia.
- Martin Roth, Director of the V&A reported on his participation in the World Economic Forum in Davos where he had been invited to contribute to the arts and culture programme. The Board congratulated the Director on being invited to speak at this important event.

9.3 **ACTION: Collections Committee to review V&A loans to Russia scheduled/requested for 2014.**

9.4 **ACTION: DW to circulate Russia paper to the Board.**

10 Chairman’s Report

10.1 The Chairman reported on his attendance at the opening of the V&A exhibition *Art for Art’s Sake* at the Mitsubishi Ichigokan Museum in Tokyo in January. He suggested attention be given to raising the profile of the V&A brand at touring exhibition venues. He updated the Board on his meeting with the Director of the National Museum, Tokyo, and suggested the V&A could have a closer working relationship with that institution.

10.2 The Chairman raised the issue of the proposed absolute ban in the USA on importing ivory which would impact on international museum loans and acquisitions of historical objects containing ivory.

10.3 The Chairman outlined plans for the Board Away Day on 22 May at the Fitzwilliam Museum, Cambridge and invited trustees to feed back their ideas for the day to him. It was agreed that adequate time should be left for discussion.

10.4 **ACTION: Kate Bellamy to circulate a self-assessment questionnaire to Trustees for responses to the Chairman.**

11 Reports from Committees and VAE Board

11.1 VAE Committee

The draft minutes of the meeting held on 30 January had been circulated previously.

11.2 Audit Committee

The draft minutes of the meeting held on 4 February had been circulated previously.

11.3 Research Committee

The draft minutes of the meeting held on 17 February had been circulated previously.

11.4 Finance Committee

Bob Stefanowski updated the group on discussion held at the meeting on 26 February which had focussed on the 2014-15 iteration of the 2011-2015 Strategic Plan and Budget Update for 2014-15.

11.5 Investment Committee

Bob Stefanowski provided an update for the meeting held on 26 February.

11.6 Development

The Development report had been circulated previously.

12 Any Other Business

12.1 The Board approved Heather Francis being added to the bank mandate.

Kate Bellamy

14 March 2014

Signed _____

(Sir Paul Ruddock, Chairman)



Board of Trustees

- Date: 22 May 2014 (217th meeting)
Time: 10.00
Venue: Grove Lodge, Fitzwilliam Museum, Cambridge
- Present: Sir Paul Ruddock (Chair) Theresa Sackler
Nicholas Coleridge Samir Shah
Mark Damazer Paul Thompson
Professor Margot Finn Sir John Sorrell
Andrew Hochhauser Professor Evelyn Welch
Steve McGuckin
- In attendance: Martin Roth, Director, V&A
Emmajane Avery, Director of Learning and Visitor Experience, V&A
Kate Bellamy, Head of Strategy and Advocacy and Secretary to the Board of Trustees, V&A
(minutes)
Heather Francis, Head of Finance, V&A
Jane Lawson, Director of Development, V&A
Beth McKillop, Deputy Director, V&A
Tim Reeve, Chief Operating Officer, V&A
- Apologies: João Baptista
Michelle Ogundehin
Robert Stefanowski
Edmund de Waal
Moirá Gemmill, Director of Projects, Design & Estate, V&A
Damien Whitmore, Director of Public Affairs & Programming, V&A

1 Declaration of Interests

- 1.1 There were no declarations of interest.

2 Minutes of the previous meeting (6 March 2014)

- 2.1 The minutes of the previous meeting were approved by the Board.

3 Matters arising

- 3.1 BMcK updated on loans to Russia: Jewellery loans to the Kremlin have gone ahead and the Jameel Prize 3 exhibition tour to Kazan opened.

4 Items for Designation as Missing

Beth McKillop

- 4.1 BMcK reminded the Board that the V&A produces an annual report on items designated as missing for review by the Trustee Collections Committee in the first instance, followed by sign off by the Board. She reassured the Board that every effort to find missing items is made (and documented) and that none of the items on the list are of significant financial value.
- 4.2 The Board approved the list of items.

5 Shekou Project Update

Andrew Hochhauser

- 5.1 AH updated on the contractual negotiations for the development of a V&A partnership with the China Merchants Group for the Shekou Design Museum development in Shenzhen. He explained that the English version of the contracts have been approved by Chinese partners, after long and detailed discussion.

