



Board of Trustees

Minutes

Date: 17 January 2013 (209th meeting)
Time: 14.00
Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Theresa Sackler
Mark Damazer Samir Shah
Andrew Hochhauser Sir John Sorrell
Professor Margot Finn Paul Thompson
Steve McGuckin Edmund de Waal
Michelle Ogundehin Professor Evelyn Welch

In attendance: Martin Roth, Director, V&A
Brian Chester, Interim Director of Finance, V&A
Caroline Felton, Deputy Director, Operations, V&A
Laura Frampton, Head of Planning and Secretary to the Board of Trustees, V&A (minutes)
Moirá Gemmill, Director of Design, V&A
Jane Lawson, Director of Development, V&A
Beth McKillop, Deputy Director, V&A
Jo Prosser, Commercial Director, V&A
Vernon Rapley, Head of Security and Visitor Services, V&A
Damien Whitmore, Director of Public Affairs & Programming, V&A
Paul Williamson, Keeper, Sculpture, Metalwork, Ceramics & Glass, V&A (for items 1-6 only)

Apologies: João Baptista
Nicholas Coleridge
Edwin Davies
Bob Stefanowski
Harold Tillman

1 Declaration of Interests

1.1 There were no declarations of interest.

2 Minutes of the previous meeting (29 November 2012)

2.1 The minutes of the previous meeting were approved.

3 Matters arising

3.1 Regarding item 5.2: An item on the visitor experience had been scheduled for a future Board meeting.

3.2 Regarding item 7.3: It was suggested that the September Board meeting should be held at

the Museum of Childhood.

- 3.3 Regarding item 9.7: Trustees were informed that the March Board meeting would be part of an away day. As such a more detailed update on the Museum's digital work would be scheduled for a subsequent Board meeting.

4 Chinese Paintings Exhibition

Hongxing Zhang

- 4.1 Hongxing Zhang gave a presentation on the *Masterpieces of Chinese Painting 700-1900* exhibition which would take place at the V&A from 26 October 2013 to 19 January 2014. The exhibition would bring together the finest examples of Chinese painting from the beginning of the 8th to the end of the 19th century and would be the most comprehensive exhibition on the topic since 1935. Over 100 works, including some of the earliest surviving Chinese paintings as well as other extremely rare pieces, were being loaned from the greatest international collections. The paintings on show would range from small-scale intimate works by monks and literati to scroll paintings over 12 metres long, presenting a complete overview of one of the world's greatest artistic traditions. A conference relating to the exhibition was planned and a three part BBC series on the art of China would coincide with the exhibition.

5 ResearchPlan

Glenn Adamson

- 5.1 Glenn Adamson gave a presentation on the V&A's ResearchPlan which had been circulated prior to the meeting. He explained that the document was a strategic initiative with the goals of:

- Coordinating Museum-wide research activity and expertise development;
- Maximising the success of external grant applications;
- Enhancing the impact of research on Museum outputs.

The ResearchPlan had been discussed by the V&A's Management Forum and had been endorsed by the V&A's Research Advisory Committee.

- 5.2 In discussion Trustees were supportive of a more co-ordinated approach to V&A research but required further information on some aspects including grant processes. It was thought that the document would be well received in the academic world.

Action: GA to present to Trustees some further information regarding the ResearchPlan at a future meeting. GA

6 Collections Department Update: Sculpture, Metalwork, Ceramics and Glass

Paul Williamson

- 6.1 As part of a series of presentations to update the Board on the collections departments, Paul Williamson gave a presentation on the Sculpture, Metalwork, Ceramics and Glass Department (SMCG). The separate departments of 'Sculpture', 'Metalwork' and 'Ceramics and Glass' had merged in 2002 to become SMCG. The Department was responsible for approximately 145k objects. In 2012 SMCG sent 277 objects out on short-term loan to organisations around the world. The Department administered the Gilbert Collection on loan from the Gilbert Trust for the Arts.

- 6.2 Since 2002 SMCG had led on a number of FuturePlan gallery redevelopments including: the Medieval and Renaissance Galleries, the Dorothy and Michael Hintze Galleries of

Sculpture in Britain, Sculpture in Europe 1300-1600, the Whiteley Silver Galleries, the Sacred Silver and Stained Glass Galleries, the William and Judith Bollinger Jewellery Gallery, the Rosalind and Arthur Gilbert Galleries, the Gilbert Bayes Sculpture Gallery, the Belinda Gentle Metalware Gallery, the William Frederick Ruddock Gallery of Sculpture, the Märít Rausing Gallery of Contemporary Glass, the Ceramics Galleries and the Ceramics Study Galleries. The Department had delivered a regular programme of diverse displays in the latter space. SMCG was also involved in the following live FuturePlan projects: Europe 1600-1800, the Exhibition Road Building Project and the redevelopment of the Cast Courts and Enamels.

6.3 Trustees were also informed about:

- SMCG outputs since 2002 relating to publications, major symposia/conferences and major acquisitions.
- Future exhibitions, displays, publications and symposia/conferences.
- SMCG's involvement in making the collections more accessible via digital initiatives including contributing to 'Search the Collections' on the V&A's website.
- The many other ways in which SMCG shares expertise nationally and internationally
- How SMCG supports creative practice.

6.2 The Board commented on the impressive range of outputs the Sculpture, Metalwork, Ceramics and Glass Department delivered.

7 Director's Report

7.1 The Report had been circulated prior to the meeting.

7.2 The new Contemporary Architecture, Digital and Design Team was now in place.

Action: The new team to be invited to a future Board meeting.

LF

7.3 Visit figures at both sites remained strong. The *Hollywood Costume* and *Light from the Middle East* exhibitions continued to be popular.

