



## Board of Trustees

### Minutes

**Date:** 19 January 2011 (197<sup>th</sup> meeting)

**Time:** 14.00

**Venue:** V&A Board Room

**Present:** Paul Ruddock (Chairman) Michelle Ogundehin  
Samir Shah Sir Timothy Sainsbury  
Betty Jackson Bob Stefanowski  
Steve McGuckin

**In attendance:** Mark Jones, Director, V&A  
Beth McKillop, Deputy Director, V&A  
Amanda Bruce, Performance and Planning Manager and Acting Secretary to the Board of Trustees, V&A (minutes)  
Janet Davies, Head of Regional Liaison Team, V&A (for items 4 and 5 only)  
Moirra Gemmill, Director of Projects, Design & Estate, V&A  
Jane Lawson, Director of Development, V&A  
Leela Meinertas, Project Operations Manager, FTF, V&A (for items 1 and 2 only)  
Lesley Miller, Senior Curator, FTF, V&A (for item 3 only)  
Sian Williams, Director of Finance, V&A

**Apologies:** Edwin Davies, Erin O'Connor, Professor Lisa Jardine, Dame Marjorie Scardino, Paul Thompson, Damien Whitmore

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

1.1 There were no declarations of interest.

#### **2 FuturePlan Update: Furniture Galleries**

2.1 LMe gave a powerpoint presentation on the Furniture Galleries project scheduled to open in November / December 2012. The galleries are 577m<sup>2</sup> and had been designed by NORD with Block Architecture. The galleries would retain key Aston Webb architectural features including the glass skylights, cornice and parquet floor. The colour scheme would be monochromatic with the design feature of a brass frieze, which would function to house services and lighting as well as filtering daylight. As with all FuturePlan projects, environmental controls would be passive. The gallery displays would be open and would comprise a chronology running down the centre of the gallery with 'making' displays and maker 'portals' along the walls. LMe showed images of key objects which would be displayed in the galleries and emphasised that of the 260 objects, 235 would be from the store, and some objects had not been displayed in living memory. Objects would range from 11<sup>th</sup> century to contemporary and would include English, European, American, Indian, Chinese and Japanese objects. Research was being undertaken into key objects prior to their display.

- 2.2 In discussion LMe assured the Board that objects would be contextualised with multimedia displays and labels, and that photographs of objects in their original interiors would be included where possible. JL confirmed that the galleries were fully funded.

### 3 FuturePlan Update: 1600 – 1800 Galleries

- 3.1 LMi gave a powerpoint presentation on the 1600-1800 Galleries planned to open in winter 2014. The galleries are 1,565m<sup>2</sup> and priorities for the refurbishment would be the provision of disabled access, the restoration of the Aston Webb interior – including uncovering windows and original ceiling height – reversal of the chronology and good vision lines to enable secure warding of the galleries. 1,000 objects would be displayed, including 2-4 historic interiors. Objects would reflect the thematic overview of 'Europe and the World' and would include objects from the Jones bequest along with fashion, textiles and musical instruments. The Museum had submitted a Stage 1 HLF application and would appoint a design team in May 2011.
- 3.2 In discussion **JL agreed to circulate a breakdown of the galleries to Trustees to assist with fundraising.** MJ felt that the HLF had been pleased to be involved with the Medieval and Renaissance Galleries, and that the application would be considered seriously.

### 4 UK Strategy

- 4.1 The UK Strategy for 2011-2014 had been circulated previously. BM gave a powerpoint presentation showing maps which highlighted V&A regional and Purchase Grant Fund (PGF) work throughout the UK. BM emphasised that all UK relationships would be affected in the revised funding environment and that the V&A would need to respond flexibly, especially depending on the resources of regional partners. BM highlighted the following points:
- Dundee was now the V&A's pre-eminent UK partner.
  - Funding for the strategic commissioning project Design for Life would end in March 2011. The Museum was examining how this valuable project in partnership with Bolton Museum and Archive Service; Brighton Museum & Art Gallery; Manchester City Galleries; Museums Sheffield; and the Shipley Art Gallery, Tyne & Wear Archives & Museums could be maintained.
  - Both Sheffield local authority and the Sheffield Museum trust have had funding cut. As a result Sheffield had been unable to take the *Couture* exhibition, however they are planning to take 3 smaller exhibitions from mid 2012. Meanwhile discussions were underway regarding several low cost/high impact projects, such as a V&A case in the foyer, to sustain the relationship with reduced budgets. The Museum of Childhood (MoC) would be hosting 2 Museums Sheffield exhibitions in 2011 and 2012.

The Director briefly updated the Board on the Museum's relationship with Blackpool. He had met with Steve Weaver, Chief Executive of Blackpool Council in November. Although the council had sustained cuts, the V&A at Blackpool project is regarded as key to Blackpool's long term strategy and there is strong Council support for the project. The meeting with Ed Vaizey, Minister for Culture, Communications and Creative Industries to update the Minister on the project and elicit government support had been rescheduled for 9 February.

- 4.2 In discussion the Board agreed that the **strategy should refer to the quality of engagement as well as the quantity of UK work** and offered their congratulations on such a succinct strategy document. BM assured the Board that the Museum consistently received enquiries to work with a range of UK organisations, and that new relationships were always developing. For example the Herbert in Coventry had taken several recent exhibitions. The Board agreed that UK work was a high priority for

the V&A and that the Museum would sustain and protect UK work despite the cut in Grant in Aid, as was a condition in the grant settlement letter.

## **5 V&A at Dundee Update**

5.1 MG gave a powerpoint presentation on the V&A at Dundee project. The key partners in the project were the University of Dundee, University of Abertay Dundee, Dundee City Council, Scottish Enterprise and the V&A and the membership of the V&A at Dundee Board reflected this. MG gave an overview of the universities and the cultural institutions in Dundee including the recently refurbished McManus Galleries, Dundee Contemporary Arts and Dundee Rep. The McManus Galleries would be involved in the interim programme till 2014, which would be very design focused. Kengo Kuma had won the design competition and an additional £5m Scottish Government funding package was announced on 12 January. The building would be 6,000m<sup>2</sup> and would include an entrance hall, 4 galleries, workshops and education spaces a shop and café, bar and restaurant. Next steps would be to appoint a Director of V&A at Dundee and a fundraising team, to set up a project office and appoint the design team. Although the V&A's role would be advisory not supervisory, there is risk to the V&A's brand and reputation, and MG would assist in refining the architectural brief. The design and fit of the building was expected to be completed by 2015.

5.2 In discussion MG assured the Board that the Director of V&A at Dundee would report to both the V&A Director and the V&A at Dundee Board and that the V&A Director would always be a member of the V&A at Dundee Board. The Board agreed that reporting lines would need to be formalised to minimise risks to the V&A brand as there was no precedent for this kind of relationship, although this arrangement mitigated risks associated with funding the project. The Board noted that V&A at Dundee would be distinct and separate from other V&A projects, such as Exhibition Road, to ensure that there was no perceived conflict of interest in competing for capital funding. The Board agreed that the Museum had a strong record resourcing and managing multiple projects and recognised that the project would hugely raise the profile of the V&A's UK work as well as possibly achieving an international profile.

## **6 Bank Mandate**

6.1 The bank mandate had been circulated previously. **The Board noted that approval limits for contract approval would be discussed at the next Audit Committee.**

6.2 **The revised bank mandate was approved.**

## **7 Minutes of the Previous meeting (26 November 2010)**

7.1 The minutes of the meeting were agreed.

## **8 Matters arising**

8.1 There were no matters arising.

## **9 Director's Report**

9.1 The Report had been circulated previously. The Director highlighted the following points:

- i. A Parliamentary question regarding the Purchase Grant Fund had been asked by Lord Howarth of Newport on 13 January, and had elicited good statements of support. Baroness Rawlings

responded that the Arts Council England (ACE) would continue the funding of the Fund, once it assumes responsibility for the museums and library functions of Museums, Libraries and Archives Council (MLA). The Director thanked the Headley Trust for their leading role in lobbying on this matter.

- ii. Visitor figures for *Imperial Robes* had been disappointing. This could be explained by the unseasonably bad weather, student demonstrations and the ongoing roadwork on Exhibition Road. Further work was being undertaken to market the exhibition more actively. **In discussion the Board agreed that the Museum would seek a reduction from RBKC on the rates that the Museum pays whilst the work is in progress.**
- iii. The *Diaghilev* exhibition had been popular, achieving a final visit figure of 115,500.
- iv. Visits to the website continued to be strong.
- v. The Director had met with Jonathan Stephens, DCMS Permanent Secretary on 6 January to discuss the export licensing system, the PGF and also working to actively to build partnerships around contested objects.