6 Director's Report

- 6.1 The Report had been circulated prior to the meeting.
- 6.2 The Director updated trustees on the following matters:

- The Director welcomed Emmajane Avery to the Senior Management Team, taking responsibility for the Visitor Experience, as well as the Learning programme.
- The Director explained that responsibility for the public programme would sit between him, Beth McKillop and Tim Reeve. He remarked on the prizes won by the Museum, including the Museum and Heritage Awards.
- The Director updated colleagues on conversations with representatives from the Foreign Office and the British Council regarding cultural relations between British institutions and Russia.

Jane Lawson departs

7 Chairman's Report

- 7.1 Sir Paul highlighted the appointment of Culture Secretary, Sajid Javid. An introductory meeting has been scheduled with the Director and COO.

8 Reports from Committees and VAE Board

8.1 Collections Committee

The draft minutes of the meeting held on 17 March had been circulated previously. The system for assessing potential new acquisitions is working and expectations around fundraising for acquisitions are being managed. The group was urged to consider the long term funding of acquisitions.

8.2 **Museum of Childhood Committee**

The draft minutes of the meeting held on 18 March had been circulated previously.
The Museum of Childhood has had a busy period. Trustees were encouraged to visit the new Jacqueline Wilson exhibition.

8.3 **Building Strategy Committee**

The draft minutes of the meeting held on 19 March had been circulated previously.

8.4 **VAE Board**

The draft minutes of the meeting held on 27 March had been circulated previously.

8.5 **Audit Committee**

Samir Shah provided an update for the meeting held on 13 May. Overall progress was positive.

A very thorough and impressive presentation had been given by Head of Security, Vernon Rapley and it was suggested that this is made available to staff.

The Board asked management to convey a message of thanks to Vernon Rapley about the fantastic role played by a Visitor Guide during a recent visit.

8.6 **Building Strategy Committee**

Steve McGuckin provided an update for the meeting held on 14 May. Trustees were updated on the Europe 1600-1800 Galleries and Exhibition Road development projects.

8.7 **Development**

The Development report had been circulated previously.

Nicholas Coleridge explained that progress is anticipated shortly against all fundraising targets. The Board has asked Management to give greater focus and publicity to the fundraising for the Wolsey Angels.

9 Any Other Business

9.1 There was no AOB.

Kate Bellamy
23 May 2014

Signed _____
(Sir Paul Ruddock, Chairman)



Board of Trustees

Minutes

Date: 03 July 2014 (218th meeting)

Time: 10.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chair) Theresa Sackler
João Baptista Mark Sebba
Nicholas Coleridge Paul Thompson
Mark Damazer Sir John Sorrell
Andrew Hochhauser Professor Evelyn Welch
Steve McGuckin

In attendance: Martin Roth, Director, V&A
Emmajane Avery, Director of Learning and Visitor Experience, V&A
Kate Bellamy, Head of Strategy and Advocacy and Secretary to the Board of Trustees, V&A (minutes)
Heather Francis, Director of Finance & Resources, V&A
Moira Gemmill, Director of Design & FuturePlan, V&A
Jane Lawson, Director of Development, V&A
Beth McKillop, Deputy Director, V&A
Tim Reeve, Chief Operating Officer, V&A
Alex Stitt, Director of Commercial & Digital Development, V&A
Kieran Long, Senior Curator of Contemporary Architecture, Design and Digital, V&A (for items 1-4)

Apologies: Professor Margot Finn
Michelle Ogundehin
Samir Shah
Caroline Silver
Robert Stefanowski
Edmund de Waal

The Chairman welcomed recently appointed trustee, Mark Sebba, to his first Board meeting, and looked forward to extending a similar welcome to Caroline Silver, the other new trustee, at the September meeting.

1 Declaration of Interests

1.1 There were no declarations of interest.

2 Minutes of the previous meeting (22 May 2014)

2.1 The minutes of the previous meeting were approved by the Board.

3 Matters arising

3.1 There were no matters arising.

4 Exhibition Road Opening Exhibition Concept

Martin Roth

Kieran Long

4.1 Martin Roth introduced plans for the opening of the Exhibition Road development, and explained that visitors would be given the opportunity to view the new building before the first exhibition is installed, ideally for a 2 week period. The first exhibition will make good use of the new space and be true to the V&A's founding purpose. Martin Roth introduced Kieran Long to present the outline plans for the opening exhibition.