7.4 DCMS had announced that the V&A's Grant-in-Aid would be cut in 2013/14 and 2014/15 by 1% and 2% respectively.

7.5 Trustees were given a status update on a number of international projects.

8 Chairman's Report

8.1 The Chairman welcomed Professor Evelyn Welch and Professor Margot Finn to their first Board meeting.

9 Reports from Committees

9.1 Collections Committee

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

9.2 Development

The Development report had been circulated previously.

9.3 Technology Strategy Committee

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

10 Any other business

10.1 There was no further business.

Laura Frampton
22 January 2013

Signed _____
(Sir Paul Ruddock, Chairman)



Board of Trustees

Minutes

- Date: 7 March 2013 (210th meeting)
Time: 14.00
Venue: Windmill Hill Archive, Waddesdon, Aylesbury
- Present: Sir Paul Ruddock (Chairman) Dame Theresa Sackler
João Baptista Samir Shah
Nicholas Coleridge Sir John Sorrell
Mark Damazer Bob Stefanowski (for items 4 to 8 only)
Edwin Davies Paul Thompson
Professor Margot Finn Edmund de Waal
Steve McGuckin Professor Evelyn Welch
Michelle Ogundehin
- In attendance: Martin Roth, Director, V&A
Brian Chester, Interim Director of Finance, V&A
Laura Frampton, Head of Planning and Secretary to the Board of Trustees, V&A (minutes)
Moira Gemmill, Director of Design, V&A
Beth McKillop, Deputy Director, V&A
Emma Neave, Governance Manager, V&A (minutes)
Vernon Rapley, Head of Security and Visitor Services, V&A
- Apologies: Andrew Hochhauser
Harold Tillman
Caroline Felton, Deputy Director, Operations, V&A

1 Declaration of Interests

- 1.1 There were no declarations of interest.

2 Minutes of the previous meeting (17 January 2013)

- 2.1 The minutes of the previous meeting were approved.

3 Matters arising

- 3.1 Regarding items 3.1, 5.2 and 7.2: The suggested agenda items had been scheduled for future Board meetings.

4 2013/14 Budget

Brian Chester

- 4.1 Brian Chester outlined the 2013/14 budget that had previously been discussed at the Management Forum and the Trustees' Finance Committee. On the recommendation of

the Trustees' Finance Committee the Board approved the budget for 2013/14.

5 Director's Report

- 5.1 The Report had been circulated prior to the meeting.
- 5.2 Trustees were given a status update on a number of international projects.

6 Chairman's Report

- 6.1 The Chairman acknowledged that this was the last Board meeting that Laura Frampton would attend before her departure from the V&A. On behalf of the Board he thanked her for her work over the years as Secretary to the Board of Trustees.
- 6.2 The Chairman announced that Samir Shah was now the Board's Deputy Chairman.

7 Reports from Committees

- 7.1 **Audit Committee**
The draft minutes of the meeting held on 29 January had been circulated previously.
- 7.2 **Buildings Strategy Committee**
The Board was given a verbal report on the meeting that had taken place on 28 February.
- 7.3 **Development**
The Development report had been circulated previously.
- 7.4 **Finance Committee**
The draft minutes of the meeting held on 19 February had been circulated previously.
- 7.5 **Investment Committee**
The draft minutes of the meeting held on 19 February had been circulated previously.
- 7.6 **VAE Board**
The draft minutes of the meeting held on 31 January had been circulated previously

8 Any other business

- 8.1 The Board agreed that the decision to transfer surpluses to the V&A Foundation at the end of the financial year would be delegated to the Chairman.

Laura Frampton
19 March 2013

Signed _____
(*Sir Paul Ruddock, Chairman*)



Board of Trustees

Minutes

Date: 2 May 2013 (211th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Steve McGuckin
João Baptista Michelle Ogundehin
Nicholas Coleridge Samir Shah
Mark Damazer Sir John Sorrell
Edwin Davies Bob Stefanowski
Margot Finn Harold Tillman
Andrew Hochhauser Edmund de Waal
Evelyn Welch

In attendance: Martin Roth, Director, V&A
Brian Chester, Director of Finance, V&A
Caroline Felton, Deputy Director, Operations, V&A
Moirá Gemmill, Director of Design, V&A
Jane Lawson, Director of Development, V&A
Jo Prosser, Commercial Director, V&A
Vernon Rapley, Head of Security and Visitor Services, V&A
Damien Whitmore, Director of Public Affairs & Programming, V&A
Paul Williamson, Acting Deputy Director – Collections

Apologies: Dame Theresa Sackler
Paul Thompson

1 Declaration of Interests

1.1 There were no declarations of interest.

2 Minutes of the previous meeting (7 March 2013)

2.1 The minutes of the previous meeting were approved.

3 Matters arising (including Finance Update)

3.1 The Board noted the Finance Director's paper providing a finance update covering the following points:

- update on the March 2013 year end result;
- the DCMS spending review for 2015/16;
- a comparison of staffing and salary levels with other museums.

4 Hollywood Costumes Evaluation

Martin Roth

- 4.1 A report on the outcomes of the Hollywood Costumes exhibition was presented by the Director. The exhibition had been a great critical and popular success with acclaim for exhibition content, narrative, interpretation, design, and the very high production values, including the audiovisual element of the exhibition. The exhibition had been a catalyst for the acquisition of the BFI's costume collection. It had been the second busiest exhibition in the history of the V&A and had received 250,000 visits. 6,000 new members had joined the Friends of the V&A and the original sponsorship target had been exceeded. This success had created some organisational challenges, however.
- 4.2 The report included a number of recommendations including improving the visitor experience. In future an 'exhibition director' with overall authority for each exhibition would be appointed. Some of the lessons of the Hollywood Costume exhibition had already been put into practice for the David Bowie exhibition and improved regulation of queues and complimentary tickets had resulted.
- 4.4 The Board praised the review and noted that the exhibition had been a new experience in terms of genre. A further, longer term, review of consequent developments in research and display was requested. There was also a discussion of the impact on the Friends of the V&A of increased membership and funds.

