



## Board of Trustees

### Minutes

Date: 2 February 2012 (203rd meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Dame Marjorie Scardino  
João Baptista Samir Shah  
Mark Damazer Sir John Sorrell  
Andrew Hochhauser Paul Thompson  
Betty Jackson Harold Tillman  
Steve McGuckin Edmund de Waal  
Michelle Ogundehin

In attendance: Martin Roth, Director, V&A  
Laura Frampton, Head of Planning and Secretary to the Board of Trustees, V&A (minutes)  
Beth McKillop, Deputy Director, 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  
Sian Williams, Director of Finance, V&A

Apologies: Edwin Davies, Theresa Sackler, Bob Stefanowski, Moira Gemmill

#### **1 Declaration of Interests**

1.1 There were no declarations of interest.

#### **2 Minutes of the previous meeting (24 November 2011)**

2.1 The minutes of the previous meeting were approved subject to two minor corrections.

#### **3 Matters arising**

3.1 Regarding item 6.10, it was noted that work was progressing on the first draft of a brand licence and management agreement for the V&A at Dundee project.

3.2 Regarding 9.2 the new balustrade in the Medieval and Renaissance Galleries had been installed.

#### **4 Welcome to New Trustees**

*Sir Paul Ruddock and Martin Roth*

4.1 The Chairman and the Director welcomed four of the five newly appointed Trustees to their first Board meeting: João Baptista, Mark Damazer, Harold Tillman and Edmund de Waal.

#### **5 Future Strategic Direction of the V&A**

*Martin Roth*

- 5.1 The Director outlined some thoughts about the future direction of the V&A and stressed the need to secure the budget for the Museum now and in the future, increase visitor numbers and enhance visitor experience, continue FuturePlan, make the V&A an opinion leader and be innovative, creative and brilliant in everything the Museum does.
- 5.2 Continuing to build and develop the V&A's brand continues to matter greatly. The Museum at South Kensington remains the centre of the V&A's activities. All our work, nationally and internationally, radiates from this point.
- 5.3 There were two important strands of activity that underpin the objectives outlined in 5.1:
- The V&A will continue to strengthen its collections and knowledge:
    - Keepers will sit at the heart of decision making processes.
    - The Museum's collections will embrace contemporary and historical creative practices.
    - The Museum will enhance the following areas of its collections: contemporary architecture and urbanism, digital design and product design.
  - The V&A will position itself as an opinion leader for design issues:
    - We will lead the way in topical debate and discussion and art and design.
    - We will strengthen and further develop relationships with the Creative Industries.
    - We will work with diverse communities and focus on design in society.
- 5.4 The V&A must constantly seek new ways to work and collaborate with other organisations.
- 5.5 The V&A should sustain its attractive and successful exhibition programme. Headline exhibitions should contribute to our reputation as the leading centre for design in society.
- 5.6 The Director acknowledged that under Mark Jones' Directorship, the V&A's touring exhibition programme had flourished. The V&A needed to evaluate the scale of this programme and consider the rationale for touring various exhibitions nationally and internationally. The V&A would continue to work closely with the Foreign Office and the British Council in our international programmes.
- 5.7 Acknowledging the achievement of the Development Department and VAE, the Director reaffirmed his support for both departments.
- 5.8 The Museum's digital work is important and a Digital Review would be presented to the Board at its next meeting.
- 5.9 As the world's leading museum of art and design, the V&A's buildings must reflect its mission to stimulate enjoyment and appreciation of good design. The V&A must continue its programme of redevelopment through FuturePlan Phase 2.
- 5.10 The Museum's Research Department should further develop and strengthen networks and links internationally.
- 5.11 A review of the Museum's committees was being undertaken to ensure that decision-making was as efficient and effective as possible.
- 5.12 The Director acknowledged that the staff were a great asset and it was important to have succession plans and to support the Museum's workforce.
- 5.13 The Board welcomed the Director's plans for the future of the Museum. In discussion Trustees made the following points:
- Trustees noted the importance of future research and scholarship about design in society and that collection development will be an important strand in this work.
  - Contemporary architecture and urbanism, digital design and product design were important areas going forward.
  - With its depth and breadth of experience, the V&A is well placed to develop as an opinion former/place of debate regarding art and design. The V&A would need to focus comment and

debate on its areas of expertise.

- The Museum's learning programmes remain a fundamental part of V&A activity.
- Digital design offered great opportunities in a museum environment and it was good that the V&A was focusing on this area.

## 6 Public Programme 2012-2014

6.1 Highlights from the public programme for the next three years were presented to and discussed by Trustees.

## 7 Director's Report

7.1 The Report had been circulated previously.

7.2 The Director and SW attended a meeting with DCMS officials in January to discuss the financial situation.

7.3 One of the recommendations coming out of the DCMS Arms Length Bodies (ALB) Sponsorship Review was that DCMS would engage more closely with ALB Boards to achieve shared goals. **A DCMS official would be invited to join a future Board meeting to talk about the Department's priorities and delivery challenges over the spending review period.**

7.4 In December 2011 the High Court ruled that the collection owned by the Wedgwood Museum Trust was an asset of the Wedgwood Company that went into administration in 2009 and could be sold to pay creditors. Various discussions were ongoing about the future of the collection. The V&A strongly supports plans to ensure that this important collection remains available to the public.

7.5 2011 was the V&A's most successful calendar year ever in terms of visit figures (All sites: 3,239,300; V&A South Kensington: 2,789,400; V&A Museum of Childhood: 446,700; V&A Blythe House: 3,200).

7.6 The *Power of Making* exhibition had been the V&A's second most successful exhibition in terms of visit figures (*Art Deco* was still the most successful). This free exhibition was a joint collaboration with the Crafts Council. It had attracted excellent press coverage and had proved very popular on social media. The success of the exhibition showed the public interest in the creative 'behind the scenes' processes.

7.7 The *Cult of Beauty* exhibition at the Musee d'Orsay, Paris had closed with a total of 426,000 visitors. The Jameel Prize was also being shown in Paris at the Institut du Monde Arabe until 26 February.

7.8 Rowan Watson's major catalogue on *Western Illuminated Manuscripts* had been published.

7.9 Digitisation of the collections was progressing well.

7.10 Plans were progressing for UK Now, the festival of British culture in China in 2012. The V&A's contribution included a joint V&A and British Museum exhibition of *Masterpieces of Chinese and European Ceramics* at the National Museum of China.

## 8 Chairman's Report

8.1 A recent NESTA event had showcased Panlogic's research on Digital Philanthropy for the Arts. The Chairman had suggested to Jeremy Hunt, Secretary of State for Culture, Olympics, Media & Sport, that it would be good to have a single platform to enable people to give money digitally.

8.2 The V&A Foundation had been established and the second Board meeting would take place the following week.

8.3 Kris Donaldson, who ran the European Capital of Culture in Liverpool, is proposing a World Capital of Culture which would take place every four years. The idea is supported by the British Council. The Director and DW have held initial meetings.

## **9 Reports from Committees and VAE Board**

### **9.1 Audit Committee**

The following points from the meeting on 31 January were noted:

- The Committee had received three reports from the Museum's internal auditors.
- The Committee had discussed a draft governance statement which was a new requirement for the Annual Report and Accounts submitted to Parliament. Amongst other things, it would contain information on how Trustees are appraised.
- A new risk policy had been discussed.
- The Chairman had handed over the position of Chair of the Audit Committee to João Baptista.

### **9.2 Buildings Strategy Committee**

The draft minutes of the meeting held on 16 January had been circulated previously. It was noted that:

- The Fashion Gallery (Gallery 40) was on schedule for completion in May.
- The Committee had reviewed and endorsed a presentation on the architectural scheme and exhibition design at Stage E for the Cast Courts Project.
- The Exhibition Road Project was progressing well. The Buildings Strategy Committee would be having a presentation of Stage D at its next meeting.