4.2 Trustees supported the emerging concept, but agreed that it was important to define the terms for the opening exhibition, in order that it retains a coherent narrative, and that it should draw on the V&A's own collections, be provocative, fresh and relevant.

4.3 The Chairman requested an update on the concept in early 2015.

5 Wedgwood Collection

Beth McKillop

Tim Reeve

5.1 Beth McKillop informed the Board that the Chairman of the Art Fund had written to the Chairman of the V&A, asking the V&A to consider taking ownership of the Wedgwood Museum collection, so preventing its private sale and allowing the Art Fund to lead a fundraising campaign to save the collection for the nation. The V&A had been approached due to its ceramics specialism, and the intention is that the collection would be on long term loan to the Wedgwood Museum at Barlaston.

5.2 The Board made clear its support for the V&A taking ownership of the collection, given the Museum's ceramics expertise and its responsibilities as a national museum. The Chairman asked Tim Reeve to look at the legal and financial implications of ownership, and to advise the Board on these matters in due course. He requested delegated responsibility from the Board to accept ownership of the collection on advice from Management, should it be necessary before the next meeting, and providing the following conditions are met: The V&A will not be expected to be responsible for the finances or operations of the Wedgwood Museum; that, should the Wedgwood Museum be forced to close, the V&A would not be obliged to fund an alternative in order to keep the Collection on public display (although it would, of course, endeavour to do so); that, under such circumstances, if no alternative could be found, a designated fund would be established to provide for annual storage and collections care costs.

5.3 **ACTION: The Chairman to respond to Art Fund request, with advice from Management, on behalf of the Board. SPR**

6 E2o – Update

Martin Roth

- 6.1 Martin Roth updated the Board on progress in the development of plans for a V&A presence in the Queen Elizabeth Olympic Park. It was noted that the business case and design brief for the Stratford Waterfront development have been progressing smoothly and to schedule and that LLDC and the Mayor's Office have appointed Deloitte and Malcolm Reading, respectively, as consultants for the business case and design competition. The Board were reminded that a funding decision is expected as part of the Chancellor's Autumn Statement.
- 6.2 Trustees advised Management to continue to play an assertive role in the development of the building design.

7 Shekou - Update

Tim Reeve

- 7.1 Tim Reeve informed Trustees that a contract was signed for the V&A's partnership with the China Merchants Group during the Chinese Premier's visit to London. News of the partnership was well received in China, where it was the third item on the national news, receiving more hits on the V&A's Weibo account in one day than typically in a month. Under the terms of the contract the V&A will support CMG's plans to develop the first major design museum in China, in the Shekou district of Shenzhen, with a dedicated semi-permanent V&A gallery within the Museum curated by the V&A and using objects from its collections. The Shekou Museum will also receive 2 touring exhibitions as part of the collaboration, and the V&A will play an advisory role in helping the Museum to develop its own collections and in providing training for its senior management team. A senior V&A curator will be seconded to the Shekou Museum to oversee delivery of the V&A contract in China, and a new governance structure has been developed to ensure that the collaboration delivers its key objectives, to time, and within the agreed financial parameters.

8 Annual Safety Report

Vernon Rapley

- 8.1 Vernon Rapley presented the 2013-14 Annual Safety Report to the Board for their approval. Trustees confirmed their approval and the Chairman congratulated Vernon Rapley on an excellent report.

9 Annual Report

Heather Francis

- 9.1 Heather Francis presented the draft 2013-14 Annual Report to the Board for their approval. The Report has been reviewed by the Trustee Audit and Finance Committees, and approved by them both with minor amendments, the auditors had also approved the Report. The V&A has approval from the Minister of Culture to lay the Report before Parliament on 15 July.
- 9.2 The Board gave their approval for the Director and Chairman to sign the Report.

10 Director's Report

- 10.1 The Report had been circulated prior to the meeting.
- 10.2 The Director updated trustees on the following matters:
- Martin Roth reported on his meeting with Sajid Javid, Secretary of State for Culture, which focussed on the E20 project.
 - Trustees were updated on V&A activity as part of the UK-Russia year of culture, including the opening of the V&A Jameel Prize 3 exhibition in Kazan, attended by Beth McKillop.
 - Trustees were informed that plans for Alexander McQueen: Savage Beauty were progressing well. Trustees asked that all efforts be made to ensure maximum attendance at that exhibition.
 - The Board requested that, as with all major exhibitions, a report on The Glamour of Italian Fashion should be given at a future Board meeting.