Action: The management was requested to make the review of exhibitions in this way systematic. Finance Director to formulate a suitable template.

5 VAE Presentation

Jo Prosser

- 5.1 Jo Prosser made a presentation to the Board about V&A Enterprises. She outlined the different aspects of VAE's work, which included: publishing, brand licensing, image licensing, product design, commissions and collaborations, digital partnerships, online shopping, consumer marketing and press, off-site and pop-up branches, catalogue and retail, both business-to-business and business-to-customer. VAE was a market leader among UK museums in terms of total revenue (2011-2012) and reputation. VAE worked to drive revenue, reputation and profile for the V&A by developing a commercially credible, successful articulation of the brand. The success of the branding for the Bowie exhibition across all media demonstrated the benefits of having a brand that was well recognised globally.
- 5.2 There was a discussion about the organisational relationship between VAE and the Museum. It was noted that the Chairman of VAE, Rodney Fitch, would shortly be retiring and would be succeeded by Mark Sebba of Net-a-Porter. The Board was mindful of the need to maximize the ways in which VAE can generate cash for the Museum at a time when GIA is being reduced and wished to be presented with options for how this might be done. The Chairman asked Jo Prosser to return to the July Board meeting to make a presentation on the future strategy for VAE and its relationship with the V&A. This presentation should be created in conjunction with the Director, Chief Operating Officer and Finance Director, and in consultation with V&A management. The Board wished to receive options and proposals from the management of the V&A and VAE as to possible ways forward.

Action: Jo Prosser and Brian Chester to prepare a paper and presentation for the July Board

meeting as to how the relationship between the V&A and VAE should progress.

Post Meeting Note: The Chairman agreed that the paper and presentation would be presented to the September Board Meeting.

6 Digital FuturePlan Update

Jon Cheyne

6.1 Jon Cheyne, Head of Information Systems Services, made a presentation to the Board about Digital FuturePlan, the plans for digital and technology at the Museum for the next three years. The Museum's technology needed to be equal to its reputation as the world's leading museum of art and design. Four main areas for improvement had been identified: (1) Network stability; (2) larger capacity for asset storage; (3) IT department restructuring; (4) creation of a design programme. Digital FuturePlan was the strategy that had been developed in response to these requirements. Jon Cheyne outlined specific plans in more detail.

6.2 It was noted that digital development was governed by the Technology Strategy Committee, chaired by Mark Damazer, and run by management via the Digital FuturePlan Programme. IT projects were managed in stages under the management of the Digital FuturePlan team and costs checked at each stage.

6.3 The relationship between digital developments in the V&A's exhibitions and the existing galleries was discussed, particularly the need to avoid the permanent galleries falling behind exhibitions in terms of new digital developments. It was noted that digital developments were embedded in FuturePlan 2 as demonstrated in the new Furniture Gallery. The infrastructure for wifi was part of FuturePlan and the digital provision for existing, older galleries could be revised and upgraded at any time.

6.4 The following points were also noted:

- the content development opportunities offered by digital were excellent, with the knowledge base continually growing, but that updating materials involves a huge amount of curatorial work;
- the digital dimension had effects across the Museum and managing projects on time and within budget was a core consideration for the Technology Strategy Committee;
- keeping abreast of consumer taste in terms of digital developments was essential;
- the tension between what generates income and what is for public service remains constant;
- measures are in place for Disaster Recovery.

7 Director's Report (including Strategy Update)

7.1 The Report had been circulated prior to the meeting.

7.2 The Director updated the Board on the following points:

- Paul Williamson was Acting Deputy Director - Collections while Beth McKillop was taking a leave of absence for health reasons;
- the visit figures for the David Bowie Is exhibition had contributed to the highest visit figures in the Museum's 150 year history;
- fraudulent tickets to the Bowie exhibition had appeared for sale on the internet. The matter had been reported to the police and V&A staff had been briefed on how to identify the forged tickets. Entry would be refused to anyone with a forged ticket but

- the visitors affected would be permitted to purchase a real ticket at face value;
- fundraising for the 1600-1800 Galleries continued;
- his visit to Brazil and Chile, including a meeting with the Minister for Culture of Brazil and a visit to the Museo de la Moda in Santiago in Chile.

7.3 The Director updated the Board on the progress of his strategic vision for the V&A. There would be a review of strategic priorities and core processes in order to formulate an organisational change programme. There would be ongoing consultation with key staff from the V&A and VAE to identify detailed options and opportunities. Individual Trustees would also be asked for their advice and input. The outcomes would be reported back to the Board in September 2013.

Action: Director to report to the Board on outcomes of Strategy Review at September 2013 meeting.

7.4 The Director updated the Board on the status of the Museum's application for funding from the Heritage Lottery Fund for the Exhibition Road project.

Action: Director of Projects and Director of Development to prepare paper on funding for Exhibition Road project to be presented at July Board meeting.

7.5 The Director reported that the interviews for the post of Chief Operating Officer had been concluded and a verbal acceptance had been received from the successful candidate. Subject to satisfactory completion of HR procedures, the new Chief Operating Officer would start work in August.

8 Chairman's Report

The Chairman had visited Dundee with Moira Gemmill for the purposes of fundraising for the V&A at Dundee project. He had spoken in a debate at Chelsea College of Arts and Design on the theme of the ways in which philanthropy can be stimulated to support cultural and educational institutions. The Chairman had met the Chancellor of the Exchequer with the Chairmen of the British Museum, Tate, and the Arts Council to draw his attention to the contribution made by arts organisations to the economy and the effects that would result from cuts in the sector.