### **9.3 Collections Committee**

The draft minutes of the meeting held on 5 December had been circulated previously. It was noted that:

- Lisa Jardine had been thanked for her significant contribution to the Committee during her eight years as Chair.
- The Committee had discussed the Loans Policy.
- Loans were approved including a number of Dickens related objects.
- The V&A was looking to acquire a pair of Venetian baroque tables that had been export stopped. This would be a joint bid with the National Museums Scotland.

### **9.4 Development**

The draft Development report had been circulated previously. It was noted that:

- A number of large pledges had been made.
- A large donation had been received for the Clothworkers Centre.
- A lead sponsor had been confirmed for the Hollywood Costume Exhibition.
- A successful Travel with the V&A trip to Goa and the Deccan had just been completed.
- Forthcoming event dates were highlighted. Trustees were warmly encouraged to attend V&A events.

**It was agreed that a presentation on the Friends should be scheduled for a Board meeting.**

### **9.5 Finance Committee**

The minutes of the meeting held on 24 November and the draft minutes of the meeting held on 16 January had been circulated previously. It was noted that:

- The Museum was on track to make a small surplus for 2011/12.
- The internal departmental budget round for 2012/13 had taken place. The 2012/13 budget would be presented to the Trustees' Finance Committee after which it would be brought to the Board for approval at the next Trustee meeting.
- The Committee had received updates on procurement.
- An application to the Catalyst Endowments fund has been made jointly with the V&A Foundation. The Committee discussed the potential challenge of funding FuturePlan and the Endowment.
- The Committee had discussed the implications of the anticipated funding environment.

- The Committee had been updated on the Cultural Gifts Scheme.

9.6

#### **VAE Board**

The following points from the meeting on 26 January were noted:

- Charles Morrissey had been welcomed on to the VAE Board.
- Christmas trading had been good, particularly in the main store and core brand.
- The Board had discussed publishing and e-publishing.
- The budget for VAE for 2012/13 had been approved.
- The Board supported investigation of a suggestion that in future, management of the catering contract should come under VAE's remit.
- The Board had reviewed the range of products for British Design 1948-2012.

**10**

#### **Formal Business**

10.1

It was resolved that Martin Roth be added to the list of signatories to the Museum's bank accounts as Director in accordance with the existing mandates.

**11**

#### **Any other business**

11.1

On behalf of the Board and the Museum, the Chairman thanked Dame Marjorie Scardino for her contribution to the Museum during her 9 years as a Trustee of the V&A.

Laura Frampton

10 March 2012

*Signed* \_\_\_\_\_  
(*Sir Paul Ruddock, Chairman*)



## Board of Trustees

### Minutes

Date: 21 March 2012 (204th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Theresa Sackler  
João Baptista Samir Shah  
Mark Damazer Sir John Sorrell  
Edwin Davies Bob Stefanowski  
Andrew Hochhauser Paul Thompson  
Steve McGuckin Harold Tillman  
Michelle Ogundehin Edmund de Waal

In attendance: Martin Roth, Director, 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  
Jo Prosser, Commercial Director, V&A  
Vernon Rapley, Head of Security and Visitor Services, V&A  
John Varney, Interim Head of ISS (for item 4 only)  
Sophie Walpole, Head of Digital Media (for item 4 only)  
Damien Whitmore, Director of Public Affairs & Programming, V&A  
Sian Williams, Director of Finance, V&A

Apologies: Betty Jackson, Beth McKillop

#### **1 Tour of Fashion (Gallery 40)**

1.1 Trustees had a tour of the Fashion Gallery which was due to open to the public in May.

#### **2 Declaration of Interests**

2.1 There were no declarations of interest.

#### **3 Minutes of the previous meeting (2 February 2012)**

3.1 The minutes of the previous meeting were approved.

#### **4 Matters arising**

4.1 Regarding item 3.1: The brand licence and management agreement for the V&A at Dundee project should be ready to be signed by the end of May.

4.2 Regarding item 7.3: The Museum had not yet heard whether DCMS still wanted one of its officials to attend a future Board meeting.

## 5 A Digital FuturePlan for the V&A

*Sophie Walpole and John Varney, paper circulated with the agenda*

5.1 A Digital Review had been steered by Beth McKillop, Jo Prosser, Damien Whitmore and Sian Williams. The Review showed that:

- It was vital that the Museum improved the current IT infrastructure to support current work and future ambitions for producing creative content;
- There is a need for a comprehensive change in the way that digital and the internet are conceived, managed, staffed and funded. The changes achieved in the physical space for visitors through FuturePlan need to be mirrored in a Digital FuturePlan for the digital space;
- Providing access to the V&A's collections is central to the Museum's mission and many and varied opportunities exist for making our collections and content accessible digitally;
- Management and decision making processes for digital and IT need addressing to make this area of work as effective as possible. A holistic approach is needed to enable people to effectively engage with the V&A digitally.

5.2 In discussion the following points were highlighted:

- The Board welcomed the Digital Review and agreed that it is crucial for the V&A to exploit digital opportunities afforded by new and developing technologies, particularly given the high proportion of people that experience the V&A digitally.
- The V&A Board had recently had a presentation on the planned upgrade to the online retail site and they were excited by the commercial opportunities for the future.
- The physical success of the Museum is linked to its successes in digital spaces.
- It was recognised that it was crucial for the IT infrastructure to be addressed as a matter of urgency.
- The Museum has a regular reporting mechanism for its digital work via the Digital FuturePlan Group. Commissioning of digital content is managed through the Adapt Group.
- The Board thought that, whilst it is important that the Museum has people with excellent IT management skills in post, making digital work integral to all that the Museum does is also important. Recruiting staff across the Museum with good IT skills was considered important.
- Significant investment would be needed to complete all of the work recommended in the paper. There was a discussion around what different levels of funding would enable the Museum to achieve. In light of tight budgets, the Museum would need to prioritise its digital work. In recognition of the way in which the digital world rapidly changes, it was suggested that an incremental approach within an overall strategy could be beneficial.
- Trustees agreed:
  - The Digital FuturePlan programme should be high priority for the Museum.
  - The Museum needs to update its IT infrastructure to support current levels of digital work and day to day operations.
  - The Museum should explore how partnerships with IT related businesses could be of

mutual benefit.

- To designate a budget from accumulated reserves to the programme. The Finance Committee in May would consider the business case for digital storage.
- A small group of Trustees (Samir Shah, João Baptista, Mark Damazer) and senior management would be formed to help steer the Museum's Digital FuturePlan work. Paul Thompson volunteered Tony Dunn from the RCA to assist this group if it would be useful.
- An update on the programme including proposed terms of reference for the Trustees sub-committee would be presented at the next meeting.

## 6 Strategic Plan 2012/13

*Laura Frampton, draft Strategic Plan 2012/13 circulated prior to the meeting*

- 6.1 Trustees were reminded that the Museum produces a Strategic Plan annually which is presented to the Board at the same time as the budget each year. The document is intended primarily for internal use for staff to understand how their work fits into the overall vision and priorities for the Museum. It is also published on the V&A website and is given out to a range of stakeholders. The Strategic Plan is not a digest of everything the Museum does. It is underpinned by departmental plans and individual job plans which contain further detail. The document followed the same format as the 2011/12 Strategic Plan. It included feedback from the V&A's Management Forum but was still in a draft format. The mission statement, the four strategic objectives and the priority areas had been altered slightly to align them with the Director's thinking about the future direction of the Museum which had been outlined to Trustees at the last Board meeting.
- 6.2 Trustees welcomed the proposed changes to the Mission Statement and the four Strategic Objectives and suggested some amendments to the content.