## 10 Chairman's Report

- 10.1 The Chairman highlighted Culture Secretary Jeremy Hunt MP's speech on 8 December at which he outlined the Government's plan to boost philanthropy in the cultural sector and emphasised that the proposed changes to tax relief on the gifting of works of art acquired during the owners lifetime was key.
- 10.2 The Chairman would be attending the opening of *Object of Devotion* at the Bowdoin College Museum of Art, Brunswick, Maine in February.
- 10.3 The Chairman reported that the process to appoint a new Director was in process. Applications had closed and the panel would comprise PR, LJ and SS. It was hoped that once the shortlist had been compiled, interviews would take place in March.
- 10.4 The Chairman reported that the process to recruit 2 or 3 new Trustees was underway. The panel, comprising PR, SS and the DCMS appointed Independent Public Appointments Assessor had met and short listed 4 applicants for interview on 4 February. Fundraising would officially be part of the remit for all new Trustees.

## 11 Reports from Committees

- 11.1 Buildings Strategy Committee. The following points were highlighted:
  - i. 6A Architects had presented designs for Gallery 40 (Fashion) which presented an elegant solution for the mezzanine structure.
  - ii. The glass balustrade in the Medieval and Renaissance Galleries had been removed. The temporary balustrade would be completed by March 2011.
  - iii. The Exhibition Road project was progressing, with all short-listed practices expected to submit designs in February.
- 11.2 Development Committee – a report had been circulated previously. It was noted that:
  - i. Sponsorship had been secured for *British Design 1948-2012*.
  - ii. Income from donations boxes was up on the previous year: this could partly be explained by increased visitor numbers.
  - iii. The Friends of the V&A had confirmed Sponsorship for *Postmodernism: Style and Subversion 1970-1990*, and had also supported several acquisitions for the exhibition.
  - iv. A trip for major donors was planned for April to Dresden in conjunction with the 1600-1800

galleries; DC members would also be invited.

**12 Any other business**

12.1 There was no further business.

*Amanda Bruce*

*25 January 2011*



## Board of Trustees

### Minutes

**Date:** 25 March 2011 (198<sup>th</sup> meeting)

**Time:** 14.00

**Venue:** V&A Board Room

**Present:** Paul Ruddock (Chairman) Dame Marjorie Scardino  
Edwin Davies Samir Shah  
Steve McGuckin Bob Stefanowksi  
Michelle Ogundehin Paul Thompson

**In attendance:** Mark Jones, Director, V&A  
Beth McKillop, Deputy Director, V&A  
Amanda Bruce, Performance and Planning Manager and Acting Secretary to the Board of Trustees, V&A (minutes)  
Julius Bryant, Keeper, Word and Image Department (for item 4 only)  
Oriole Cullen, Curator, Furniture, Textiles and Fashion Department (for item 3 only)  
Moira Gemmill, Director of Projects, Design & Estate, V&A  
Annabel Judd, Head of Design (for items 1 and 2 only)  
Jane Lawson, Director of Development, V&A  
Sonnet Stanfill, Curator Furniture, Textiles and Fashion Department (for item 3 only)  
Claire Wilcox, Senior Curator, Furniture, Textiles and Fashion Department (for items 1 and 2 only)  
Damien Whitmore, Director of Public Affairs  
Sian Williams, Director of Finance, V&A

**Apologies:** Erin O'Connor, Professor Lisa Jardine, Betty Jackson, Sir Timothy Sainsbury

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

1.1 There were no declarations of interest.

#### **2 FuturePlan Update: Gallery 40 (Fashion)**

2.1 AJ and CW gave a powerpoint presentation on the Gallery 40 project scheduled to re-open in May 2012. AJ gave an overview of the much needed refurbishment of Gallery 40 and noted that it was the most popular gallery in the Museum. Currently the Gallery is very dark and the refurbishment would reveal the original architectural features of the Gallery, including the mosaic floor and the mezzanine, whilst making the space lighter and less oppressive. The architects for the project were 6A Architects and the refurbishment would remove recent physical interventions as well as re-lighting and re-painting the space. AJ emphasised that the mezzanine was a very large space which would be used for contemporary exhibitions following the refurbishment. A retail space would be situated at the entrance from the Hintze Sculpture Gallery and a lift would be installed to improve access to the

mezzanine.

CW discussed the redisplay of the Gallery. The central area and the mezzanine would display temporary exhibitions, whilst the outer part of the Gallery would be devoted to display of the permanent collection. There would be four cases for 'star objects' in each corner and the display would be divided by period. Cases displaying the permanent collection would be more layered, with 70 – 80 mannequins and other associated material on display including paintings, photographs and textiles. The Drakelowe fresco would remain in the Gallery and would be re-lit and re-presented. The redisplay would also include menswear, international influences and 20th-century fashion.

2.2 In discussion Trustees were advised that the building works would be finished in January 2012 with the redisplay completed by mid May 2012. The central space and mezzanine would provide greater flexibility for the size of temporary exhibitions, with the spaces able to be used together or separately. Trustees were assured that whilst lighting was limited to 50 lux, the refurbished gallery would feel much lighter and less gloomy once the dark cladding was removed and there were clear lines of sight across the gallery.

### **3 Forthcoming Exhibition Update: *Ballgowns: Britain Dresses Up 1948-2012***

3.1 SS and OC gave a powerpoint presentation on the forthcoming exhibition *Ballgowns: Britain Dresses Up 1948 – 2012*. The exhibition would open in May 2012 and run for 6 months, with the possibility of being extended. The exhibition would be the first to be displayed in the refurbished Gallery 40 and would utilise both the central section of the Gallery and the mezzanine. The exhibition would focus on 'the ballgown' as an essentially British garment and would be drawn from the Museum's permanent collection which is very strong and rich in this type of garment. The exhibition would be part of the British Design programme coinciding with the Olympics. As well as displaying historical garments the exhibition would display contemporary pieces and utilise projections on the mezzanine level. The exhibition would be accompanied by a publication, which would feature specially commissioned photographs of the garments by David Hughes.

3.2 In discussion Trustees agreed the exhibition was very strong and would be popular with visitors.

### **4 Forthcoming Exhibition Update: *William Kent***

4.1 JB gave Trustees a powerpoint presentation on the forthcoming exhibition *William Kent*. Opening at the V&A in 2014, the exhibition had three main themes:

- William Kent as the most versatile British designer,
- The country house and 'grand tour' taste,
- The tercentenary of the Hanoverian succession (1714) and 'designing' Georgian Britain.

The exhibition was collaborative, being co-curated by Dr Susan Webber. The exhibition would open in New York at the Bard Graduate Center before being displayed at the V&A. The exhibition would be accompanied by a publication.

4.2 In discussion Trustees agreed that the exhibition was part of an interesting sequence following on from *Horace Walpole and Strawberry Hill* and *James 'Athenian' Stewart*.

### **5 Strategic Plan 2011/12: Outline**

5.1 The outline of the Strategic Plan 2011/12 had been circulated previously. SW explained that the paper set out what the Plan might look like this year. The objective was to make the Plan more succinct,

easier to read and comprehend and more accessible, with clear targets to measure performance against. Trustees were asked for their feedback on key targets and the structure of the Plan.

5.2 In discussion SW assured Trustees that all targets were draft and would be carefully revised. Trustees agreed that the Plan would clearly convey that the Museum would deal with the small and manageable deficit by raising self generated income and reducing staffing and other costs.

5.3 The final Plan would be presented at the May 2011 Board Meeting.

## **6 Final Budget 2011/12**

6.1 The draft Budget for 2011/12 had been circulated previously. The draft Budget had been discussed by the Finance Committee on 11 March and was recommended to Trustees for approval. The Chair thanked SW for preparation of a very clear and succinct budget paper.

6.2 In discussion Trustees were assured that much work had been done on more accurate budgeting and forecasting, avoiding hidden contingencies. Discussion focused on surplus and contingency.

6.3 **The budget for 2011/12 was approved.**

## **7 Minutes of the Previous meeting (19 January 2011)**

7.1 The minutes of the meeting were agreed.

## **8 Matters arising**

8.1 *paragraph 3.2:* The breakdown of the 1600-1800 Galleries had been discussed in Trustees' Development Committee. **JL would distribute the breakdown after Easter.**

*paragraph 6.1:* approval limits for contract approval will be considered by the Audit Committee.