11 Chairman's Report

- 11.1 The Chairman reported on discussions with Simon Thurley, Chief Executive, English Heritage and asked the Management to consider loans to English Heritage sites.
- 11.2 The Chairman noted that he has been asked to chair the World War I Cathedral Repair Commission and asked Management to consider how the V&A might support the drive to save the UK's historic churches.

12 Reports from Committees and VAE Board

12.1 Research Advisory Committee

The draft minutes of the meeting held on 9 June had been circulated previously.

12.2 Museum of Childhood Committee

The draft minutes of the meeting held on 9 June had been circulated previously.

12.3 Collections Committee

The draft minutes of the meeting held on 16 June had been circulated previously.

12.4 Audit Committee

The draft minutes of the meeting held on 17 June had been circulated previously.

12.5 Finance Committee

Joao Baptista provided an update for the meeting held on 18 June. He explained that Committee had reviewed and discussed the Annual Report and the National Audit Office report on the V&A. He also reported that the V&A has signed its Funding Agreement with DCMS and all internal audits are proceeding well.

12.6 Investment Committee

The draft minutes of the meeting held on 17 June had been circulated previously.

12.7 Technology Strategy Committee

Mark Damazer provided an update for the meeting held on 26 June. The Desktop Renewal project is now complete. Management have selected a Customer Relationship Management System and a contractor has been appointed, with phase one due to commence in November 2014. Debate at the meeting focused on the use of WiFi vs. Bluetooth throughout the Museum and Kati Price, Head of Digital Media, presented on the V&A Digital Strategy.

12.8 Development

The Development report had been circulated previously.

Evelyn Welch departs

13 Any Other Business

There was no other business.

Kate Bellamy

11 July 2014

Signed _____
(Sir Paul Ruddock, Chairman)



Board of Trustees

Minutes

Date: 11 September 2014 (219th meeting)

Time: 14.00-16.30

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chair) Dame Theresa Sackler
João Baptista Mark Sebba
Nicholas Coleridge Paul Thompson
Mark Damazer Samir Shah
Professor Margot Finn Caroline Silver
Andrew Hochhauser Sir John Sorrell
Steve McGuckin Edmund de Waal
Professor Evelyn Welch

In attendance: Martin Roth, Director, V&A
Emmajane Avery, Director of Learning and Visitor Experience, V&A
Kate Bellamy, Head of Strategy and Advocacy and Secretary to the Board of Trustees, V&A (minutes)
Heather Francis, Director of Finance & Resources, V&A
Moira Gemmill, Director of Design & FuturePlan, V&A
Jane Lawson, Director of Development, V&A
Beth McKillop, Deputy Director, V&A
Tim Reeve, Chief Operating Officer, V&A
Alex Stitt, Director of Commercial & Digital Development, V&A
Philip Long, Director of V&A Dundee (for item 8)
Professor Bill Sherman, Head of Research (for item 7)
Ghislaine Wood, Exhibitions Curator (for item 8)

Apologies: Michelle Ogundehin
Robert Stefanowski

The Chairman welcomed recently appointed trustee, Caroline Silver, to her first Board meeting.

1 Declaration of Interests

1.1 There were no declarations of interest.

2 Minutes of the previous meeting

2.1 The minutes of the previous meeting were approved by the Board.

3 Matters arising

3.1 There were no matters arising.

4 Report on the Glamour of Italian Fashion

4.1 Tim Reeve (TR) reported on the visits, expenditure and income for the Glamour of Italian Fashion exhibition, which received just over 130,000 visitors. The exhibition will tour, with US venues already lined up. TR noted that it was a popular exhibition with V&A members, the security regime worked well and the launch programme was exceptional.

4.2 Trustees thanked TR for his robust analysis. The Board suggested that the Museum consider using external experts to pilot exhibition concepts and designs. Trustees noted that the exhibition was particularly informative for fashion students.

5 5 Year Public Programme

5.1 Martin Roth presented plans for the V&A public programme for the next five years including the headline themes: the Designed World, Performance and Pop Culture, Engineering and Manufacturing and World Collections. He explained that the programme would be scholarly, popular and commercial, founded on object based research.

5.2 Moira Gemmill (MG) updated the Board on revisions to the programme planning process, including the reformed membership and remit of the Exhibitions Steering group. She explained that the exhibition budget and visitor targets can be managed over the course of each year, allowing for some 'risk'. She provided further detail on the future programme.