LF

## 7 Budget 2012/13

*Sian Williams, draft budget 2012/13 circulated prior to the meeting*

- 7.1 SW reported that the Museum was forecasting a small surplus for 2011/12.
- 7.2 SW outlined the budget for 2012/13. On 1 March the Finance Committee considered the draft budget for 2012/13 and following a detailed discussion about income targets and contingency planning had agreed to recommend the 2012/13 budget to the Board of Trustees. The Board approved the budget for 2012/13.

## 8 Director's Report

- 8.1 The Report had been circulated prior to the meeting.
- 8.2 The V&A and the Museum of Childhood were both on target to achieve record visit figures in 2011/12.
- 8.3 Darren Henley's Review of Cultural Education in England had recently been published. It highlighted the valuable contribution that museums play in the lives of young people. In discussion it was suggested that the V&A should look at ways that would allow the Museum to offer free school visits.
- 8.4 Following a staff restructure at Museums Sheffield, Nick Dodd, CEO of Museums Sheffield, would be leaving the Museum in June. The V&A/Museums Sheffield partnership was continuing and discussions were taking place regarding programming to match resources.

*Beautiful Games*, an exhibition devised by Museums Sheffield and Sheffield Hallam University was due to open at the Museum of Childhood on 31 March.

- 8.5 The V&A welcomed the news that Arts Council England had increased the budget for the Purchase Grant Fund from £600,000 to £750,000 for 2012/13.
- 8.6 The Museum of Childhood had launched a new website.
- 8.7 The V&A would be touring *Street Art: prints from the Victoria and Albert Museum* to Libya from the end of March with funding from the British Council and support from the Ministry of Culture and Civil Society.
- 8.8 The Great Bed of Ware was being loaned to Ware Museum for a year from 6 April 2012. In discussion it was suggested that this loan might provide an opportunity to programme something else in the space it usually occupies.
- 8.9 The V&A was planning a lighting scheme that would gently illuminate the facades of the Museum. In addition there were plans to refresh the lighting in the Garden. Sustainability was a key factor in both schemes.

## **9 Chairman's Report**

- 9.1 The Chairman welcomed Theresa Sackler to her first Board meeting.
- 9.2 Work was progressing on having a single platform to enable people to give money digitally.
- 9.3 The Chairman explained that there is a system to allocate Trustees to V&A departments and invited new members of the Board to let either himself or the Director know if they were interested in specific departments.
- 9.4 The Government had announced in the Budget that it intended to introduce a limit on uncapped income tax relief.
- 9.5 Work on the proposed World Capital of Culture was continuing.
- 9.6 In the absence of Beth McKillop, the Chairman reported on her behalf that Emmajane Avery, Head of the Department of Learning, had had an excellent first year and her plans for learning had been well received across the Museum and were progressing well.

## **10 Reports from Committees and VAE Board**

### **10.1 Buildings Strategy Committee**

The draft minutes of the meeting held on 6 March had been circulated previously. It was noted that the Exhibition Road Project was progressing well. The Museum had established good relationships with English Heritage and the Royal Borough of Kensington and Chelsea. It was agreed that there would be a presentation of the scheme at the next Board meeting.

### **10.2 Collections Committee**

The draft minutes of the meeting held on 5 March had been circulated previously. It was noted that:

- The V&A was in the process of acquiring a pair of Venetian baroque tables that had been export stopped. This would be a joint purchase with National Museums Scotland.
- The Museum had acquired the Crouching Venus sculpture by John Nost.
- Exhibitions, research, digitisation, collections management and large collections related projects were all making good progress.

### **10.3 Development**

The draft Development report had been circulated previously. It was noted that the Development Advisory Board had met on 29 February. Trustees were encouraged to attend as many V&A events as possible.

LF  
MG

10.4 **Finance Committee**

The draft minutes of the meeting held on 1 March had been circulated previously. It was noted that:

- The V&A was forecasting a small surplus for 2011/12.
- The Committee had discussed the 2012/13 budget and agreed to recommend it to the Board.

10.5 **Investment Committee**

The draft minutes of the meeting held on 1 March had been circulated previously

10.6 **Museum of Childhood Committee**

The draft minutes of the meeting held on 1 March had been circulated previously. It was noted that:

- The Modern British Childhood exhibition would be shown at the Museum during the summer.
- Funding had been received for the Big Grin Project which will celebrate the 350<sup>th</sup> anniversary of the first recorded sighting of Mr Punch.
- Funding had also been received to run Summer Games.
- Museum of Childhood: A Book of Childhood Things was due to be published in June.
- The Museum of Childhood Shop was performing well.
- A recent VIP visit had gone well.

10.7 **VAE Board**

The following points from the meeting on 20 March were noted:

- The new Spring ranges had been launched and were selling well.
- The British Design season represents a unique commercial opportunity for Retail, Licensing and Publishing.
- The shop had been refitted and refurbished to better accommodate key categories.
- A new permanent shop will be part of the new Fashion Gallery (Gallery 40).
- The Board had discussed a proposal to move forward with transferring oversight of the catering contract into VAE's remit.
- The Board had considered a proposal for the V&A to lead a debate on design rights and intellectual property.

**11 Any other business**

11.1 There was no further business.

Laura Frampton  
28 March 2012

Signed \_\_\_\_\_  
(Sir Paul Ruddock, Chairman)



## Board of Trustees

### Minutes

Date: 16 May 2012 (205th meeting)  
Time: 14.00  
Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Theresa Sackler  
João Baptista Samir Shah  
Edwin Davies Bob Stefanowski  
Andrew Hochhauser Paul Thompson  
Betty Jackson Harold Tillman  
Steve McGuckin Edmund de Waal

In attendance: Martin Roth, Director, V&A  
Amanda Bruce, Performance and Planning Manager (for item 4 only)  
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  
Philippa Ouvry, Head of Friends and Patrons (for item 5 only)  
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  
Christopher Wilk, Keeper, Furniture, Textiles & Fashion (for item 6 only)  
Sian Williams, Director of Finance, V&A

Apologies: Mark Damazer, Michelle Ogundehin, Sir John Sorrell

#### **1 Declaration of Interests**

1.1 There were no declarations of interest.

#### **2 Minutes of the previous meeting (21 March 2012)**

2.1 The minutes of the previous meeting were approved.

#### **3 Matters arising**

3.1 Regarding item 4.1: A short paper on the V&A at Dundee project had been circulated prior to the meeting which gave background information and explained the licence agreement that the V&A Finance Committee would look at on behalf of the Trustees in June.

**Action: AH to review the draft licence agreement.**

MG reported that fundraising for the V&A at Dundee was going well. The Heritage Lottery Fund had awarded the project a first round pass of up to £9.2m, including

**SW/MG/AH**

£200,000 development funding.

- 3.2 Regarding item 5.2: A short paper had been circulated prior to the meeting giving an update on the Digital Future Plan. The first meeting of the Trustees' Technology Strategy Committee was scheduled for June.