*paragraph 9.1.ii:* MJ had written to the leader of RBKC council seeking a reduction in rates due to the ongoing roadwork on Exhibition Road. The council had advised that Transport for London were responsible. The Board agreed the situation was very frustrating.

## **9 Exhibition Road Building Project**

9.1 The Chairman advised Trustees that SM would give an update on the Exhibition Road Building Project. SM reported that the panel had shortlisted seven architectural practices from the 110 expressions of interest received for the International Architectural Competition. The panel examined the shortlisted schemes in detail and had undertaken interviews and site visits to previous projects in both the UK and overseas. The panel strongly recommended the scheme from Amanda Levette Architects (ALA) as the winning entry. MG gave Trustees a presentation on the ALA scheme and highlighted the following points of the design solution:

- i. The courtyard was across two levels, the year round cafe would be located in the north-east corner of the courtyard, to receive the most sun.
- ii. Provided clear views and lines of sight to other areas of the Museum, there would be clear visibility into the courtyard from Exhibition Road.
- iii. Provided both ramped access and a stepped area.
- iv. Used the structure that supports the courtyard as a point of visual interest for the ceiling, with 6-10 metres of ceiling height and opportunities for daylight or for the space to be blacked out.
- v. ALA had pledged and demonstrated how they would improve on the Museum's sustainability target by 30%.

MG noted that it was not a fully designed scheme.

9.2 In discussion SM emphasised the quality of the seven shortlisted schemes and outlined the reasons for the panel's selection of the ALA scheme as the winner. The panel felt that the scheme had the most successful relationship between the public realm on Exhibition Road and the courtyard. The design presented a new circulation 'hub' and an elegant exhibition gallery with usable column free space, and the possibility of natural light from an oculus into the gallery. Trustees agreed that the scheme most clearly met the Museum's design brief for the project and responded to the culture and heritage of the V&A with real clarity of thought and resolution of key issues.

9.3 **The Board approved the decision of Amanda Levete Architects as the winner of the International Architectural Competition.** The decision would be announced to the press on Monday 28 March 2011. A substantial pledge for the project would also be announced, along with the announcement of a Stage 1 pass for the 1600 – 180 Galleries from the HLF.

## 10 Director's Report

10.1 The Report had been circulated previously. The Director highlighted the following points:

- i. MJ and BM had attended the Horniman Museum opening; there had been a very positive response to the V&A's musical instruments lent for the display.
- ii. The Purchase Grant Fund budget for 2011/12 had been announced, and was cut to £600k from £1.6 million at its height in 1981. The cut was a great pity as the fund does much for regional and local museums. The Board agreed that it would be appropriate and necessary to find additional support for the Fund.
- iii. The Museum of Childhood had achieved record visit numbers.
- iv. Emmajane Avery, the new Head of Department of Learning would have a narrower role. Interpretation would be done by FuturePlan and Exhibitions and some previously duplicated functions, such as ticketing, had been moved to Visitor Services.
- v. The Director encouraged all Trustees to see the exhibition *The Architecture of Hope: Maggie's Cancer Caring Centres*.
- vi. *Decode* had opened at to the Garage Center for Contemporary Culture in Moscow, and was their most successful exhibition so far.
- vii. *Something that I'll never really see* had opened in Delhi.
- viii. *Owen Jones* had opened in Oslo.
- ix. The new website would be launched on 6 May 2011. A digital Friday Late in June would celebrate the launch and there would be several new videos on the V&A Chanel to celebrate the launch. Japanese and Chinese websites would also be launched.
- x. VAE was launching new Apps for the *Cult of Beauty* exhibition and also for the Medieval and Renaissance Galleries.
- xi. *Street Art* had been very popular at the Herbert in Coventry.
- xii. The Museum had acquired a very important Ottoman gem-set jade tankard.
- xiii. The Director highlighted forthcoming events including the Private View of the Architectural Designs for Dundee on 1 April, the event at Blythe House on 17 May to raise awareness for the Clothworkers' Centre Project and the opening of the Eddie Davies display of Cloisonné on 13 June.

10.2 The Director updated Trustees on the possible future acquisition of two bronze angels. The acquisition was very complicated and the Director suggested that a bequest might be used to acquire the angels.

## 11 Chairman's Report

- 11.1 The Chairman reported that two new Trustees would be appointed shortly by the Prime Minister.
- 11.2 The Chairman highlighted proposed changes to tax to encourage giving, that had been announced in the Budget.
- 11.3 The Chairman reported that the process to appoint a new Director was underway. The committee had shortlisted three applicants. A decision would be made by the end of April 2011. The quality of the three very different applicants was heartening.

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

- 12.1 Audit Committee. The following points were highlighted:
  - i. Richard Reed from KPMG, London had joined the committee as a new co-opted member following the departure of Robert Berg.
  - ii. The Committee had agreed that the advantage of valuing the Museum's heritage assets (in line with FRS 13 – a new government standard) was not equal to the cost of the valuation.
  - iii. The Committee had discussed the deconsolidation of the Gilbert Trust, which was currently consolidated into the Museum's accounts.
- 12.2 Buildings Strategy Committee. SM had given Trustees an update on the Exhibition Road Building Project earlier. The following points were highlighted:
  - i. The Committee had received a presentation on designs for the Clothworkers' Centre Project at Blythe House. The Committee felt the project was going well.
  - ii. The final account for the Medieval and Renaissance Galleries had been settled, to the satisfaction of the Museum.
  - iii. A temporary staircase in the Medieval and Renaissance Galleries had been installed. The design for the replacement staircase was being refined and tested to destruction. It would be installed in August 2011 following manufacture. An offer from the insurance company had been rejected.
- 12.3 Collections Committee. The minutes had been circulated previously. The following points were highlighted:
  - i. SS had been the only Trustee present at the meeting.
  - ii. A presentation on paintings research had been given by Ana Debenedetti. Re-attributed paintings were displayed for the Committee, including a Tintoretto.
  - iii. The Committee had approved the Priorities for Collecting Statement, to be read alongside the Collections Development Policy, which would be circulated to Trustees for their information with the May Board papers.
  - iv. Several high profile loans were agreed, including a request for the Leonardo Codex to the National Gallery and several Charles Dickens manuscripts to the Museum of London.
  - v. The Director had received a letter from the Turkish government requesting the return of an object. MJ had replied and was waiting a response.
- 12.4 Development Committee – a report had been circulated previously. It was noted that:
  - i. The 1600 – 1800 Galleries had received a 'stage 1 pass' from HLF.
  - ii. Heidi Hsueh, Caravel Capital LLP and Andy Simpkin, Lansdowne Partners had joined the Committee as co-opted members.
  - iii. The newly formed Corporate Advisory Group had its first meeting with useful feedback and advice.
  - iv. The *Hollywood Costume* exhibition was a funding priority.
  - v. Mastercard had agreed to sponsor FridayLates.
  - vi. A record number of 28,000 Friends of the V&A memberships had been achieved, up from 15,000 in 2005.

- 12.5 Finance Committee. The draft minutes had been circulated previously. The following points were highlighted:
- i. Results for the fiscal year were better than budgeted thanks to strong visitor numbers and successful exhibitions, particularly *Grace Kelly*.
  - ii. The Committee had approved a proposal to change the policy for designation of unrestricted legacies and donations between £10k and £250k from acquisitions to FuturePlan. The Board agreed that this was a growing stream of income and that the new policy would allow for greater flexibility. **The Board approved the policy change and also approved the designation of two legacies to the Clothworkers' Centre Project.**
  - iii. The benefits and risks of establishing a V&A Trust had been discussed by the Committee.
  - iv. A Collaborative Security Agreement, which would save 175k per year, had been agreed.
- 12.6 Investment Committee. The draft minutes had been circulated previously. The following points were highlighted:
- i. The performance of the investment portfolio for 2010 had lagged behind the wider market because of the defensive risk profile of portfolios, which is appropriate given the volatility of the market.
  - ii. The investment managers identified inflation as the key issue to manage in the near future.
  - iii. Changes to the investment policy were recommended to the Trustees by the Committee:
    - a) Clarifications of the spending rules for each portfolio (how the return is applied each year)
    - b) Increases to the maximum and minimum of the asset allocation ranges to allow for greater flexibility and to accommodate the inflationary environment.The detail of these changes was attached to the minutes circulated. **The Trustees agreed to the changes proposed.**
- 12.7 Museum of Childhood Committee. The draft minutes had been circulated previously. The following points were highlighted:
- i. The Museum of Childhood had a record February half-term, with 21,000 visitors.
  - ii. The Committee had been presented with an update on the British Toy Making Project.
  - iii. The Committee had discussed redesigning the Museum's website, the Other Media had been contracted to undertake research with key stakeholders.
  - iv. Noreen Marshall would be leaving in March following 36 years at the V&A.
  - v. The Museum of Childhood was considering an extension at the rear of the Museum that would house temporary exhibitions. The Committee felt that this was a worthwhile project. Rhian Harris would attend the next Corporate Advisory Group to explain the project.
- 12.8 V&A Enterprises Ltd. The following points were highlighted:
- i. Trading had been very good, although the Reading Rooms were under budget. The ongoing roadworks were having a very negative impact on the Reading Rooms. If it is decided to exercise the break clause notice would need to be given in December 2011.
  - ii. Membership of the Board had been reviewed following departure of Tom Dixon and Ian Blatchford and the resignation of Beverley Aspinall. External candidates had been discussed, SW had taken over Ian Blatchford's position and it was hoped that one of the newly appointed Trustees would join the Board.
  - iii. The new *Cult of Beauty* App would be narrated by Rupert Everett and would need support from Press and Marketing. In discussion Trustees agreed that the development of new Apps in house was very positive.