5.3 The Board welcomed the proposed programme. One trustee asked how ideas for exhibitions are generated and if future forecasting plays a part. MG explained that staff across the Museum, from the Director to curators, all contribute ideas and that they are well networked and aware of external trends.

6 Commercial Strategy

6.1 Alex Stitt (AS) outlined for the Board the current profile of V&A Enterprises. He explained that it covers retail, licensing and publishing and that the V&A achieves higher value sales per retail customer than other UK museums. As new Commercial Director, AS summarised his immediate priorities to continue to build on the successes of the business.

6.2 Trustees welcomed the new commercial approach. They agreed that there should be a close connect between the mission of the Museum and its retail offer.

6.3 The Board approved the new terms of reference for the new Commercial Strategy Committee with some minor amendments.

7 Research Strategy

7.1 Bill Sherman thanked the Board for their support via the Trustees' Research Advisory Committee, especially its Chair, Professor Margot Finn. He invited all trustees to visit the Research Department. BS presented the current programme and future plans of the V&A Research Department. He explained that it serves as a research and development centre for V&A exhibitions and scholarly publications. The Department runs a thriving postgraduate programme, including in partnership with the RCA and collaborative PhDs. It also participates in a number of visiting fellows programmes and administers a research grants programme to support V&A research activity. BS set out his new priorities, including making both collections and research more visible inside and outside the Museum. BS updated the Board on the V&A Research Institute Pilot Project.

7.2 The Chairman thanked BS for his thorough presentation and suggested that Board members contact BS directly with any questions or comments.

8 V&A Museum of Design Dundee

- 8.1 Philip Long updated the Board on project developments. He explained that the building development is making good progress, with the preferred contractor, BAM, appointed; the business plan is complete and, on the back of that, the project obtained a running cost commitment from the Scottish Government; and fundraising is on track, including support from the Heritage Lottery Fund. PL outlined for the Board the growing staff team and the pre-opening programme, which is building anticipation and support for the project in Dundee.
- 8.2 Ghislaine Wood presented an overview of plans for the Scottish Design Galleries to trustees, to include objects from the V&A and objects on loan from Scottish collections. The galleries will cover historical, modern and contemporary Scottish design and include textiles, architecture, furniture, fashion, industrial and digital design.
- 8.3 The Chairman thanked PL and GW for their presentation.

9 Director's Report

- 9.1 Martin Roth (MR) provided the Board with an overview of V&A activity and priorities since the previous meeting. He noted that the exhibition Disobedient Objects has received 125,000 visitors, in 7 weeks and provoked public engagement and wide media coverage, along with news of the Rapid Response Collecting display. He was pleased to inform trustees that funding had been successfully raised for the Medal Cabinet, the Chateau de Juvisy painting and the Peter Brook archive and explained that the Wolsey Angels campaign is active and ongoing. MR drew the Board's attention to his attendance, with TR, at the ground-breaking ceremony for the Shekou Design Museum in Shenzhen. MR informed trustees that the Chancellor had committed funding to support the World Collections' Programme's (of which the V&A is a member) cultural exchange programme with China as part of the Economic and Financial Dialogue with Vice Premier Ma Kai. He noted that the architectural competition for the Olympic Park cultural quarter development had been launched and that LLDC had received over 900 advance expressions of interest. MR updated trustees on touring exhibition highlights, including David Bowie Is... to Berlin and Chicago and Hollywood Costume to Los Angeles. He recommended a strong Autumn season to the Board, including Horst: Photographer of Style, Constable: The Making of a Master and the London Design Festival and suggested trustees visit the BMW/Barber&Osgerby installation in the Raphael Gallery.

10 Chairman's Report

- 10.1 Sir Paul Ruddock noted that he would join the Director for a meeting with the Mayor of London on V&A business shortly and that he would be speaking, alongside the Mayor, at an upcoming Legacy List dinner.

11 Reports from Committees

11.1 Development Report

The Report had been circulated previously.

11.2 VAE Board

The minutes of the meeting held on 10 July had been circulated previously.

11.3 Building Strategy Committee

Steve McGuckin provided a verbal update for the meeting held on 8 September, including an overview of the Exhibition Road, Europe Galleries and Cast Court developments and Museum of Childhood development plans.