**Action: PR to ask Mark Damazer to Chair the Trustees' Technology Strategy Committee.**

PR

## 4 2011/12 Performance Indicator Report

*Amanda Bruce, paper circulated with the agenda*

- 4.1 The following points were highlighted:

- Record visit figures had been achieved at V&A South Kensington and the Museum of Childhood. There had been 3.33 million visits across all sites: V&A South Kensington: 2.88 million visits (+ 10% compared to 2010/11); V&A Museum of Childhood: 443,300 visits (+ 5% compared to 2010/11).
- At V&A South Kensington the number of child visits had increased by 37% compared to the previous year (in excess of the 10% increase in total visit figures). There had also been an 11% increase in the number of school visits compared to the previous year.
- Visits from people in the Creative Industries accounted for 42% of the total audience at V&A South Kensington. In previous years this section of the audience had been approximately one third of total visits. The public programme had proved very popular with this audience.
- The V&A South Kensington had increased the proportion and number of visits from first time visitors (46% compared to 40% last year). These first time visitors tended to be European tourists.
- BAME (Black, Asian and Minority Ethnic) visits were up in number and proportion for the year at both sites. The outturn at V&A South Kensington (16%) was the highest proportion in 10 years. The outturn at the V&A Museum of Childhood (25%) remained very strong.
- At the V&A Museum of Childhood the total number of child visits and the number of school children had not risen in line with visit numbers. Reasons for this included:
  - The strategic repositioning of the Museum as a destination for adult visits.
  - Booked teaching sessions for schools being at full capacity.
  - There had been an increase in overseas visits (+38%) and this audience weren't usually family groups.
- Visits from NS-SEC groups 5-8 remained very strong at MoC (20%). At V&A South Kensington 8% of UK visitors were from NS-SEC groups 5-8 in 2011/12 which was the lowest proportion since 2008/09.

- 4.2 The Board congratulated V&A staff on achieving record visit figures. In discussion:

- It was pointed out that data showed that certain exhibitions were of particular interest to a Black British audience.
- Some concern was expressed about the lower socio-economic statistics for V&A South Kensington being lower than previous years.
- It was suggested that this rich data set should inform future strategic developments.

## 5. V&A Friends

*Jane Lawson and Philippa Ouvry*

- 5.1 JL explained that the V&A Friends was set up in 1976 as a separate charity with its own Board of Trustees. Marina Vaizey was the current Chairman and the Chairman-elect was John Everett. In 2002 it was rebranded as 'membership' but kept its title of V&A Friends. In 2005 the Development Department took over the management and day to day running of the V&A Friends.
- 5.2 PO explained that a piece of market research on the V&A Friends had been undertaken by MHM and she highlighted the following points:
- Membership numbers were at the highest level ever (over 30,000).
  - The Museum had a high renewal rate of 81% and the average length of membership was 7 years.
  - A high proportion of members were based in London and the South East.
  - Members' satisfaction levels were overall very good.
  - A higher proportion of Members were in older age groups compared to the age profile of the total V&A audience. There were plans to encourage more younger people to join by changing student membership to young membership.
  - 79% of members were female and 21% were male.
  - The Friends contributed the following to the V&A:
    - Direct support: In 2011/12 Friends turnover was over £1 million of which £528k was given in grants and £273k was designated for future projects.
    - Advocacy: Friends act as ambassadors for the Museum.
    - Secondary spend: In the last year 79% had bought items in the shop, 8% had bought in the online shop, 70% had used the café, 16% had made additional spontaneous donations during their visit. The estimated value of secondary spend was significant.
  - Research showed that there was a further propensity to give to the Museum via other methods e.g. donations, regular direct debit gifts, legacies, becoming a patron etc.
  - Going forward there were plans to continue to grow numbers and support from the Friends:
    - Membership Week continued to raise awareness of the Friends.
    - From September a Rob Ryan designed welcome pack and cards would be introduced.
    - A 'Plus Extra Card' would be provided.

## 6 Furniture, Textiles and Fashion Update

*Christopher Wilk*

- 6.1 PR explained that this was the first of a series of presentations by Keepers to highlight the work of their particular area to the Board.
- 6.2 CW explained that the Furniture, Textiles and Fashion Department was currently involved in the following:
- FuturePlan Projects:
    - The Fashion Gallery which had opened the previous evening.
    - The Furniture Gallery (a materials and techniques gallery) would open in November 2012.
    - The Clothworkers' Textiles and Fashion Study Centre which was due to open in

summer 2013.

- The Europe 1600-1800 Galleries which would open in December 2014.
- Exhibitions, including:
  - *Ballgowns – British Glamour Since 1950*, May 2012 to January 2013.
  - *Club to Catwalk – Fashion in 1980s London*, February 2013 to January 2014.
  - *La Moda – The Glamour of Italian Fashion*, April to August 2014.
  - *Plywood*, 2015.
- Touring Exhibitions:
  - *Quilts 1700 – 2010* which was touring to Queensland Art Gallery, Australia.
  - *Hats: An Anthology by Stephen Jones* which was touring to the Bard Graduate Center, New York and The Peabody Essex Museum, Salem.
  - *Princely Treasures* which was touring to Oklahoma City Museum of Art and the National Art Museum, Minsk.
  - *Wedding Dress* which was touring to Bendigo Art Gallery, Australia, Te Papa, New Zealand and the National Museum of Singapore.
  - *Grace Kelly – Style Icon* which was touring to Bendigo Art Gallery, Australia.
- The extremely popular *Fashion in Motion* programme.
- Making acquisitions which enhance the V&A's collections with a particular focus on objects for exhibitions and FuturePlan gallery developments.

6.3 CW outlined current thinking regarding the curation of contemporary architecture, design and digital collecting.

6.4 The Board commented on the impressive range of outputs the department delivered. Trustees thanked all staff that had been involved in the refurbishment of the Fashion Gallery.

## **7 Security Strategy**

*Vernon Rapley*

7.1 VR presented a new Security Strategy for the Museum which was well received by the Board.

## **8 Exhibition Road Building Project Update**

*Moira Gemmill*

8.1 MG reminded Trustees that the site of the Exhibition Road Building Project was the only undeveloped area large enough to accommodate a new uninterrupted space for temporary exhibitions. Staff that had been based in the structures currently occupying this space had been relocated elsewhere in the building. The Project would allow the V&A to continue its programme of FuturePlan Phase 2 projects as it would enable the Museum to restore and redevelop the North East quarter of the Museum. The V&A had launched an architectural design competition for the development of the site and had received submissions from some of the finest architects in the world. Amanda Levete had won the competition. Her design incorporated a large uninterrupted space for headline exhibitions 15m below ground level with a new courtyard and café above which would create a new connection between the Museum and Exhibition Road. The Museum was currently working on how to mitigate the effects of the project on the day to day operations of the Museum. MG outlined the costs of the project.

#### **Actions:**

- **Undertake an assessment of how the project will impact on the Rosalinde and Arthur Gilbert Galleries before the next Gilbert Trust Board meeting.** MG
- **Reassure the Board that the learning programme will not be reduced during the construction period.**

## **9 Director's Report**

- 9.1 The Report had been circulated prior to the meeting.
- 9.2 The V&A along with other charitable organisations had given feedback to Government about the negative impact of the proposed cap on unlimited tax relief.
- 9.3 The Department for Education had announced that it would invest £15m in cultural education in England, including £3.6m for museums and galleries education.
- 9.4 The V&A continued to be supportive of plans to ensure that the Wedgwood Collection remained accessible to the public.
- 9.5 Culture Secretary Jeremy Hunt MP and Chinese State Councillor Liu Yandong had met at the V&A on 16 April to launch a new cultural 'dialogue' between the UK and China.
- 9.6 According to the Art Newspaper's survey of 2011 visitor figures from 400 leading art museums in the world, the V&A was ranked 14<sup>th</sup>.
- 9.7 The project to show *Street Art: prints from the Victoria and Albert Museum, London in Libya* had gone well.

## **10 Chairman's Report**

- 10.1 The Chairman asked Trustees to suggest any potential collaborations between the V&A and IT businesses that might be mutually beneficial.
- 10.2 The Chairman was interested in how the V&A might engage more widely with Exhibition Road and its related organisations.

## **11 Reports from Committees and VAE Board**

### **11.1 Audit Committee**

The Audit Committee had met on 24 April 2012.