## 13 Any other business

12.1 There was no further business.

*Amanda Bruce*

*26 March 2011*

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



## Board of Trustees

### Minutes

Date: 20 May 2011 (199<sup>th</sup> meeting)  
Time: 11.00  
Venue: Board Room, Ashmolean Museum  
Present: Paul Ruddock (Chairman) Sir Timothy Sainsbury  
Edwin Davies Samir Shah  
Andrew Hochhauser Sir John Sorrell  
Betty Jackson Bob Stefanowski  
Steve McGuckin Paul Thompson  
In attendance: Mark Jones, Director, V&A  
Beth McKillop, Deputy Director, V&A  
Amanda Bruce, Performance and Planning Manager and Acting Secretary to the Board of Trustees, V&A (minutes)  
Moirra Gemmill, Director of Projects, Design & Estate, V&A  
Jane Lawson, Director of Development, V&A  
Jo Prosser, Commercial Director, V&A  
Sian Williams, Director of Finance, V&A  
Apologies: Professor Lisa Jardine, Erin O'Connor, Michelle Ogundehin, Dame Marjorie Scardino, Damien Whitmore

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

1.1 There were no declarations of interest.

#### **2 Establishment of V&A Foundation**

- 2.1 A paper on the establishment of a V&A Foundation had been circulated previously. The establishment of a V&A Foundation would create a UK based charity that could be used to hold an endowment and into which to direct major gifts. The Foundation would have an independent Board of Trustees; its charitable objective would be to support the V&A. The V&A as Body Corporate would be a member. SW reassured Trustees that that this model was used by many other institutions, including Tate, National Gallery and Kew. The V&A Development Department would continue to do all Museum fundraising. The Foundation would be a vehicle for the receipt and stewardship of large donations and endowments.
- 2.2 Discussion focused on the advantages and disadvantages of a Foundation. Trustees agreed that a Foundation would give the V&A freedom to spend its own reserves and could build up an endowment over time. There is a risk that the Foundation's Board would have conflicting interests with the V&A. Trustees agreed that the Articles of Association would need to be carefully structured to reflect the objectives of the Foundation. Membership should be confined to those who have already made a

significant contribution to the V&A. Overall, there were many benefits and a small number of risks.

- 2.3 **Trustees agreed that the V&A would become a member of the Foundation**, subject to Finance Committee reviewing the final Articles of Association.

### **3 End of Year Performance Indicator Report 2010/11**

- 3.1 The End of Year Performance Indicator Report for 2010/11 had been circulated previously. AB presented Trustees with a summary of the Report. The highest ever visitor figures had been achieved at South Kensington and the Museum of Childhood, up 11% and 8% respectively from 2009/10. Total visits were up 11%. Children under 16 were down 59% at South Kensington in the fourth quarter. Most others in the partnership also experienced a drop attributed to the cold weather and the late Easter. This was not too concerning at the moment but would be monitored. BAME visits were up 17% at South Kensington and 34% at Museum of Childhood. This could be partly attributed to the temporary exhibitions programme. For example *Imperial Chinese Robes* attracted a high number of Chinese visits. Web visits were up 21%. Using various web traffic monitoring tools, the V&A website was ranked 6 or 7 amongst international museums, and only behind Tate in the UK.
- 3.2 Trustees congratulated the Museum on the long term trend of increased BAME visits over time at both sites. In discussion, Trustees requested further information on the type of visits and activities included in KPI 9. **AB would circulate this information to Trustees.** Trustees agreed that further analysis of web visits would be useful, including comparative expenditure and dwell time. BM assured Trustees that the size of the collection had been recalculated in line with sector-wide practice. She explained the difference between the research collection and the display collection.

### **4 Funding Agreement**

- 4.1 The interim Funding Agreement from 1 April 2011 had been circulated previously. The DCMS would be redrafting the framework documents, once a new template had been issued by Cabinet Office. MJ explained that he had agreed to the interim Funding Agreement. He emphasised that under the 'arms length' principal the Board remains responsible for determining the strategic direction of the Museum.
- 4.2 **Trustees noted the Museum's Interim Funding Agreement.**

### **5 Approval of 2010/11 Accounts**

- 5.1 The proposed revised signing procedure for the Museum's Annual Report & Accounts (AR&A) had been circulated previously. SW explained that the AR&A have to be signed by the Accounting Officer and Chair of Trustees (on behalf of all Trustees) before they can be laid before Parliament. In the past this has happened after the AR&A have been approved at a full Trustee Board Meeting. This year the Trustee Board will not meet until after MJ has left, so he would not be able to sign at that point. It was proposed that the approval of the AR&A would be delegated to the Audit Committee, which would meet on 21 June. The AR&A would be circulated to all Trustees on 14 June. Trustees could make any comments to Chair of Audit Committee on or before 21 June.
- 5.2 **Trustees agreed to the revised signing procedure.**

### **6 Minutes of the Previous meeting (25 March 2011)**

- 6.1 The minutes of the meeting were agreed.
- 6.2 *Paragraph 8.1 – The breakdown of the 1600-1800 Galleries would be distributed by JL as soon as it was available.*

## **7 Matters arising**

7.1 There were no matters arising.

## **8 Director's Report**

8.1 The Report had been circulated previously. The Director highlighted the following points:

- i. Philip Long had been appointed as Director of V&A at Dundee. He would attend Management Board meetings from early June 2011.
- ii. Discussions with Aramco were ongoing. The V&A contribution to the King Abdulaziz Center for World Culture in Dhahran, Saudi Arabia would possibly include advice on Islamic displays and a loan. The fee would be spread over a number of years. The Director noted that there was a degree of risk in engagement with Saudi Arabia and that other National museums were also participating in the project.
- iii. The new tax incentive intended to boost legacy giving to charities was positive.
- iv. The V&A had not been shortlisted for the Artfund prize.
- v. The Outset Design/V&A Acquisition Fund had been launched at a gala dinner in March 2011, to assist the V&A to acquire contemporary design. Christopher Wilk, Keeper of Furniture, Textiles and Fashion would lead on acquisitions.
- vi. The Museums, Libraries and Archives Council's museums and libraries responsibilities will transfer to Arts Council England on 1 October. The Arts Council is not focused on museums and social and natural history museums are not a priority for the Council. The Director emphasised that that would have a negative impact on museums and would be disadvantageous for the sector as a whole.
- vii. The Art Fund was raising its profile by increasing spending. The Fund was working with the National Gallery to raise its profile and expertise. The V&A should also work on the need for collections expertise round the country.
- viii. Visitor numbers were down sharply in the year to date.
- ix. The Purchase Grant Fund (PGF) had declined from £1.6 million over a number of years. The V&A would prioritise working with Trusts and Foundations to redress this, and challenge the government to match funding. The work of the Fund was well respected; it was well run and efficient and greatly assists regional museums and galleries. JL would seek funding, emphasising that the funding would be for the Fund, rather than the V&A.
- x. The Director explained that UK Now was a British festival in China coinciding with the London Olympics. UK Now would enhance the reputation of Britain in China. The festival was supported by the British Council and MJ was on the programme board. Neil MacGregor and MJ had written to Sir Vernon Ellis, Chair of the British Council to express concern about the programme. The V&A's contribution would include the *British Design* exhibition and a watercolour exhibition in Shenzhen.
- xi. The 2013 exhibition programme would change as the V&A is no longer taking a major exhibition that was in the programme.