9 Reports from Committees and VAE Board

9.1 Audit Committee

The Committee had met on 30 April 2013 and the following points were noted:

- Two reports on Collections Management had been received. A mock review of the Collections Management process had been undertaken to test the likelihood of reaccreditation and the outcome had been positive. Management had agreed to the recommendations to strengthen the process.
- The Museum's work on sustainability had been approved and Steve Hyde, Head of Estates, had been congratulated on his work in this area.
- The online shop had been reviewed by Internal Audit.
- The draft assurance statement had been agreed by Internal Audit as being reasonable.
- The draft plan for 2013/2014 approved by the Committee.
- DCMS had required arms-length bodies to consolidate financial data and the V&A was ready to supply the information on time.
- The Audit Committee had requested a report on the relationship between the V&A and V&A Enterprises.

- Risk Register - retention of talent to be included into succession planning.

9.2 **Buildings Strategy Committee**

The Buildings Strategy Committee had met on 23 April 2013 at Blythe House and the following points were noted:

- the strategic importance of Blythe House to the plans of the V&A in terms of The Clothworkers' Centre, the need to consolidate the Museum's storage from other locations, and as a through-space for FuturePlan projects at the South Kensington site and for exhibitions;
- the tender process for the Exhibition Road building was under way;
- the strategy for the Museum of Childhood was now to focus on renovating the existing building and redisplaying the collections;
- the next stage of the Europe 1600-1800 Galleries was out to tender.

9.3 **Collections**

The draft minutes of the meeting held on 18 March 2013 had been circulated previously.

9.4 **Development**

The Development Report had been circulated previously.

9.5 **Museum of Childhood Committee**

The draft minutes of the meeting held on 28 March 2013 had been circulated previously.

9.6 **Technology Strategy Committee**

The draft minutes of the meeting held on 12 March 2013 had been circulated previously.

9.7 **VAE**

The draft minutes of the VAE Board meeting held on 28 March 2013 had been circulated previously.

9.8 **Research Advisory Committee**

The Research Advisory Committee was a newly constituted Committee of the Board and had held its first meeting on 2 May 2013. A discussion had been held about enhancing the range and number of MA programmes. It had been recognised that it was a difficult economic market in which to recruit students for MA courses because of increasing fee levels and so more information was required before proceeding. The V&A's Head of Research was exploring the possibility of developing an MA with a social science dimension which might make use of the Museum of Childhood's constituencies but, before doing this, the research capacity at the Museum of Childhood needed to be increased. The V&A had three AHRHC PhD students. The importance of Blythe House to the V&A's research activities was emphasised.

Action: Research Advisory Committee minutes to be a Board agenda item in future, as appropriate.

10 Any other business

There was no other business.

Clare Inglis

2 May 2013

Signed _____
(Sir Paul Ruddock, Chairman)



Board of Trustees

Minutes

Date: 4 July 2013 (212th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Theresa Sackler
João Baptista Samir Shah
Nicholas Coleridge Sir John Sorrell
Mark Damazer Bob Stefanowski
Edwin Davies Harold Tillman
Professor Margot Finn Edmund de Waal
Andrew Hochhauser Professor Evelyn Welch

In attendance: Martin Roth, Director, V&A
Anna Jackson, Keeper, Asia Department, V&A (for items 1-4 only)
Brian Chester, Director of Finance, V&A
Kate Bellamy, Head of National and International and Secretary to the Board of Trustees, V&A (minutes)
Moirá Gemmill, Director of Design, V&A
Jane Lawson, Director of Development, V&A
Jo Prosser, Commercial Director, V&A
Vernon Rapley, Head of Security and Visitor Services, V&A
Paul Williamson, Acting Deputy Director – Collections, V&A

Apologies: Steve McGuckin
Michelle Ogundehin
Paul Thompson
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 (2 May 2013)

2.1 The minutes of the previous meeting were approved.

3 Matters arising

3.1 It was noted that recently appointed V&A Chief Operating Officer, Tim Reeve, would take up his post on 5 August 2013 and that new V&A Enterprises (VAE) Chair, Mark Sebba, Chief Executive and Director of Net-A-Porter Ltd. would chair his first meeting of the VAE Board

on 26 September 2013.

- 3.2 Brian Chester, V&A Finance Director, updated the Board on HM Treasury's 2015-16 Spending Review announcement with respect to Department for Culture Media and Sport (DCMS) funded national museums. The Chairman and Director had received a letter from Culture Secretary Maria Miller dated 3 July 2013 setting out details of the Museum's 2015-16 settlement. Overall the Department received a below-average 7% cut to resource budget and a 5% reduction to core capital budget. The letter states that since the Department was able to make a strong case for the importance of museums in achieving economic growth, that funding for the Victoria and Albert Museum will be reduced by 5% in 2015-16. And that, in addition, a package of financial and operational freedoms is being granted to national museums and galleries. There will be 12 new freedoms in total, as part of a four year pilot scheme. Final details are still being negotiated between the DCMS and HM Treasury. The letter also explains that the Department will only hold limited financial reserves and requests that the Museum hold a 5% contingency which may need to be drawn back in to the Department.
- 3.3 There was discussion on the opportunity presented by the new operational freedoms for the Museum to borrow from the Department in order to give greater flexibility around capital projects. But it was noted that this was limited to a total of £40million for all national museums participating in the pilot.

Action: Brian Chester's presentation to be circulated to Trustees.