- The internal audit update included:
  - A Business Continuity Planning Report;
  - A Health and Safety Report;
  - The approval of the internal audit provisional report for 2011/12 and the internal audit strategy and plan for the V&A in 2013/14.
- The Committee approved the draft sustainability disclosure for inclusion in the Annual Report and Accounts.
- The NAO had reported that the interim audit had been carried out satisfactorily.
- The Committee had discussed the proposed Management Agreement and Governance Code. The V&A had given feedback to DCMS.
- The Committee had agreed the V&A's assurance framework and deemed it satisfactory.
- The V&A's Strategic Risk Register had been reviewed and amended accordingly.

### **11.2 Buildings Strategy Committee**

The Committee had met on 1 May. Discussions included progress on the Exhibition Road

Building Project and different options for refurbishing the Cast Courts.

11.3 **Development**

The draft Development report had been circulated previously. Trustees were encouraged to attend specific forthcoming V&A events.

11.4 **Finance and Investment Committees**

The 2011/12 Annual Report and Accounts would be presented at the next Board meeting.

**12 Formal Business**

- 12.1 The Board noted the 2011 Safety Report that had been circulated prior to the meeting. Trustees were asked to direct any questions to VR.

**13 Any other business**

- 13.1 There was no further business.

Laura Frampton

19 June 2012

Signed \_\_\_\_\_  
(Sir Paul Ruddock, Chairman)



## Board of Trustees

### Minutes

Date: 5 July 2012 (206th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Theresa Sackler  
João Baptista Samir Shah  
Mark Damazer Sir John Sorrell  
Edwin Davies Bob Stefanowski  
Steve McGuckin Harold Tillman  
Michelle Ogundehin Edmund de Waal

In attendance: Martin Roth, Director, V&A  
Vicky Broackes, Head of Exhibitions and Design, Theatre & Performance Department (for items 1 to 6 only)  
Laura Frampton, Head of Planning and Secretary to the Board of Trustees, V&A (minutes)  
Moir Gemmill, Director of Design, V&A  
Jane Lawson, Director of Development, V&A  
Beth McKillop, Deputy Director, V&A  
Geoffrey Marsh, Director of Theatre & Performance Collection, V&A (for items 1 to 6 only)  
Jo Prosser, Commercial Director, V&A  
Vernon Rapley, Head of Security and Visitor Services, V&A  
Damien Whitmore, Director of Public Affairs & Programming  
Sian Williams, Director of Finance, V&A

Apologies: Andrew Hochhauser  
Paul Thompson  
Betty Jackson

#### **1 Declaration of Interests**

1.1 There were no declarations of interest.

#### **2 Minutes of the previous meeting (16 May 2012)**

2.1 The minutes of the previous meeting were approved.

#### **3 Matters arising**

3.1 Regarding item 3.1:

Work was progressing on finalising the licence agreement for the V&A at Dundee.

**Action: Lesley Knox, Chair of Design Dundee Ltd, to be invited to attend the September Board meeting. LF**

MG reported that an application for planning permission had been submitted for the V&A at Dundee building. The outcome of this application would be known in mid September.

3.2 Regarding item 3.2: Mark Damazer had agreed to chair the newly formed Trustees' Technology Strategy Committee.

3.3 Regarding item 8.1:

MG explained that assessments of the impact of the Exhibition Road Building Project were ongoing. Trustees were told that by the next Gilbert Trust Board meeting in the autumn the Museum would have information about the impact on the Rosalinde and Arthur Gilbert Galleries. MG explained that during the construction period, the Museum's learning activities would be delivered in other spaces in the Museum.

#### **4 Approval of 2011-12 Annual Report and Accounts**

*Sian Williams, paper circulated with the agenda*

4.1 The Chairman, on behalf of the Board, congratulated V&A staff on their efforts to make 2011-12 such a fantastic year including record visit figures, developing the collections through new acquisitions, further developing the V&A's international work, fundraising, reducing the Museum's carbon footprint etc.

4.2 SW highlighted the key financial figures in the report and also pointed out that there was a new requirement to include a governance report in the document.

4.3 On the recommendation of the Trustees' Audit Committee, the Board approved the Annual Report and Accounts 2011-12 and the Reserves Policy therein.

4.2 JB commended the V&A's financial team on the submission.

#### **5 Collections Department Update: Theatre and Performance**

*Geoffrey Marsh*

5.1 GM gave a presentation on the Department of Theatre and Performance. He reminded the Board that the V&A was home to the National Collection for the Performing Arts and was the only such major public resource in the UK. 2012 marked the 90<sup>th</sup> anniversary of the start of the Department. In 1924 there were 100,000 objects in the collection and now there were over 2 million. The Department was involved in collecting, conservation, research and disseminating information including via its Blythe House Reading Room. Major exhibitions delivered by the department included *Diaghilev* in 2010 and forthcoming exhibitions were *Hollywood Costume* in 2012 and *David Bowie Is* in 2013. Curating the collection was at the heart of the Department and GM gave a range of examples. Trustees were shown some examples of recordings of recent performances from the V&A National Video Archive of Performance.

5.2 In discussion GM explained that there were plans to make some changes to the displays in the Theatre and Performance Galleries. The completion of the work taking place at Blythe House would provide an opportunity for more groups to come in for handling sessions. Market research showed that 1% of visitors planned to visit the Theatre and Performance Galleries plan but 10% came. Moving the displays to a more prominent space in the Museum had the potential to attract even more visitors.

## 6 David Bowie Exhibition

*Vicky Broackes*

- 6.1 VB gave a presentation on the forthcoming David Bowie Is exhibition which was planned for March to July 2013. VB explained that the exhibition would not be a chronological retrospective. It would explore the creative processes of Bowie as a musical innovator and cultural icon, tracing his shifting style and sustained reinvention across five decades. It would take an in-depth look at how David Bowie's music and radical individualism had both influenced and been influenced by wider movements in art, design and contemporary culture. VB highlighted the key themes of the exhibition and explained that a publication would accompany the exhibition.
- 6.2 DW explained that the exhibition's press launch was planned for September.
- 6.3 In discussion, Trustees learned that music in the exhibition would be presented at the highest quality.

## 7 Director's Report

- 7.1 The Report had been circulated prior to the meeting.
- 7.2 The V&A had been the venue for the announcement of the outcome of bids to the Catalyst: Endowments programme. The V&A had been successful in its bid for £5m and work was now progressing to raise the £15m of match funding. JL reported that the endowment would be branded as FutureFund.
- 7.3 Visit figures were very positive:
- Participation in half term events had more than doubled compared to the previous year.
  - Visit figures for the three current exhibitions were good (*British Design 1948-2012: Innovation in the Modern Age, Ballgowns: British Glamour since 1950, Heatherwick Studio: Designing the Extraordinary.*)
- 7.4 The V&A was undertaking an internal governance review to make decision making processes and accountabilities clearer and more efficient.
- 7.5 DCMS was undertaking an options appraisal regarding the future use of Blythe House. The V&A had made the following points clear to DCMS:
- The V&A wanted to continue to use Blythe House and would like additional space if possible.
  - It was important that V&A activity carried out at Blythe House took place in London in close proximity to the Museum.
  - The V&A was currently investing in projects at Blythe House including for the Clothworkers' Centre for Textiles and Fashion Study and Conservation.
- 7.6 The V&A welcomed the Government's plans concerning the continuance of the existing system of tax relief on charitable donations.
- 7.7 The Director had recently become the V&A representative on the Board of the Exhibition Road Cultural Group.
- 7.8 *Postmodernism: Style and Subversion* had opened at the Swiss National Museum, Zurich the previous day.
- 7.9 The Grace Kelly exhibition had proved a great success at Bendigo Art Gallery in Victoria, Australia.
- 7.10 The V&A was exploring how it might collaborate with a significant new museum

development in Shenzhen, China.

7.11 The Museum continued to receive good press coverage.

## **8 Chairman's Report**

8.1 On behalf of the Board, the Chairman congratulated Theresa Sackler on being awarded a DBE in the Queen's Birthday Honours List for services to the Arts.