## **9 Chairman's Report**

9.1 Professor Martin Roth had been appointed as the new Director of the Museum. He would start on 1 September. BM would be Acting Director in July and August.

- 9.2 The Chairman reported that he had met with other National Museum Chairs in recent months regarding Foundations.
- 9.3 The Chairman reported that the Design Museum was planning to relocate to the former Commonwealth Institute building on Kensington High Street. This would present both opportunities and risks. The V&A would need to work to maintain contemporary design collecting. There was also the potential for future collaborations and loans which fit with their programme and displays.

## 10 Reports from Committees and VAE Board

- 10.1 Buildings Strategy Committee. The following points were highlighted:
- i. The redesign of the Medieval and Renaissance hub staircase was ongoing. The redesign had been tested and failed and a second redesign was in process.
  - ii. A settlement had been agreed with Holloway White Allom, the contractor for the Medieval and Renaissance Galleries.
  - iii. The Exhibition Road Project had been receiving good press. Amanda Leveté would present to Trustees during the Strategy Session later in the afternoon.
- 10.2 Collections Committee. The minutes had been circulated previously. The following points were highlighted:
- i. SS had chaired the meeting.
  - ii. Geoff Marsh had presented on the Theatre and Performance Collections and shown a selection of the most recently acquired recordings of live stage performance.
  - iii. A number of loans were agreed, including further Charles Dickens loans.
  - iv. The Committee had discussed the number of high value objects loaned at one time and also the risks associated with international loans.
  - v. Six new Assistant Curators had been appointed to the five-year development programme. Over 782 applications had been received.
  - vi. The Museum was exploring the acquisition of an impressive marble relief by John Deare, depicting *The Landing of Julius Caesar in Britain*, (1791 – 1796), and created for John Penn. If approved, the acquisition would be funded through a bequest.
- 10.3 Development Committee – a report had been circulated previously. It was noted that:
- i. A major pledge for the Exhibition Road project had been received.
  - ii. A gift towards Clothworkers' Centre had been confirmed. An event at Blythe House for the Clothworkers' Centre had been very successful, with considerable press interest. JL thanked BJ for speaking at the event.
  - iii. Toshiba Corporation had given verbal agreement to extend their sponsorship of the Toshiba Gallery of Japanese Art for a further 10 years.
  - iv. It was Members' Week this week at the Museum. Numbers for both the Friends and the Director's Circle remained strong.
  - v. The Photography Acquisitions Committee now had 6 members. This model could be used across other collecting areas.
  - vi. The American Friends of the V&A held their annual board meeting in New York on 11 May.
  - vii. The Hollywood Costume exhibition was the current fundraising priority.

## 11 Any other business

- 11.1 The Chairman welcomed two new Trustees to the Board, Sir John Sorrell and Andrew Hochhauser.
- 11.2 The Chairman welcomed Jo Prosser. JP reported that VAE trading in recent weeks has been good.
- 11.3 The Board discussed the Alexander McQueen exhibition in NY at The Met. MJ emphasised that the

*Yohji Yamamoto* exhibition had been very successful and was well displayed. The Museum would examine the visitor profile of the exhibition.

- 11.4 As this was Sir Mark Jones' last meeting of the Board of Trustees, the Chairman thanked MJ on behalf of all the Trustees.

Amanda Bruce

8 June 2011

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



## Board of Trustees

### Minutes

- Date: 7 July 2011 (200<sup>th</sup> meeting)
- Time: 13.50
- Venue: V&A Board Room
- Present: Paul Ruddock (Chairman) Steve McGuckin  
Edwin Davies Sir Timothy Sainsbury  
Andrew Hochhauser Samir Shah  
Betty Jackson Paul Thompson  
Professor Lisa Jardine
- In attendance: Beth McKillop, Acting Director, V&A  
Glenn Adamson, Deputy Head of Research, V&A (for item 3 only)  
Eleanor Appleby, Communications Manager, V&A (for item 5 only)  
Amanda Bruce, Performance and Planning Manager and Acting Secretary to the Board of Trustees, V&A (minutes)  
Moirra Gemmill, Director of Projects, Design & Estate, V&A  
Annabel Judd, Head of Design, V&A (for item 1 only)  
Jane Lawson, Director of Development, V&A  
Jo Prosser, Commercial Director, V&A  
Vernon Rapley, Head of Security & Visitor Services, V&A (for item 7 only)  
Martin Roth, incoming Director, V&A  
Damien Whitmore, Director of Public Affairs, V&A  
Sian Williams, Director of Finance, V&A
- Apologies: Erin O'Connor, Michelle Ogundehin, Dame Marjorie Scardino, Bob Stefanowksi, Sir John Sorrell

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

- 1.1 MG and AJ led Trustees on a tour of Gallery 40 (Fashion) which is currently under refurbishment. The Gallery would re-open in May 2012. The architects for the project were 6A Architects. MG explained that the Gallery had previously been very dark and oppressive. The refurbishment had removed recent physical interventions, revealing the mosaic floor and the mezzanine, whilst making the space appear lighter. The exterior circle of cases would display the permanent collection. The interior circle would display temporary exhibitions. The mezzanine would be used to display temporary exhibitions and host Fashion in Motion events. The cases had been retained with a rationalised layout to improve circulation. Cases would be fitted with new lighting to give greater flexibility in lighting displays.
- 1.2 MG explained that the acoustics in the Gallery were poor as a result of exposing the original floor. The mezzanine floor would have an acoustic lining to help with this. MG emphasised that the re-display of Gallery 40 was temporary as fashion and textile displays would later move to the North and South Courts following the opening of the Exhibition Road wing. Gallery 40 would then display the

Museum's South Asian collections.

## 2 Chairman's welcome to incoming Director, Dr Martin Roth

- 2.1 The Chairman welcomed incoming Director Martin Roth, who would take up his appointment on 1 September 2011. The Board warmly congratulated Dr Roth on his appointment.

## 3 Declaration of Interests

- 3.1 There were no declarations of interest.

## 4 Forthcoming Exhibition: Power of Making

- 4.1 GA gave a powerpoint presentation on the forthcoming exhibition *Power of Making*, on display in the Porter Gallery from 6 September 2011. The exhibition would be free. GA explained that the exhibition was a collaborative project between the V&A and the Crafts Council. It was guest curated by Daniel Charny and GA was acting as a curatorial advisor. The exhibition was conceived as a modern cabinet of curiosities featuring 100 objects that celebrate the breadth and depth of craft today from traditional skills to the latest technology. The exhibition would be accompanied by a catalogue featuring six essays.
- 4.2 GA explained that there were no thematic parameters for the inclusion of objects, rather they were selected on their 'making'. Trustees agreed that the exhibition would be a good counterpoint to the Hand Made in Britain series.

## 5 Visitor Profile Benchmarking

- 5.1 EA gave a powerpoint presentation on visitor research carried out by Morris Hargreaves McIntyre. EA reminded Trustees that the joint procurement of marketing services with other museums and galleries had allowed for benchmarking. The British Museum, the National Maritime Museum and the Wallace Collection would be included in the partnership in the future.

EA highlighted the following points about the sector:

- Consumer habits were changing. This benefited free and London-based attractions,
- Museum and gallery visit levels were rising,
- The benefits for an Olympics host city vary: benefits for cultural organisations may be before and after the Olympic year, rather than during it.

Specific findings about the V&A were:

- The V&A was very strong in audience areas including students, 16-24s, BAME, disabled and NS-Sec 5-8,
- The V&A was similar to other art museums and galleries in other audience areas,
- The V&A's audience age split very balanced,
- The corporate campaign had been successful and should continue.

- 5.2 In discussion, Trustees requested further information on what the IWM increase in visitor numbers was due to. They also requested more information on visiting habits, including dwell time, and shopping behaviour in the shop. **AB would circulate the full report to Trustees.** Trustees agreed that it was positive that the V&A appeals to all ages and also to students and that the corporate campaign represented good value for money.

## 6 Approval of 2010/11 Annual Report and Accounts

- 6.1 A paper had been circulated previously. Trustees were reminded that the approval of the Annual Report and Accounts had been delegated to the Audit Committee. The Accounts had been approved on 21 June and signed on 29 June.