4 V&A Asia Department Presentation

Anna Jackson

- 4.1 Anna Jackson presented to the Trustees about the role, remit and work of the V&A's Asia Department. The presentation was well received and Trustees congratulated Anna on the work of the team
- 4.2 AJ answered questions about the V&A's South Asian collections, explaining that the collections, including Tipu's Tiger, have their origins in the East India Company's Museum. The Company was responsible for India displays at the Great Exhibition of 1851.
- 4.3 Working together with Development, the Asian Department has been very successful at raising funds, both large and small, for its various projects. AJ explained that the majority of the funding had been to support gallery projects, including the Robert H. N. Ho Family Foundation's support for the Buddhist Sculpture Gallery and the Jameel Family's funding for the Jameel Gallery.
- 4.4 Discussion touched on Asia collections in the Ceramics Galleries and how Trustees can best support the Asia Department. AJ explained that their strategic support and guidance, for instance in application of the V&A International Strategy, was valuable. AJ highlighted the example of the V&A working with the Palace Museum Beijing as a good model of a reciprocal partnership, of interest and benefit to both museums.

5 Exhibition Road Funding

Moira Gemmil

- 5.1 Moira Gemmill, Director of Projects, Design and Estate, presented a paper on the schedule for the Exhibition Road project and the funding prognosis. MG explained that the Exhibition Road project would be transformative for the V&A, changing the Museum's

relationship with Exhibition Road, creating a new outdoor courtyard and much needed temporary exhibition space. Planning permission for the project had been achieved and the design was out to tender. All plans were in place for taking work forward, including relocating staff and learning department activity, and caring for the collections within the vicinity. MG explained the desirability of delivering the project on schedule, since any extension could result in significant increases in costs.

6 Annual Report and Accounts

Brian Chester

- 6.1 The Chairman reminded the Board that Trustees' approval for the Museum's Annual Report and Accounts is needed before they can be laid before Cabinet. Trustees decided additional amendments to the Report and Accounts were required before they could be approved, as discussed by the Trustees Audit Committee.

Action: V&A Finance Department to amend Annual Report and Accounts with advice from the Trustees Audit Committee. Trustees Audit Committee to approve Annual Report and Accounts by email.

Post meeting note: Annual Report and Accounts approved by email by Trustees Audit Committee on 11 July 2013 with delegated authority from the Board.

7 Collections Management Policies

Paul Williamson

- 7.1 Paul Williamson presented the revised Collections Management Policies (1) Care and Conservation Policy (2) Collections Information and Access Policy. He explained that the Policies had been amended and approved by the Trustees' Collections Committee and would be used as part of the V&A's accreditation application. The Board gave their formal approval of the policies.

8. 2013/14 Iteration of the Strategic Plan 2011-2015

Paul Williamson

- 8.1 Paul Williamson presented the 2013-14 Iteration of the 2011-15 Strategic Plan to the Board for their approval. He explained that the Plan was also a requirement for the V&A's accreditation application. The Board gave their formal approval of the Plan.

9 Director's Report

- 9.1 The Report had been circulated prior to the meeting.

- 9.2 Martin Roth, introduced Kate Bellamy, Head of National and International at the V&A and new Secretary to the Board.

The Director updated the Board on the following points:

- The launch of the 2014 Prix Pictet, the global photography prize founded by Swiss private bank Pictet and Cie, and the announcement that the V&A will host the next Prize.
- Plans for the 2015 India Season.
- Projected visitor figures for the Bowie exhibition are over 305,000, there has been positive visitor and media reaction, there are plans for an international tour, the exhibition catalogue has been the fastest selling in V&A history and the cinema

release date for the exhibition film is 13 August with some cinemas already sold out.

10 Chairman's Report

10.1 Sir Paul Ruddock, Chairman of the Board, welcomed Chancellor George Osborne's support for museums and the new operational and financial freedoms granted to the Museum by HM Treasury. Sir Paul updated colleagues on his conversation with the Chairman of the 1851 Commission and their shared commitment to making the most of opportunities presented by the Exhibition Road space.

11 Reports from Committees and VAE Board

11.1 Technology Strategy Committee

The draft minutes of the meeting held on 20 June had been circulated previously. It was noted that:

Sir Paul suggested Mark Damazer, Chair of the V&A's TSC, should make contact with the Chair of the Metropolitan Museum of Art's Technology Committee on which Sir Paul sits.

Action: Sir Paul to make an introduction for Mark Damazer to the Chair of the Metropolitan Museum of Art's Technology Strategy Committee.

11.2 Audit Committee

The draft minutes of the meeting held on 18 June had been circulated previously.

11.3 Collections

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

- The Trustees approved the acquisition of the Juvisy painting.

11.4 Museum of Childhood Committee

The draft minutes of the meeting held on 6 June had been circulated previously.

11.5 Finance Committee

The draft minutes of the meeting held on 28 May had been circulated previously.

11.6 VAE

Verbal report of the meeting held on 20 June.

- There was a discussion about future strategy for VAR and operational relationship with the V&A.
- VAE Audit went well.
- Other discussions reported included reflections on the success of Bowie merchandise and potential collaborations.

11.7 Development

The Development report had been circulated previously.