8.2 The Chairman announced that the Museum had just received a significant pledge towards the Exhibition Road Building Project.

8.3 The Chairman reported that he continued to be involved in work to develop a single platform for digital philanthropy.

## **9 Reports from Committees and VAE Board**

### **9.1 Audit Committee**

The Audit Committee had met on 19 June 2012.

- The Committee had reviewed the draft 2011/12 Annual Report and Accounts and had agreed to recommend them to the Board for approval.
- The NAO audit had gone well.
- The Committee had reviewed the Internal Audit Plan for 2012-2014.
- VR had presented the Security Policy Framework and had explained the assurance process.
- The Committee had agreed that the Head of Security and Visitor Services should be a member of the Loss Review Board.
- The Committee had discussed the proposed licence agreement with Design Dundee Ltd (DDL).

### **9.2 Collections Committee**

The Committee had met on 18 June. The following points were highlighted:

- The recent acquisition of 'The Crouching Venus' sculpture by John Nost the Elder had been installed in the Dorothy & Michael Hintze Sculpture Galleries.
- The Committee had approved the proposal to acquire a painting entitled *The Château de Juvisy* by Pierre-Denis Martin.
- The Committee had approved a number of loans.
- There were 2.1 million objects in the V&A's collection.

### **9.3 Development**

The draft Development report had been circulated previously. The following points were noted:

- The number of V&A Friends continued to rise.
- A pledge towards the sponsorship of the *Masterpieces of Chinese Painting* exhibition had been received.
- A number of new legacy pledges had been received.

Trustees were asked to give Development any suggestions they might have for sponsoring forthcoming exhibitions.

### **9.4 Finance Committee**

The Committee had met on 19 June and had discussed the future financial strategy for the Museum and the likely funding environment. In response to the possibility of further cuts in funding, senior management had been asked to consider how they would make savings

and generate more income to accommodate a 5% cut. Work was progressing on identifying these savings.

#### 9.5 **Museum of Childhood Committee**

The Committee had met on 13 June. The following points were noted:

- The Committee had received two presentations: one on the collaborative Child in the World PhD programme and the other on the Museum's business continuity plans during the Olympics.
- The Museum's visit figures remained strong.
- The Museum had made a successful bid to the Friends of the V&A to fund a fixed term, two-year part-time post for a Volunteer Co-ordinator.
- The Museum had hosted a conference on Dickens and Childhood.
- Rhian Harris, Director of the Museum of Childhood, was curating the forthcoming *Modern British Childhood* exhibition. The private view for this exhibition was scheduled for 10 October.

#### 9.6 **Technology Strategy Committee**

The Committee had met for the first time on 14 June. At the recommendation of the Committee, the Board approved the Terms of Reference for the Committee and agreed that John Varney should be invited to become a co-opted member of the Committee. The following points from the meeting were highlighted:

- The Committee had agreed some standing items for future meetings and the governance structure for delivering the Digital FuturePlan.
- It had been agreed that the executive would draft a 'digital vision' over the summer. This work would involve staff across the Museum.
- The Committee had approved the initial spend required to manage and tender the procurement of a new storage infrastructure.

The Chairman asked Trustees to suggest any potential collaborations between the V&A and IT businesses that might be mutually beneficial.

#### 9.7 **VAE**

- The Board approved the audited accounts for 2011/12.
- The Board received an update on digital products being produced for VAE including apps and e-publishing. It was important that the V&A presented its digital offer in a coherent framework of pricing, formats and functionality.
- The Board discussed how the trading company model would be affected by changes in legislation.

### **10 Any other business**

- 10.1 It was noted that on 10 July the V&A would know the outcome of its application to the Royal Borough of Kensington and Chelsea (RBKC) for planning permission for the Exhibition Road Building Project.

Laura Frampton  
10 September 2012

Signed \_\_\_\_\_  
(Sir Paul Ruddock, Chairman)



## Board of Trustees

### Minutes

Date: 20 September 2012 (207th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Samir Shah  
João Baptista Sir John Sorrell  
Mark Damazer Bob Stefanowski  
Edwin Davies Harold Tillman  
Steve McGuckin Edmund de Waal  
Theresa Sackler

In attendance: Martin Roth, Director, 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  
Lesley Knox, Chair, Design Dundee Limited, (for items 1 to 4 only)  
Jane Lawson, Director of Development, V&A  
Keith Lodwick, Assistant Curator, Theatre and Performance Department, V&A (for item 5 only)  
Phil Long, Director, V&A at Dundee (for items 1 to 4 only)  
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  
Sian Williams, Director of Finance, V&A

Apologies: Andrew Hochhauser  
Betty Jackson  
Michelle Ogundehin  
Paul Thompson

#### **1 Declaration of Interests**

1.1 There were no declarations of interest.

#### **2 Minutes of the previous meeting (5 July 2012)**

2.1 The minutes of the previous meeting were approved.

#### **3 Matters arising**

3.1 Regarding item 3.1: Dundee City Council had granted formal planning permission for the V&A at Dundee building.

- 3.2 Regarding item 9.6: John Varney had become a co-opted member of the Trustees' Technology Strategy Committee.
- 3.3 Regarding item 9.4: The Senior Management Team would further discuss the work to make savings and generate more income at a strategy meeting in October.
- 3.4 Regarding item 10.1: The V&A had been granted planning permission from the Royal Borough of Kensington and Chelsea for the Exhibition Road Building Project.

## **4 V&A at Dundee**

*Martin Roth*

- 4.1 The Director explained that the V&A at Dundee initiative was an important strand of the V&A's long-term UK strategy to bring V&A collections and programme to a wider audience and to extend the V&A's mission to inspire and celebrate creative design. The project was an important part of Dundee's urban regeneration scheme.
- 4.2 Work was nearing completion on the license agreement between DDL and the V&A. It was agreed that the Chairman of the Board of Trustees would have the authority to sign the contract with the Chairman of DDL subject to resolving the few outstanding issues. The contract would include appendices on brand guidelines and exhibition guidelines.
- 4.3 The Board congratulated all who had been involved in the project to get it to this point. The Board stated that the V&A was committed to this project and viewed it as a long term initiative. LK shared this view and considered the project to have the potential to further promote the understanding and practice of creative design which would have a positive effect on the economy.
- 4.4 PL reported that detailed design work was being undertaken for the V&A at Dundee building for Stage E which was due to be completed in September. Dundee City Council had granted formal planning permission. Ghislaine Wood, V&A, was leading on the Scottish Design History Galleries. The V&A exhibition *Selling Dreams: One Hundred Years of Fashion Photography* was opening at the McManus. *Designing for the Future: New Design Talent From Scotland* was being shown in the Sackler Centre at the V&A from 14 to 23 September 2012. The opening exhibition for the V&A at Dundee and its subsequent programme was already under discussion.

## **5 Hollywood Costume Exhibition**

*Keith Lodwick*

- 5.1 KL gave a presentation on the forthcoming *Hollywood Costume* exhibition which would take place from 20 October 2012 to 27 January 2013. The exhibition had been curated by Deborah Nadoolman Landis, Professor Sir Christopher Frayling and KL. Casson Mann were the exhibition designers. Composer Julian Scott had been commissioned to write music for the exhibition. The show would explore the central role of costume design in cinema storytelling over 100 years of Hollywood filmmaking. The Smithsonian National Museum of American History in Washington DC had agreed to loan the original ruby slippers worn by Judy Garland in *The Wizard of Oz* for one month. This would be the first time the slippers had left the US.
- Trustees were shown a trailer for the exhibition which would be shown in cinemas.
- 5.2 In discussion Trustees were informed that:
- The exhibition had a digital component via the V&A website and partnerships.
  - V&A had developed a strong retail offer for the exhibition. Additional exhibition catalogues could be printed quickly if needed.