12 AOB

12.1 TR updated the Board on the Art Fund's plans to raise funds to purchase the Wedgwood Collection and to gift it to the V&A. He stressed the V&A's commitment to ensuring the collection remains on display at the Wedgwood Museum in Barlaston and reminded the Board that the V&A would not be contributing to the direct costs of purchasing the collection.

Kate Bellamy, 11 September 2014

Signed _____
(Sir Paul Ruddock, Chairman)



Board of Trustees

Minutes

Date: 20 November 2014 (220th meeting)

Time: 14.00-16.30

Venue: V&A Board Room

Present:	Sir Paul Ruddock (Chair)	Mark Sebba
	João Baptista	Samir Shah
	Nicholas Coleridge	Caroline Silver
	Mark Damazer	Sir John Sorrell
	Professor Margot Finn	Robert Stefanowski
	Andrew Hochhauser	Edmund de Waal
	Steve McGuckin	Professor Evelyn Welch

In attendance: Martin Roth, Director, V&A
Emmajane Avery, Director of Learning and Visitor Experience, V&A
Kate Bellamy, Head of Strategy and Advocacy and Secretary to the Board of Trustees, V&A (minutes)
Heather Francis, Director of Finance & Resources, V&A
Moira Gemmill, Director of Design & FuturePlan, V&A
Jane Lawson, Director of Development, V&A
Beth McKillop, Deputy Director, V&A
Tim Reeve, Chief Operating Officer, V&A
Alex Stitt, Director of Commercial & Digital Development, V&A
Rhian Harris, Director, Museum of Childhood (for item 7)
Sue Ridley, Director of Conservation and Collections Management (for item 8)
Marion Crick, Head of Collections Management (for item 8)

Apologies: Michelle Ogundehin
Dame Theresa Sackler
Dr. Paul Thompson

The Chairman noted that it was the last Board meeting for Samir Shah, Deputy Chairman and a long standing member of the Board and for Moira Gemmill, Director of Design and FuturePlan. The Chairman thanked Samir for his fantastic contribution to the V&A and the Board, and in particular to the Museum of Childhood. He passed on the Board's best wishes to Moira and highlighted her commitment to the Museum and the success of the FuturePlan programme.

The Chairman also updated trustees on the reappointments recently approved by the Prime Minister for Mark Damazer, Margot Finn, Andrew Hochhauser and Sir John Sorrell.

1 Declaration of Interests

1.1 There were no declarations of interest.

2 Minutes of the previous meeting

2.1 The minutes of the previous meeting were approved by the Board.

3 Matters arising

3.1 There were no matters arising.

4 Performance Report

4.1 Tim Reeve (TR) presented an overview of V&A performance year to date. He highlighted that the Museum is performing strongly, overall, in terms of visitor figures, with particularly strong representation from younger and BAME visitors, driven in part by the London Design Festival. The exhibition programme overall is critically well received and performing well. Memberships are on target, bookings are strong for Learning courses and press coverage has been good, with recent cover stories in the Independent, Evening Standard and the Times. Overall, the financial forecast for 2014/15 is healthy.

5 2015-2020 Strategic Plan Update

5.1 TR updated trustees on the development of the V&A 2015-20 Strategic Plan including the process for producing the plan and he reminded trustees of the key considerations and commitments for the period, including the Exhibition Road development and the V&A Museum of Design, Dundee. He explained that Management would present a draft of the new Plan to the Board at the March 2015 meeting.

Trustees agreed that Sir John Sorrell would bring a useful perspective to the information gathering stage of the strategic planning process. Trustees requested a copy of the presentation for their reference.

5.2 **ACTION: Sir John Sorrell to be interviewed as part of the intelligence gathering phase of the development of the Strategic Plan.**

5.3 **ACTION: A copy of TR's presentation to be circulated to all Trustees.**

6 Curatorial Structure and Succession Planning

6.1 Beth McKillop presented plans for V&A collections' departments. She explained that priorities for consideration include the overarching need for succession planning for senior curators, to be prepared for future funding scenarios, to develop new talent and to create a new strategic collections plan. The Director endorsed BM's proposals and stressed the need to ensure the Museum has the necessary resource and expertise to deliver new projects.

6.2 Trustees welcomed BM's presentation and the work that had gone into it. Discussion with the trustees focused on attracting the right new talent, the need to maintain knowledge and keep catalogues updated, and the possibilities for attracting external sponsorship or funding to support curatorial posts or activities. Trustees recognised the need to target and align resources to deliver new projects.