12 Any Other Business

12.1 There was no further business.

Kate Bellamy

11 July 2013

Signed _____
(Sir Paul Ruddock, Chairman)



Board of Trustees

Minutes

Date: 12 September 2013 (213th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Steve McGuckin
João Baptista Michelle Ogundehin
Nicholas Coleridge Samir Shah
Mark Damazer Sir John Sorrell
Edwin Davies Bob Stefanowski
Professor Margot Finn Harold Tillman
Andrew Hochhauser Professor Evelyn Welch

In attendance: Martin Roth, Director, V&A
Anais Aguerre, Head of International Initiatives, V&A (for item 5 only)
Kate Bellamy, Head of National and International and Secretary to the Board of Trustees, V&A (minutes)
Moirá Gemmill, Director of Design, V&A
Fraser Jopp, Acting Head of Finance, V&A
Jane Lawson, Director of Development, V&A
Jo Prosser, Commercial Director, V&A
Vernon Rapley, Head of Security and Visitor Services, V&A
Damien Whitmore, Director of Public Affairs & Programming, V&A
Paul Williamson, Acting Deputy Director – Collections, V&A

Apologies: Paul Thompson
Theresa Sackler
Edmund de Waal

1 Chairman's Introduction

- 1.1 The Chairman opened the meeting by reflecting on the achievements of the year to date including the high number of visitors, the success of the David Bowie is...exhibition and Stage One pass from the Heritage Lottery Fund for funding for the Exhibition Road project. He offered his congratulations to the Museum management.
- 1.2 The Chairman noted that it would be the last Board meeting to be attended by Jo Prosser in her role as Commercial Director, congratulating Jo on her new role at the Metropolitan Museum, New York and thanking her for her work at the V&A.
- 1.3 The Chairman introduced new V&A Chief Operating Officer, Tim Reeve, to the Board and welcomed him to the Museum.

2 **Declarations of Interest**

There were no declarations of interest.

3 **Minutes of the previous meeting (4 July 2013)**

- 3.1 With reference to the actions agreed at the last meeting, it was noted that the Annual Report and Accounts had been revised to take account of feedback from the Board and that Mark Damazer had been in touch with the Chair of the Metropolitan Museum of Art's Technology Strategy Committee.

4 **Matters arising**

- 4.1 There were no matters arising.

5 **China Strategy: Update & Next Steps**

Anais Aguerre

- 5.1 Anais Aguerre, Head of International Initiatives, gave an update on the V&A's current work in China which the Board approved in principle.
- 5.2 The Board approved the appointment of Tim Reeve, COO, as Director of V&A Ltd. It was suggested that members of the V&A Ltd board should be accountable to the V&A Board of Trustees.

6 **David Bowie is... exhibition debrief and overview**

Martin Roth

- 6.1 Martin Roth presented an overview of the exhibition. Visitor figures were over 311,000 and new members as a result of the exhibition are in the region of 10,000 bringing V&A membership to 58,000. The exhibition performed strongly commercially, and exceeded targets across the piece.
- 6.2 It was recognised that the exhibition presented new challenges for the Museum including managing the visitor experience and producing an exhibition film broadcast live into cinemas across the UK.
- 6.3 Among next steps, it was proposed that the Museum should reconsider the provision of temporary catering facilities for exhibition visitors and ensure an excellent membership offer. The Museum should continue to offer a balanced programme of exhibitions.

7 **The Visitor Experience Project**

Vernon Rapley

- 7.1 Vernon Rapley provided an update on this project which is focussed on improving engagement with visitors, encouraging and making good use of visitor feedback and embedding a visitor experience focus across the Museum.
- 7.2 Trustees suggested more be done to draw visitors to the treasures of the V&A collection and building including via the recommendations of or 'tours' by famous practitioners and celebrities. They proposed the Museum continue to improve signage and communications about the Museums' focus on design, especially in the Grand Entrance. Trustees also felt the visitors' digital experience should be considered.

8 Annual Safety Report

Vernon Rapley

- 8.1 Vernon Rapley presented the Annual Safety Report for the period 1/1/12-31/12/12 to the Board. He explained that the Report has already been approved by the Security Committee, the Management Forum and the Joint Consultative Committee.
- 8.2 The Board approved the report.

9 Director's Report

- 9.1 The Report had been circulated prior to the meeting.
- 9.2 The minutes of this item of business are confidential and exempt from public disclosure under sections sections 36 and 43(2) of the Freedom of Information Act. They are included in a Confidential Annex to these minutes

10 Chairman's Report

- 10.1 The Chairman informed the Board that Mark Sebba, CEO, Net-a-Porter is new Chair of V&A Enterprises.
- 10.2 The Chairman highlighted new rights for the Museum to borrow from DCMS under new operational and financial freedoms granted by the Government. He proposed this opportunity be considered by the Finance Committee.
- 10.3 **ACTION: Finance Committee to consider the opportunity to borrow from DCMS.**
- 10.4 The Chairman asked that all trustees support the V&A as a Friend, if not at Director's Circle level.
- 10.5 **ACTION: Jane Lawson to write to all Trustees requesting their support as a Friend or member of the Director's Circle.**

11 Reports from Committees and VAE Board

11.1 Buildings Strategy Committee

Steve McGuckin, Chair of the Buildings Strategy Committee, reported that Phase 1 of the Cast Courts project is complete and phase 2 due to commence in November 2014. The Europe 1600-1800 galleries project is underway. Plans for the North East Quarter project are at feasibility study stage with plans to commence once the Exhibition Road project is complete.

11.2 Development Advisory Board

The Development report had been circulated previously. Andrew Hochhauser updated the Board on fundraising developments, including higher membership numbers and an increase in the number of corporate memberships. He reminded Trustees of upcoming exhibition private views including the opening of the Clothworkers' Centre on 3 October and Masterpieces of Chinese Paintings on 23 October.

12 Any Other Business

- 12.1 There was no further business.