- A café would be open in the garden for the duration of the exhibition.
- It was hoped that this exhibition would attract new audiences to the Museum.

## 6 Touring Exhibitions Strategy

*Martin Roth*

- 6.1 The Director gave a presentation on the V&A's touring exhibitions programme. The V&A delivered one of the most ambitious touring exhibitions programmes in the world. In 2001/02 4 exhibitions toured to 4 venues in 4 countries seen by 400k visitors. In 2011/12 23 exhibitions toured to 36 venues in 13 countries seen by over 2.4m visitors. V&A touring exhibitions were well recognised in the UK and internationally. The V&A's touring programme delivered V&A international and UK objectives, generated income and promoted cross cultural working and scholarly exchange, as well as skills sharing and people to people engagement. Looking forward the Museum needed to be as clear and strategic as possible about what it toured and a robust business case was needed for touring shows.
- 6.2 In discussion, Trustees agreed that it was important that the Museum continued to tour V&A exhibitions in the UK. The Board acknowledged that it would be good to seek external funding for touring exhibitions internationally where necessary. However it was felt that the Museum must be careful not to limit how active it was throughout the world as this could affect the V&A's standing as the world's leading museum of art and design.
- It was agreed that at the next Board meeting:**
- **CF would present costs of different models of exhibitions.**
  - **Further context would be provided to give a wider sense of the entirety of the V&A's international work.**

## 7 Director's Report

- 7.1 The Report had been circulated prior to the meeting.
- 7.2 Maria Miller had been appointed as Secretary of State for Culture, Media and Sport.
- 7.3 The V&A had budgeted for a decrease in visit figures during the Olympics and Paralympics. As predicted visit figures at the V&A and the Museum of Childhood had decreased but not as much as experienced by other visitor attractions in London. The V&A had hosted a number of delegations during the period of the Games.
- 7.4 The V&A had held a digital workshop in July with representatives from across the Museum to help inform the Digital FuturePlan.
- 7.5 In celebration of *All Eyes on Korea*, a 100 day festival of Korean culture, the Korean Cultural Centre UK had presented *Korea Shining Bright*, a gala reception on 30 July at the V&A.
- 7.6 There had been recent improvements to back of house areas of the Museum.
- 7.7 Over the weekend of the 24 August the V&A experienced some damage caused by heavy rainfall. The rain had been torrential and the water ingress was a capacity issue, not failure of the roof. Points of ingress had been identified and mapped, action was being undertaken in order to mitigate a reoccurrence, and a full report had been prepared which had been circulated to Trustees.
- 7.8 Visit numbers to V&A exhibitions were strong and touring exhibitions were doing well. The V&A's programme of Friday Lates continued to be successful.

- 7.9 The V&A had embarked on a partnership with The Herbert Museum and Art Gallery and the Coventry Transport Museum. The programme was funded by the Department for Education, via The Arts Council, with the aim of getting more children to visit selected regional museums.

## **8 Chairman's Report**

- 8.1 The Chairman welcomed Caroline Felton as the new Deputy Director - Operations.
- 8.2 The Chairman reported that he had attended a number of meetings with various heads of other South Kensington institutions to further discuss how Exhibition Road could become more of a destination for visitors. The Director was a member of the Exhibition Road Cultural Group.
- 8.3 The Chairman had met with the Chair of the Design Museum to discuss a collaborative approach regarding collections and exhibitions.
- 8.4 The Chairman reported that he continued to be involved in discussions regarding developing a single platform for digital philanthropy.

## **9 Reports from Committees**

### **9.1 Buildings Strategy Committee**

The Committee had met on 5 July and 11 September 2012. The following points were noted:

- Regarding the Exhibition Road Building Project: The V&A had been granted planning permission from the Royal Borough of Kensington and Chelsea for the Exhibition Road Building Project. Work was progressing on Stage E.
- The Committee had agreed that the project to refurbish the Cast Courts should be put on hold. Urgent works to both Cast Court roofs and windows would take precedence. In-house conservation work relating to this project would continue.
- Work was progressing on a strategy for the future development of the NE quarter of the Museum.

**Action: MG to present the NE Quarter at a future Board meeting.**

### **9.2 Collections Committee**

The Committee had met on 3 September 2012 and had discussed a number of major acquisitions. BMcK reported that the V&A continued to be involved in discussions regarding how the Wedgwood collection could remain accessible to the public.

### **9.3 Development**

The Development report had been circulated previously. The following points were noted:

- The V&A had received a Stage 2 pass from the HLF for the Europe 1600-1800 Galleries.
- Gucci would be joint lead sponsors for *David Bowie Is*. Co-sponsors Sennheiser were providing all audio equipment and services.
- The Friends of the V&A would be lead sponsors for *Treasures of the Royal Court: Tudors, Stuarts and the Russian Tsars*.

### **9.4 Finance Committee**

The Committee had met on 17 September 2012. It had discussed future financial plans and had reviewed the August Finance Report.

### **9.5 Investment Committee**

The Committee had met on 17 September 2012 and had discussed the performance to date of investments.

**10 Any other business**

- 10.1 SW would be leaving the V&A at the end of September. The Board thanked her for her contribution to the Museum.

Laura Frampton

9 October 2012



## Board of Trustees

### Minutes

Date: 29 November 2012 (208th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Steve McGuckin  
João Baptista Michelle Ogundehin  
Mark Damazer Theresa Sackler  
Edwin Davies Samir Shah  
Andrew Hochhauser Sir John Sorrell  
Betty Jackson Harold Tillman

In attendance: Martin Roth, Director, V&A  
Julius Bryant, Keeper, Word and Image Department, V&A (for items 1-4 only)  
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

Apologies: Paul Thompson  
Bob Stefanowski  
Edmund de Waal

#### **1 Declaration of Interests**

1.1 There were no declarations of interest.

#### **2 Minutes of the previous meeting (20 September 2012)**

2.1 The minutes of the previous meeting were approved.

#### **3 Matters arising**

3.1 Regarding item 3.1: The Chairman reported that the licence agreement for the V&A at Dundee had now been signed.

3.2 Regarding item 6.2: Caroline Felton outlined the key points from a briefing paper she had prepared to illustrate the costs of exhibitions previously classed as 'cultural diplomacy exhibitions'.

## 4 Collections Department Update: Word and Image

*Julius Bryant*

4.1 As part of a series of presentations to update the Board on the collections departments, Julius Bryant gave a presentation on the Word and Image Department. The Department was responsible for:

- Prints, Drawings, Paintings and Photographs Collections (766,664 objects, 65% of V&A's collections online)
  - The National Art Library (NAL:845,056 items)
  - The Archive of Art & Design (354 Archive groups)
  - The V&A's Institutional Archive
  - The V&A +RIBA Partnership (since 2001)
  - 9 national collections (Photography, Designs, Commercial Graphics, Watercolours, Portrait Miniatures, The Art of the Book, Pastels, Computer Art, John Constable)
  - 3 Study Rooms (NAL, Print Room, Blythe House), 2 education rooms and e-Resources.
- The Prints and Drawings Study Room contained 766,664 works of art and 5,749 students visited the 3 study rooms in booked groups in 2011/12. In the same year the Department had loaned 1,239 objects to exhibitions and made 1,657 new acquisitions. The National Art Library was considered one of the world's top four museum art research libraries and had received 31,931 visits in 2011/12. Users had increased by 50% from 2001 – 2011. The Department handled the Museum's enquiries and had administered over 12,000 in 2011/12. Word and Image was responsible for 17 galleries across the Museum and for the successful annual V&A Illustration Awards. Julius Bryant outlined the wide ranging current and future V&A headline exhibitions, temporary displays, touring exhibitions, research, major acquisitions and FuturePlan projects that the Department was involved in.