7 Museum of Childhood redevelopment plans – outline costs, phasing & timetable

- 7.1 Moira Gemmill reminded trustees that Rhian Harris had previously presented to trustees on the curatorial plans for the redevelopment, so the presentation focussed on proposed costs, phasing and timetable over a five year period, explaining the priorities for redevelopment. She explained that the programme is currently unfunded, and showed MoC costs in the context of the wider FuturePlan programme.
- 7.2 The trustees' discussion focused on the costs and phasing of the project and capacity to deliver, including consideration alongside other future potential museum development projects. There was discussion around our ability to stay open and accessible to schools throughout the redevelopment programme. The Chairman requested an updated presentation with a focus on content and some alternative phasing and cost options for discussion.
- 7.3 **ACTION: Museum of Childhood redevelopment plans to be included on the agenda for the February Board meeting.**

8 Collections Programme Management Update

- 8.1 Sue Ridley (SR) updated the Board on the Collections Management Programme, the creation of one new system to manage V&A collections in a comprehensive fashion which launched in April 2010 and concluded in October 2014. Benefits of the system include: the reduced duplication and reuse of data; a more efficient use of staff time; more simple and consistent processes and data management; the elimination of backlogs in the system and savings on licenses and IT management systems. The new system was awarded a Collections Trust Collections Practice Award in 2012.
- 8.2 The Board commended Sue Ridley, Marion Crick and their team for this important piece of work. They were interested to explore the potential of the database as a research tool. The Director highlighted the ability to continue to improve provenance research. Trustees sought confirmation that it was possible to build new technology in to the system and that the system be considered as part of the internal audit programme.

9 Wedgwood Collection Loan Agreement

- 9.1 TR updated trustees on the V&A's involvement in the development of the Wedgwood Collection sale agreement, acquisition agreement and loan agreements. He explained that the Collections Management team have been spending time at the Wedgwood Museum familiarising themselves with the current management, documentation and public access arrangements for the collection, and conducting due diligence work. The Chairman thanked V&A management for their hard work in helping to save this important collection, and noted that the loan agreement was still to be finalised.

10 Director's Report

- 10.1 The Director updated the Board on Museum priorities, including plans for the development of a cultural quarter in the Queen Elizabeth Olympic Park to include the V&A. He explained that partners in the Cultural Quarter would include Sadler's Wells, UCL and University of the Arts, London. He updated trustees on the development of the design brief and competition and confirmed his participation in the jury to select the architect. He reminded trustees that funding decisions would be expected as part of HM Treasury's Autumn Statement on 3 December.

- 10.2 The Director updated the Board on efforts to develop new international strategic partnerships, including plans to establish a new network of European Decorative Arts Museums.

11 Chairman's Report

- 11.1 The Chairman informed the Board that the Museum had received a letter from DCMS Permanent Secretary, Sue Owen, commending the V&A Finance Department on the accuracy of their financial forecasting. He offered his thanks and congratulations to Heather Francis and her team.
- 11.2 The Chairman updated the Board on his engagements. The Chairman informed the Board on plans to appoint three new trustees and a new Chair. He mentioned that Mark Damazer would lead for the Board on the Chair appointment process and asked trustees to send Kate Bellamy, Head of Strategy and Advocacy and Secretary to the Board, names of any suggested candidates. Mark Damazer added that he would seek to consult trustees on ideas for potential candidates for the Chair.
- 11.3 **ACTION: Trustees to send Kate Bellamy suggested candidates for appointment to the Board.**

12 Reports from Committees

12.1 Building Strategy Committee

The minutes of the meetings held on 8 September and 11 November had been circulated previously.

12.2 Collections Committee

The minutes of the meeting held on 22 September had been circulated previously.

12.3 Technology Strategy Committee

The minutes of the meeting held on 2 October had been circulated previously.

12.4 Museum of Childhood

The minutes of the meeting held on 3 October had been circulated previously.

12.5 Finance Committee

The minutes of the meeting held on 8 October had been circulated previously.

12.6 Investment Committee

The minutes of the meeting held on 8 October had been circulated previously.

12.7 Audit Committee

The minutes of the meeting held on 11 November had been circulated previously.

12.8 Development Report

The report had been circulated previously.

13 AOB

- 13.1 There was no AOB.

Kate Bellamy, 24 November 2014

Signed _____
(Sir Paul Ruddock, Chairman)