Kate Bellamy

25 September 2013

Signed _____
(Sir Paul Ruddock, Chairman)



Board of Trustees

Minutes

Date: 21 November 2013 (214th meeting)
Time: 14.00
Venue: Hickory Room, Museum of Childhood

Present: Sir Paul Ruddock (Chairman) Steve McGuckin
João Baptista Theresa Sackler
Nicholas Coleridge Samir Shah
Edwin Davies Professor Evelyn Welch (for items 1-8)
Professor Margot Finn
Andrew Hochhauser

In attendance: Martin Roth, Director, V&A
Kate Bellamy, Head of National and International and Secretary to the Board of Trustees, V&A (minutes)
Moira Gemmill, Director of Design, V&A
Fraser Jopp, Acting Head of Finance, V&A
Jane Lawson, Director of Development, V&A
Kieran Long, Senior Curator of Contemporary Architecture, Design and Digital, V&A (for items 1-5 only)
Sarah Sevier, Head of Brand Development, Design & Buying, V&A
Vernon Rapley, Head of Security and Visitor Services, V&A
Tim Reeve, Chief Operating Officer, V&A
Mark Sebba, Chairman, VAE Board, V&A (for items 6-7 only)
Jane Wentworth, Director, Jane Wentworth Associates (for item 6 only)
Christopher Wilk, Keeper, Furniture, Textiles and Fashion, V&A (for items 1-5 only)
Damien Whitmore, Director of Public Affairs & Programming, V&A
Paul Williamson, Acting Deputy Director – Collections, V&A

Apologies: Mark Damazer
Beth McKillop, Deputy Director, V&A
Michelle Ogundehin
Sir John Sorrell
Robert Stefanowski
Harold Tillman
Edmund de Waal

1 Chairman's Introduction

1.1 The Chairman noted that it would be Eddie Davies' last meeting. He thanked Eddie for all

that he has contributed to the Museum since he joined the Board in 2007. He also thanked Harold Tillman, a Board member since 2011. Harold's term as V&A trustee concludes at the end of November 2013.

2 Declarations of Interest

There were no declarations of interest.

3 Minutes of the previous meeting (12 September 2013)

3.1 With reference to the Minutes of the previous meeting, the Chairman reminded Trustees of his request that they all support the V&A as Friends or members of the Director's Circle.

3.2 Minor amendments to the Minutes of the previous meeting were requested and agreed. The minutes were approved pending amendments.

4 Matters arising

4.1 TR informed Trustees that the terms of the new government loans scheme had been received from DCMS.

4.2 With regards the Shekou Museum development, TR reported that contract discussions with CMG are ongoing, that the partnership is strengthening and, whilst there are barriers to overcome, he remains confident that the contract will be ready for signing in January.

5 Contemporary Architecture, Design and Digital Presentation

Christopher Wilk

Kieran Long

5.1 Christopher Wilk, Keeper of Furniture, Textiles and Fashion, Contemporary Architecture, Design and Digital (CADD) and Kieran Long, Senior Curator of CADD, presented the work and plans of the CADD team which was established eleven months ago to bring a new focus to contemporary work at the V&A and to stimulate debate about contemporary design. They explained that the aim of the team is to focus on design practice today, enabling the V&A to be the foremost authority on contemporary design practice.

5.2 The overall framework for the team's work is how design reflects how we live together in public, and how design reflects and defines public life. Work strands include:

5.3 Rapid Response Collecting, in response to global events. A selection of objects collected by the team will be displayed in a space next to the 20th Century Gallery at South Kensington from May 2014.

Generating exhibitions. A number of proposals are currently being developed

Developing and running events to raise the Museum's profile in the field, such as the Minecraft Friday Late which attracted new audiences to the Museum. And the Dalston and Peckham Friday Late 'Take Overs' which allow the V&A to engage with contemporary design practitioners and to participate in, and stimulate, debates about contemporary design practice.

Providing an internal resource, in the form of engagement with contemporary thinking

across Museum departments.

- 5.4 The Chairman thanked Christopher and Kieran for their presentation and asked that they return in the Spring to the talk further to the Board about the CADD team's work on architecture and the Museum's overall approach to architecture, including cooperation with the RIBA collection at South Kensington.
- 5.5 **ACTION: Christopher Wilk and Kieran Long to present to the Board on collecting architecture at the V&A in Spring 2014.**
- 5.6 Trustees were interested to understand the relationship between the CADD team and the Design Museum. Kieran and Christopher confirmed that curators were in constant dialogue with colleagues at the Design Museum, including the lending of objects for their new displays, and suggested that the focus and interests of the V&A and the Design Museum are complementary.
- 5.7 Trustees requested further detail on how the CADD team decide what to collect via their Rapid Response approach, and whether the objects acquired would be subject to the same rules of de-acquisition as the historical collections.
- 5.8 Christopher confirmed the objects would be subject to the same rules of de-acquisition. Kieran explained that a benefit of contemporary collecting is that each object can be fully documented and supporting information, such as an interview with the maker and detail on why the object is significant at that moment, can be collected alongside the object for Museum records.
- 5.9 Trustees inquired what role senior staff and trustees should play in terms of the 'governance' of Rapid Response Collecting. Christopher explained that, as with other acquisitions, Keepers are well practised at making decisions about which objects should be added to the collection. The Chairman added that the Museum's curatorial purchase level guidance is sensible and helpful in this regard
- 5.10 Trustees expressed warm support for the work of CADD and Rapid Response Collecting.