## **7 V&A Annual Safety Report**

- 7.1 The Report had been circulated previously. VR explained that the Museum had begun quarterly reporting to the Safety and Security Committee, which allowed the Museum to be more strategic in managing safety. Data was still compiled monthly. The report covered the 2010 calendar year. VR highlighted the following points:
- A Fire Safety review had been carried out in 2010 which noted that improvements had been made since the last report.
  - Although there had been a slight increase in accidents in 2010 there were good procedures in place. VR noted that no claims had been made in 2010 and that this was reflected in a small rebate from the Museum's public liability insurers in 2010 and a small reduction in the Museum's annual premium in 2011.
  - Visiting schools seem to have a good understanding of the fact that they are responsible for their pupils and their pupils' behaviour while at the Museum.
  - The Institution of Safety and Health (ISAH) 'Managing Safely' course is now run by the Museum's two person Safety Team and trained 23 people to ISOH standard in 2010.
  - The Museum had one outstanding injury claim.
- 7.2 In discussion Trustees requested information on Fire Brigade response times to South Kensington. **AB would send a note to Trustees.** VR explained that much work had been done in the basements to improve fire precautions and the Museum now had enough adequately trained fire marshals. Regular fire drills were undertaken. VR would liaise with Allan Hill to ensure that all staff had received adequate fire safety training. Trustees were also assured that the Museum had strict protocols in place for temporary wiring.

## **8 Minutes of the Previous meeting (20 May 2011)**

- 8.1 The minutes of the meeting were agreed.

## **9 Matters arising**

- 9.1 *Paragraph 9.3* – LJ noted a fashion archive that had been recently acquired by the Design Museum.

## **10 Notes from Strategy Session (20 May 2011) and matters arising**

- 10.1 The notes from the strategy session were agreed.
- 10.2 *paragraph 3:* DW gave Trustees a short presentation on how the V&A could increase its visitor numbers to 3 million by 2013 and 4 million by 2015. DW showed a new film '20 great reasons to visit the V&A' and explained that it highlighted the Museum's key 'star' objects and was available through a variety of channels. The Museum's corporate campaign, shown nationally and in London, promoted the V&A as free and inspiring. The campaign represented good value for money over 2 years as it drew in 52,000 additional visits in 2010/11 (2%). DW gave Trustees an overview of the BBC Handmade in Britain partnership. It would be the first major collaboration between the V&A and the BBC, with 20 hours of programming starting in Autumn 2011. The season offers significant co-branding and cross-marketing opportunities plus the introduction of the museum to a wider television audience. The season will have

a significant BBC-online presence and will be accompanied by a downloadable app. DW explained that headline exhibitions programmed for 2012 to 2014 had the potential to bring in a broad audience, first time visitors and also have a 'halo effect'. Furthermore, the Exhibition Road wing would also draw new visitors into the Museum.

- 10.3 In discussion, Trustees agreed that the reason to seek to increase visitor numbers was to inspire as many people as possible. Achieving such an increase in visits needs to be an ambition shared by everyone at the V&A. Trustees emphasised that the Museum would continue to balance academic and scholarly exhibitions and be mindful of the capacity of the current temporary exhibition space. JP explained that a significant increase in visit numbers would lead to increased spend in the shop.

## 11 Director's Report

- 11.1 The Report had been circulated previously. The Acting Director highlighted the following points:
- i. Premier Wen Jiabao's visit to the UK signalled serious Chinese interest in British culture.
  - ii. Visitor numbers were doing well, especially *The Cult of Beauty* exhibition.
  - iii. *Yohji Yamamoto* was also doing well, and a very good *Yohji Fashion in Motion* had been held on 1 July.
  - iv. MR had met Kate Bellamy in Venice and discussions with Aramco continued.
  - v. The Acting Director would visit Beijing next week with Linda Lloyd-Jones, Kate Bellamy and MR to introduce MR as incoming Director to key Chinese contacts and also to seek support for the UK Now programme.
  - vi. The Cecil Beaton dress from *My Fair Lady*, had been bought by a private collector. The Museum would seek to borrow the dress for the *Hollywood Costume* exhibition.

## 12 Chairman's Report

- 12.1 The Chairman offered his congratulations to the Museum on a successful Annual Review for 2010/11.
- 12.2 The Chairman explained that there had been an accident in the British Galleries on 27 June 2011. A decorative element fell from one of the doorways in the British Galleries and injured two visitors. This incident was being investigated.
- 12.3 The Chairman noted three recent Government announcements, aimed at encouraging charitable giving:
- i. On 4 July 2011 the Culture Secretary Jeremy Hunt announced a new £55 million 'match funding' scheme, to help arts and heritage organisations build endowment funds. The Chairman explained that there would be a 3:1 ratio for private:public money. The V&A would need to raise £15 million in two years, to achieve £5 million in match funding. The V&A would need to submit a business plan, which JL would lead on. The Board noted that fundraising for the endowment and FuturePlan simultaneously would be a challenge.
  - ii. HM Treasury had published a proposal for consultation on a new scheme to encourage people to donate pre-eminent objects or works of art to the nation. In return, donors would receive a reduction in their tax liability based on a set percentage of the value of the object they are donating. The Board noted that works donated by artists were excluded. This was disappointing as it would not encourage the collection of contemporary works of art and design.
  - iii. The Government had also recently published a consultation paper to simplify gift aid.
- 12.4 The Chairman reported that the American Friends of the V&A had a successful inaugural trip to London.

## 13 Reports from Committees

- 13.1 The Audit Committee met on 21 June 2011. The draft minutes had been circulated previously. The following points were highlighted:
- i. The audit had been successful.
  - ii. The VAE audit was approved; the loss and depreciation of the Reading Rooms had been discussed.
  - iii. The Gilbert Trust had been deconsolidated.
  - iv. The Committee had agreed new procedures for designating not in place (NIP) objects as missing. The first meeting of the Loss Review Board was held in March 2011 to consider 10 objects from the Word and Image Department, of which nine were approved to be designated as missing. These would be presented to the next meeting of the Collections Committee for approval, before being presented to the Board in September.
- 13.2 The Buildings Strategy Committee met on 7 July 2011. The following points were highlighted:
- i. The Committee reviewed an updated design of the Exhibition Road wing which achieved the desired area. A new wrap-around stair had been conceived, below a second oculus.
  - ii. SM explained project stages C and D. The Committee would progress with Stage C. **Trustees would be presented with Stage D for approval at the November Board Meeting**, prior to planning being submitted at the end of the year. MG reported that RBKC seemed supportive.
  - iii. Building work would start after Olympics. JL explained that the Museum would apply for HLF funding in 2012. The Board agreed that it would need to carefully balance the risks around commencing Stage D before the project was fully funded.
- 13.2 The Development Committee met on 28 June 2011 – a report had been circulated previously. The following points were highlighted:
- i. Revenue from donations boxes was down. JL explained that signage on the boxes had been clarified however giving was down everywhere.
  - ii. Gift Aid had been implemented on tickets and had raised £13k in June so far. The Board agreed this was positive.
  - iii. The Travel with V&A trip to India in January 2011 was fully subscribed.
  - iv. Membership figures were up.
  - v. JL explained that a £1.5 million pledge towards Europe 1600-1800 had been received.
  - vi. JL emphasised that the endowment application would be a priority for the department.
- 13.4 The Finance Committee met on 24 June 2011. The draft minutes had been circulated previously. It was noted that:
- i. There was a year end general reserve of £6.5 million.
  - ii. £2.4 million of reserves were available for designation. The Committee recommended that this sum be designated to FuturePlan:
    - £0.4m to complete the cleaning of the façades in advance of the Exhibition Road project.
    - £0.5m towards the Cast Court refurbishment.
    - £1.0m to underwrite future fundraising for Europe 1600-1800.**The Board agreed the recommendations.**
  - iii. The May Finance Report indicated that the Museum was performing well against budget.
  - iv. SW reported that the Museum was expecting the second and final payment of £1.5 million from lease of the former Theatre Museum, Covent Garden, which was contingent on planning permission being granted.
  - v. The Committee had considered a revised draft of the Articles of Association for the Foundation. The final Articles would be approved by the Board at the September meeting. **The Trustees agreed that Sir Timothy Sainsbury would be the nominated Trustee for the V&A on the V&A**

### **Foundation Board.**

- 13.5 The Investment Committee met on 24 June 2011. The draft minutes had been circulated previously. It was noted that:
- i. Investment performance was as expected in the current difficult market conditions.
- 13.6 The Museum of Childhood Committee had met on 16 June 2011. The draft minutes had been circulated previously. The following points were highlighted:
- i. The Other Media had presented the results of a feasibility study for the redesign of the Museum of Childhood (MoC) website. Discussions with the Online Museum Team would continue. If the existing templates were used the redesign would cost approximately £50k and take six months.
  - ii. The Committee was updated on a proposed Phase III capital redevelopment project to build temporary exhibition space at the MoC. This project will form part of FuturePlan.
  - iii. The Committee had viewed a number of new acquisitions including an important dolls house.
  - iv. SS recommended that all Trustees visit the excellent exhibition *From The Tiger Who Came to Tea to Mog and Pink Rabbit* which was on show at the MoC until 4 September.