4.2 The Board commented on the impressive range of outputs the Word and Image Department delivered.

## 5 FuturePlan Update: Redevelopment of the North East Quarter

*Moira Gemmill*

5.1 Moira Gemmill updated Trustees on current live FuturePlan projects through to the completion of the new courtyard, entrance and exhibition gallery in 2016. She presented redevelopment proposals for the North East Quarter. While there were several issues to be resolved, Trustees were supportive of the plan and it was agreed in principle.

5.2 In discussion:

- **Action: It was agreed that Vernon Rapley would present an item on the visitor experience at a future Board meeting.**
- The Board congratulated staff that had been involved in the new Furniture Gallery.

VR

## 6 Half Year Performance Indicator Report

*Laura Frampton*

6.1 Laura Frampton highlighted the following key points from the half year performance indicator report that had been circulated prior to the meeting:

- V&A sites hadn't experienced the same level of decreases in total visit figures as other similar organisations during the Olympic period. Year to date figures showed that V&A continued to be +13% compared to the previous year and the Museum of Childhood was

-3.7%.

- The percentage of V&A visits from overseas during quarter 2 was slightly lower than the previous year (47% compared to 52% the previous year). However the combination of quarters 1 and 2 showed that 51% of the V&A's visits were from overseas (compared to 52% the previous year). The UK/overseas ratio at the Museum of Childhood continued to be similar to the previous year ie 81% UK: 19% overseas.
- The V&A website had received 7,414,900 visits between Apr-Sep 2012. 60% of traffic came from the UK and 40% from overseas.
- 87% of the V&A's collection was internet accessible.
- Overall child visits were 204,500 which was -2% compared to the previous year. The V&A had increased its child audience by 3% to 122,000.
- DCMS had changed its performance indicator relating to children in 'facilitated and self-directed visits' to under 18s rather than under 16s. The measure now captured the Museum's strong 16-17 year audience. High figures at the V&A for 'visitors participating in onsite organised activities' (123,700) were due to a number of special events including a Digital Weekend and the Big Draw in September 2012.
- At the V&A the percentage of NS-SEC groups 5-8 was 5% and 24% at the Museum of Childhood.
- At the V&A the percentage of BAME (Black, Asian, and Minority Ethnic) visits was 18% and 22% at the Museum of Childhood.
- 45% of visits to the V&A were from professionals, teachers and students in the creative industries.
- At both the V&A and the Museum of Childhood 99% of visitors said that they would recommend a visit.
- Between Apr-Sep 2012 1,102,100 people visited V&A touring exhibitions in the UK and overseas. This figure included high visit figures to *Diaghilev* in Madrid (171,900 visits), *Grace Kelly: Style Icon* in Australia (211,200 visits) and *Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration* in Canada (92,000 visits).

## 7 Director's Report

7.1 The Report had been circulated prior to the meeting.

7.2 Visitor figures at both sites remained strong. The *Hollywood Costume* exhibition had been well attended (over 100,000 visits to date) and had received critical acclaim. Opening hours had been extended to satisfy demand for tickets. The Museum was considering extending opening hours for the forthcoming *David Bowie Is* exhibition.

7.3 The Director encouraged Trustees to further engage with the Museum of Childhood. Regarding the Museum of Childhood Committee he thanked Samir Shah for being Chair and Betty Jackson for being a member. He highlighted the strong public programme at the Museum including the *Modern British Childhood 1948-2012* exhibition which was currently open, the *Beautiful Games* exhibition which had ended on 9 September, a small current display on *Teen Knife Crime* and the Museum's Hospital Schools Programme.

**Action: It was agreed that a future Board meeting would be held at the Museum of Childhood.**

7.4 The British Film Institute's collection of film costumes, comprising around 500 film costumes, would transfer to the V&A in Autumn 2013.

7.5 The Director had delivered a keynote speech at the Museum's Association Conference in Edinburgh including reflections on the opportunities and challenges of international work

and partnerships within the UK.

- 7.6 The Director updated the Board on a number of potential international projects that were currently being explored.

## **8 Chairman's Report**

- 8.1 The Chairman welcomed Brian Chester, interim Director of Finance, to his first V&A Board meeting.
- 8.2 The Chairman reported that The Prime Minister had appointed the following three new Trustees to the V&A Board: Nicholas Coleridge CBE, Professor Margot Finn and Professor Evelyn Welch. The Prime Minister had also reappointed Samir Shah to the Board for a further 2 years.
- 8.3 The Chairman reported that he had given the key note speech at the recent Art Fund conference held at the British Museum.
- 8.4 The Chairman was keen for the Museum to further consider its storage strategy.

## **9 Reports from Committees and VAE Board**

### **9.1 Audit Committee**

The draft minutes of the meeting held on 30 October had been circulated previously. It was noted that:

- The Committee had received a payroll report, updates from recommendations from previous reports and updates on remaining reports for 2012-13.
- The Committee had discussed governance arrangements.
- Some adjustments had been made to the Strategic Risk Register.
- The Committee had agreed to postpone the internal audit tender process.

### **9.2 Buildings Strategy Committee**

The draft minutes of the meeting held on 22 November had been circulated previously. It was noted that:

- The Committee had received a design and project update on the Exhibition Road Building Project and had discussed the proposals for the development of the North East Quarter.
- The Committee had reviewed the Museum's live FuturePlan projects.

### **9.3 Development**

The draft Development report had been circulated previously. The following points were noted:

- The success of the Hollywood Costume exhibition had had a positive impact on the number of V&A Friends and on corporate membership.
- A significant pledge had been received for the Exhibition Road Building Project.

### **9.4 Finance Committee**

The draft minutes of the meeting held on 22 November had been circulated previously. It was noted that the Committee had reviewed the budget process for 2013/14 and received an update on work to achieve future savings.

### **9.5 Investment Committee**

The draft minutes of the meeting held on 22 November had been circulated previously. The Committee had reviewed performance year to date.

### **9.6 Museum of Childhood Committee**

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

was noted that:

- The Committee had received a presentation on the Museum's Hospital Schools Programme.
- The *Modern British Childhood 1948-2012* exhibition had opened and there was anecdotal evidence and observations that suggested both adult visits and dwell time of visitors in the exhibition were greater than usual.
- Work continued on plans for a Phase 3 redevelopment.
- The Committee had received a presentation on the development of the next major exhibition, *War Games* which would coincide with the centenary of World War I.
- The meeting had been Samir Shah's last one as Chair of the Committee. He emphasised the Museum's importance and potential and thought there were further opportunities for closer working between the V&A and the Museum of Childhood.

#### 9.7 **Technology Strategy Committee**

The draft minutes of the meeting held on 25 September had been circulated previously. It was noted that:

- The Committee had received an update on the Storage Project.
- A monthly 'dashboard' report for reporting digital KPIs had been developed and would in time show trend data.
- A longer term digital plan was being put together.
- The VAE E-commerce platform had successfully been launched.

**Action: It was agreed that Trustees would be given a more detailed update on the Museum's digital work at the March Board meeting.**

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#### 9.8 **VAE**

The draft minutes of the VAE Board meeting held on 24 September had been circulated previously. It was noted that:

- The Board had received a presentation on the annual benchmarking figures for 2011/12. The V&A fared well in comparison to other similar organisations.
- The retail teams were working with V&A at Dundee to establish the best model for developing a commercial brand proposition and operational model.
- The upgrade of the website to the Amazon platform had gone live.
- The V&A's fashion range had been extended and jewellery continued to be a top seller.
- The Board had discussed the implications of the planned retail space in the Exhibition Road Building.

### 10 **Any other business**

- 10.1 On behalf of the Board the Chairman thanked Betty Jackson for her contribution to the V&A during the eight years that she had been a Trustee.

*Laura Frampton*  
9 January 2013