6 V&A Brand Architecture Project Presentation

Damien Whitmore, Director of Public Affairs and Programming

Jane Wentworth, Director, Jane Wentworth Associates

- 6.1 Damien Whitmore and Jane Wentworth, Director, Jane Wentworth Associates, presented work by Jane Wentworth Associates for the V&A regarding 'brand architecture'. Damien explained that it was decided that that V&A should refresh its use of brand since it is developing physically, with the Clothworkers' Centre recently opened and V&A Dundee due to open in 2017. Additionally, there has been a significant increase in the V&A's digital presence and the Museum is placing a greater emphasis on contemporary design practice.
- 6.2 Jane Wentworth presented the V&A 'metabrand', the 'platform' for its various manifestations. She explained that the metabrand is underpinned by the Museum's purpose: 'Our knowledge inspires your creativity', using the V&A's collections, knowledge and skills to understand, inform and inspire the creative process. Jane then explained what the 'metabrand' meant for V&A South Kensington, V&A Dundee, V&A Museum of Childhood and V&A Blythe House.
- 6.3 The Board expressed significant concerns about the rebranding proposals in regard to South Kensington whilst being supportive of the other recommendations. The Board requested revisions to the proposals as they affect the main museum.

- 6.4 Andrew Hochhauser, on behalf of the Museum of Childhood board, informed trustees that this work was of interest to the Museum of Childhood board and discussions were ongoing about implications and next steps.
- 6.5 The Chairman requested that further consideration be given to the V&A South Kensington and the Museum of Childhood and that the Board should be kept closely informed about this work.
- 6.6 **ACTION: Damien Whitmore was asked by the Board to return in March 2014 to provide an update on brand architecture.**

7 Review of V&A Commercial Activity

Tim Reeve

- 7.1 The Chief Operating Officer (COO) presented his review of V&A commercial activity to the Board.
- 7.2 The Chairman welcomed the COO's recommendations. The Board agreed they are timely.
- 7.3 Trustees discussed the link between the exhibition programme and the trading strategy and how the commercial strategy relates to the V&A Digital FuturePlan.
- 7.4 Recruitment will commence as soon as possible to the new post of Director of Commercial and Digital Asset Management.
- 7.5 **ACTION: TR to discuss Digital FuturePlan with Mark Damazer in his role as Chair of the V&A Technology Strategy Committee**

8 V&A and E2020 Presentation

Martin Roth

- 8.1 The Director updated the Board on discussions with the Mayor of London's office and the London Legacy Development Corporation (LLDC) to develop a V&A offer in the Queen Elizabeth Park, site of the 2012 Olympic Games.
- 8.2 The Director outlined the next steps in taking the project forward, including the planned announcement by the Chancellor as part of his Autumn Statement on 4 December 2013.
- 8.3 The Board offered their support for the project, and the announcement by HM Treasury, on the terms presented to them.
- 8.4 The Chairman asked that the Museum prepare an agreed response to the Chancellor's Autumn Statement and suggested liaising with HM Treasury in the run up to that.
- 8.5 **ACTION: DW & KB to liaise with LLDC and HM Treasury ahead of Autumn Statement**

9 Exhibition Road Update

Moira Gemmill

- 9.1 Moira Gemmill updated Trustees on the current status of the Exhibition Road development project and negotiations with contractors.
- 9.2 The Chairman thanked Moira Gemmill and Steve McGuckin for all their hard work. The Board endorsed the recommendation of the Buildings Strategy Committee that the main contract should be let at the earliest opportunity.

10 Director's Report

- 10.1 The Report had been circulated prior to the meeting.
- 10.2 The Director reminded trustees that Masterpieces of Chinese Painting, 700- 1900 is the

first major exhibition on Chinese painting in the UK since 1935.

10.3 The Director updated the Board on his work related to China. This included his recent trip to China to help conclude discussions with China Merchant's Group. He explained that whilst in China, he also spoke at an international forum of museum directors at the new Nanjing Museum, and met with leaders of the British Council in China and Hong Kong in his capacity as British Council Trustee.

10.4 The Director added that, at Sir Paul Ruddock's invitation, he had joined a breakfast hosted by the Prime Minister to encourage Chinese investment in the U.K. and he expects the Prime Minister to visit the Chinese Paintings exhibition ahead of his official visit to China.

10.5 The Director also updated trustees on current staff appointments, including new Head of Research Bill Sherman, currently Professor of Renaissance/Early Modern Studies at York University and progress towards appointment of a new Finance Director.

11 Chairman's Report

11.1 The Chairman updated trustees on his recent meetings with the Mayor of London and Chancellor to the Exchequer. He asked that the V&A consider how it might support the Church of England's efforts to preserve Britain's cultural heritage.

12 Reports from Committees and VAE Board

12.1 Trustees' Collections Committee

Paul Williamson informed trustees that a public appeal has been launched to help support the V&A's acquisition of the Château de Juvisy painting.

12.2 Finance Committee

Joao Baptista updated Trustees on discussions with the Natural History Museum regarding shared services.

12.3 VAE Board Meeting

Samir Shah reminded trustees that it had been Jo Prosser's last meeting.

12.4 Development Report

Andrew Hochhauser informed the Board that Nicholas Coleridge would be chairing the Development Advisory Board going forward.

12.5 Technology Strategy Committee

Samir Shah updated Trustees on the development of a new app for the Europe 1600-1800 galleries.

12.6 Audit Committee

Joao Baptista informed the Board about the dialogue with the National Audit Office and that the Museum is yet to receive a management agreement from DCMS.

12.7 Building Strategy Committee

Steve McGuckin explained that the Europe 1600-1800 galleries development project is on track.

13 Any Other Business

- 13.1 Moira Gemmill updated Trustees on V&A Dundee. The Board agreed to amend Clause 2.2. (c) of the V&A at Dundee License Agreement to ten years instead of five.
- 13.2 Martin Roth provided an update to trustees on delivery against his strategic plans for the Museum and in particular on progress made in terms of programme development, including: celebrating architecture, urbanism, design process and digital; nurturing entrepreneurs; creating more impact from collections; providing a forum to debate the future and maintaining and increasing audiences.

Kate Bellamy

29 November 2013

Signed _____
(Sir Paul Ruddock, Chairman)