### **14 Any other business**

- 14.1 The Chairman asked Trustees if they would be able to attend the proposed trip to Bonn on 23 and 24 November 2011. **AB would email Trustees to re-confirm their availability.** The meeting would go ahead in South Kensington if the majority of Trustees were unable to attend Bonn.
- 14.2 The Chairman noted that today's meeting was Erin O'Connor's last scheduled attendance as a V&A Trustee. Erin's apologies had been received.

*Amanda Bruce*

*11 July 2011*



## Board of Trustees

### Minutes

Date: 15 September 2011 (201st meeting)

Time: 13.50

Venue: V&A Board Room

Present: Paul Ruddock (Chairman) Michelle Ogundehin  
Edwin Davies Samir Shah  
Andrew Hochhauser Sir John Sorrell  
Betty Jackson Bob Stefanowksi  
Professor Lisa Jardine Paul Thompson

In attendance: Martin Roth, Director, V&A  
Martin Barnes, Senior Curator – Photography, V&A (for item 1 only)  
Susanna Brown, Curator – Photography, V&A (for item 4 only)  
Amanda Bruce, Performance and Planning Manager and Acting Secretary to the Board of Trustees, V&A (minutes)  
Mark Evans, Senior Curator – Paintings, V&A (for item 1 only)  
Moira Gemmill, Director of Projects, Design & Estate, V&A  
Annabel Judd, Head of Design, V&A (for item 1 only)  
Jane Lawson, Director of Development, V&A  
Beth McKillop, Deputy Director, V&A  
Liz Miller, Acting Head of Research, V&A (for item 5 only)  
Emma Neave, Policy and Planning Manager, V&A (minutes)  
Jo Prosser, Commercial Director, V&A  
Abraham Thomas, Curator – Architecture, V&A (for item 4 only)  
Damien Whitmore, Director of Public Affairs, V&A  
Sian Williams, Director of Finance, V&A

Apologies: Steve McGuckin, Sir Timothy Sainsbury, Dame Marjorie Scardino

#### **1 FuturePlan: Tour of Gallery 100 (Photographs)**

AJ, MB and ME led Trustees on a tour of Gallery 100 (Photographs). The Gallery would open on 25 October.

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

2.1 There were no declarations of interest.

#### **3 A Legacy**

3.1 The minutes of this item of business are confidential and exempt from public disclosure under sections 31, 40 and 41 of the Freedom of Information Act. They are included in a Confidential Annex to these

minutes.

#### **4 Report from VAE Board**

(item moved from agenda item 11.5. Subsequent items numbered in sequence)

4.1 V&A Enterprises Ltd. The minutes had been circulated previously. The following points were highlighted:

- i. Sir John Sorrell had joined the Board.
- ii. A partnership with EMI was underway for the *Postmodernism* exhibition.
- iii. The BBC/V&A Handmade in Britain series would feature 12 hours of programming. The Board agreed this was fantastic.
- iv. There was a review of first year performance of the Reading Rooms.

#### **5. Forthcoming Exhibitions: Cecil Beaton and Thomas Heatherwick**

5.1 SB gave a powerpoint presentation on the forthcoming exhibition *Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration*. The exhibition would open at the McManus Galleries, Dundee on 30 September. It would then be on display in the Porter Gallery from 8 February 2012. The exhibition would then tour in the UK and overseas. The exhibition would coincide with the Diamond Jubilee in 2012. Book sales of the catalogue were strong, with a reprint planned. Friday late in February 2012 would coincide with the exhibition. Trustees were briefed about plans for the opening.

5.2 AT gave a powerpoint presentation on the forthcoming *Thomas Heatherwick Studio* exhibition. The Heatherwick practice is multi-disciplinary and the exhibition would feature architecture, product design and furniture. The exhibition would be on display in the Porter Gallery from 31 May 2012 and would be part of the British Design season. The exhibition would be ticketed. An international tour was planned for 2012-14. AT explained that other associated Heatherwick Studio activities in 2012 included a major publication in spring 2012 (Thames & Hudson), the Cauldron for the London 2012 Olympics, the launch of new Routemaster buses in London and an exhibition at Haunch of Venison. Andrew Hochhauser left the meeting.

#### **6 Research Report**

6.1 A paper had been circulated previously. LM presented Trustees with an update on the Museum's research activities. LM explained that the Research Department contributes to all four of the Museum's strategic objectives with particular emphasis on the Museum being acknowledged and respected as the world's leading museum of art and design. Activities included exhibition curation, writing books, the V&A/RCA History of Design Postgraduate programme and Arts and Humanities Research Council (AHRC) Collaborative Doctoral Awards. These activities keep the V&A's profile high, nationally and internationally, and generate income for the Museum.

6.2 In discussion, Trustees agreed that the successes of the Department had been driven in recent years by two very strong Heads of Department. Trustees congratulated the Department on their success in securing grants and funding for AHRC Collaborative Doctoral Awards. Following Professor Breward's resignation, interviews for a replacement Head of Research would take place in October.

#### **7 Digital Review**

7.1 A paper outlining the brief for this review had been circulated previously. DW explained that following the launch of the new website it was felt appropriate to undertake a review of how the website, its content and its management should relate to the wider digital activity of the V&A. The findings so far

were that the V&A had a strong track record, with particular successes being Search the Collections and the shop ([www.vandashop.com](http://www.vandashop.com)). However the Museum needed to keep pace with changes and to be able to respond to new opportunities. **An action plan would be delivered on 4 October, and would be presented to Trustees at a future meeting.**

- 7.2 In discussion, Trustees agreed that the review was welcome and that the Museum needed a coherent digital strategy. Trustees agreed that content needed to be available on a variety of different platforms and that the website needed to be fully integrated into the wider Museum. Sophie Walpole had been appointed to undertake the role; Sophie has significant experience of working in digital delivery at the BBC and Channel 4.  
Michelle Ogundehin left the meeting.

## 8 Minutes of the previous meeting (7 July 2011)

- 8.1 The minutes of the meeting were agreed.

## 9 Matters arising

- 9.1 Paragraph 12.2 – MG explained that an insurance claim was expected following the accident in the British Galleries.  
Paragraph 12.3.i – JL explained that the ‘match funding’ scheme would be managed by the Heritage Lottery Fund (HLF). Guidelines would be issued at the end of September and applications would be through the HLF.  
Paragraph 14.1 – PR confirmed that the November Board Meeting would be held at the V&A, South Kensington.

## 10 Director’s Report

- 10.1 The Report had been circulated previously. MR thanked Trustees and staff for such a warm welcome. The following points were highlighted:
- i. There was a discussion about the installation of an object as part of LDF around the main entrance of the Museum. JS declared that he was Chairman of LDF. **Trustees requested a report from DW and that Board approval be obtained for future installations involving closure of the main entrance.**
  - ii. The Museum had been listed as the public’s favourite Museum in the Which? survey, a fantastic achievement.
  - iii. *The Cult of Beauty* exhibition had opened in Paris.
  - iv. Visit numbers were doing well. *Power of Making* (free exhibition) had received very good press coverage and had 13,000 visits in its first week.
  - v. The Museum was working with the British Museum to prepare for a senior delegation from the National Museum of China.
  - vi. Discussions continue about touring the Design in Britain exhibition to China as part of UK Now. **The Board would approve the UK Now touring exhibitions in November.**
  - vii. **Trustees requested an opportunity to tour each major exhibition in advance of opening.**

## 11 Chairman’s Report

- 11.1 The Chairman had attended the opening of *The Cult of Beauty* exhibition in Paris. The exhibition looked tremendous and was the Museum’s first collaboration with Musée D’Orsay.
- 11.2 Work was well underway on the Medieval and Renaissance hub staircase and would continue until

November.

- 11.3 Three Trustees would be retiring in late 2011 and early 2012. Interviews had taken place and a recommendation had been made to appoint five new Trustees to the Board.

## 12 Reports from Committees and VAE Board

- 12.1 Collections Committee. The following points were highlighted:
- i. The Committee had been presented with a progress update on CMS. The new system was excellent.
  - ii. As a result of painstaking surveys and checking in all collections leading to formal Not in Place (NIP) reporting to the Trustees Audit Committee in 2009, the museum had reviewed and developed a procedure for designating collection items 'Not in Place' for five years or longer and valued over £1,000, as formally 'missing'. This involved a very small number of objects but was nevertheless useful work.
  - iii. The Committee considered a number of loans to the National Museum of China as part of *Masterpieces of Chinese and European Ceramics*, a collaboration between the V&A, the British Museum and the National Museum of China. The exhibition would be presented as part of the UK Now season in China. The Committee agreed that as the object valuations were higher than expected, the full Board be notified of the loans. A paper summarising the loans was tabled. The Board agreed that the Museum would lend the objects, and that the risk would be balanced (i.e. separate shipments). **Trustees agreed that they would need to reassess the value of objects that the Collections Committee had delegated powers to approve.**
  - iv. **Trustees requested that a Loans Strategy framework be prepared.** Trustees agreed that the Museum had a duty to lend.
- 12.2 Development Committee. A report had been circulated previously. The following points were highlighted:
- v. A major sponsor had been secured for the Ballgowns exhibition.
  - vi. A significant legacy pledge for had been received.
  - vii. Corporate hire and Director's Circle were doing well.
- 12.3 Finance Committee – the draft Minutes had been circulated previously. It was noted that:
- i. Visit figures were on target but spend per visitor was less than expected.
  - ii. The initial meeting of the V&A Foundation would take place on 5 October. The foundation would be registered as a charity.
- 12.4 Investment Committee – the draft Minutes had been circulated previously. It was noted that:
- i. August had not been a great month.
  - ii. The economy was uncertain and investments would continue to be conservative.
- 12.5 See item 4.

## 13 Formal Business

- 13.1 A Legacy – see item 3
- 13.2 V&A Foundation and Articles of Association – At their meeting on 1 September 2011 the Trustees' Finance Committee reviewed and agreed the Articles of Association for the V&A Foundation. Trustees agreed that the articles be proposed for adoption at the founding meeting of the V&A Foundation.
- 13.3 Loss Review Board – A paper had been circulated previously. Trustees approved ten collection items to be formally designated as 'missing'.
- 13.4 Disposals – Trustees noted three disposals that had been presented to the 12 September Trustees Collections Committee:  
-Malabar House Model

-Japanese Tea House

-Haynes Grange reproduction ceiling

Trustees thanked staff involved with re-housing the objects.

**14 Any other business**

- 14.1 Trustees were invited to tour the exhibitions *Postmodernism* and *The House of Annie Lennox* following the meeting.

Amanda Bruce

28 September 2011

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



## Board of Trustees

### Minutes

#### *Circulated subject to the approval of the Board of Trustees*

Date: 24 November 2011 (202nd meeting)

Time: 14.00

Venue: V&A Board Room

Present: Paul Ruddock (Chairman)

Sir Timothy Sainsbury

Edwin Davies

Dame Marjorie Scardino

Andrew Hochhauser

Samir Shah

Betty Jackson

Sir John Sorrell

Professor Lisa Jardine

Bob Stefanowski

Paul Thompson

In attendance: Martin Roth, Director, V&A

Amanda Bruce, Performance and Planning Manager and Acting Secretary to the Board of Trustees, V&A (minutes)

Moira Gemmill, Director of Design, V&A

Jane Lawson, Director of Development, V&A

Beth McKillop, Deputy Director, V&A

Emma Neave, Policy and Planning Manager, V&A (minutes)

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: Steve McGuckin, Michelle Ogundehin

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

1.1 There were no declarations of interest.

#### **2 Minutes of the previous meeting (15 September 2011)**

2.1 Paragraph 5.1 – It was confirmed that the Heatherwick Studio exhibition would take place in 2012, and would run from 31 May to 30 September.

Paragraph 10.1.vi – Funding was being sought for the staging in China of *British Design 1948-2012* as part of the UK Now Festival.

#### **3 Matters arising**

3.1 On behalf of the Board and the Museum, the Chairman thanked Professor Lisa Jardine and Sir Timothy Sainsbury for their contribution to the Museum during their 8 years as Trustees of the V&A.

## **4 Learning Department Strategy**

*Emmajane Avery*

- 4.1 The work of the Department of Learning, catering for a broad audience with an extensive range of activities, was outlined. Highlights included: year-long art history courses; celebrity lectures; secondary school programme; digital programmes; gallery interpretation.
- 4.2 Future priorities were:
- Schools programme
  - Community
  - Higher Education and Creative Industries
  - Cross-Museum working
- 4.3 Key aims:
- To inspire creativity with objects at its heart
  - To build the schools programme
  - To make the V&A mean more to more people
  - To promote that design changes lives
- 4.4 In discussion it was highlighted that adult and digital programmes had been particularly successful, but that focusing on primary schools in particular (7-11 age range) was vital to develop creativity in individuals and build future audiences. This was a new programme and would benefit from more resource.
- 4.5 The Museum of Childhood schools programme attracted many schools from the local area, whereas the schools audience at South Kensington was drawn from broadly across London. Some schools had commented on rising prices and the effect on their ability to take up opportunities. A suggested solution was to offer a free gallery tour for schools, but other events could still be charging. The Board were asked to put forward any suggestions for funding opportunities for the learning programmes, particularly any with a local focus. It was reported that the rationalised programmes could be more attractive to potential sponsors.
- 4.6 In discussion, two audiences were identified - those specifically planning to enter the creative industries as a career, and a more general audience – both of which were to be encouraged. Teacher trainers should be included in the constituency to ensure a cascade of learning.

## **5 Exhibition Road Building Project Update**

*Moira Gemmill*

- 5.1 A paper had been circulated previously. The background to the project was highlighted including the link between building the new galleries and being able to restore the structures of the North and South Courts.
- 5.2 Images of potential modifications to the Exhibition Road area of the Museum estate were shown. The courtyard would be a vital part of the scheme. A conservation architect would work with the main architects. Meetings were taking place with the Victorian Society and discussions with English Heritage were progressing.
- 5.3 The impact of the project on the Museum was currently being considered and captured. New stakeholder groups would be established. All agreed that local support for the project was very important.
- 5.4 It was agreed that Trustees' Buildings Strategy Committee would receive updates and these would be reported to the Board of Trustees.
- 5.5 Some cost savings had been accepted and the next step would be the completion of Stage D. It had been decided to commence work onsite post-Olympics around the end of 2012 for logistical reasons. Board approval would be sought for commencing construction.

## 6 V&A at Dundee Update

*Philip Long*

- 6.1 A paper had been circulated previously. The origins and development of the project were outlined and an update of the current status given. Partners in the project included: V&A; Dundee's universities; Dundee City Council; Scottish Enterprise; Scottish Government. The University of Dundee and the University of Abertay, Dundee had very strong art and design departments, the latter particularly in digital design.
- 6.2 V&A at Dundee would be an international centre for design. Provision in Scotland for looking at design heritage was felt to be lacking. The V&A at Dundee would be able to tell both national and local design stories. It would also be an iconic building that would have an impact on the city.
- 6.3 The Scottish Government had been supportive with regard to funding. Other funding sources may be Europe, HLF, Arts Lottery, private donors.
- 6.4 Stage D should be concluded in early 2012, building completed in early spring/summer 2015 and opening Summer 2015.
- 6.5 The pre-opening programme had begun with *Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration* at the McManus in Dundee, which was proving very popular. Further exhibitions would be developed in collaboration with the V&A in the run up to the opening. For the first two years after opening, exhibitions would be solely in collaboration with the V&A. Subsequently there would be a continuing commitment to V&A exhibitions but V&A at Dundee may work with introduced partners and develop new relationships.
- 6.6 The project had been written into the V&A's UK strategy. Developing and sharing expertise was already in place. In discussion it was agreed that there had not previously been sufficient public recognition for past UK work, and it was important that the Museum's work outside London was tangible. The Memorandum of Understanding between the V&A and Design Dundee Limited covered a period of 20 years. It was emphasised that there was a mandate from government to share the V&A's collections within the UK.
- 6.7 It was agreed that the V&A worked all round the world and not solely in the UK itself, which was important given the changing cultural and political landscape.
- 6.8 The V&A would be the dominant brand, and the V&A name was important in terms of funding.
- 6.9 The Board had previously approved the project and the next step was a more developed contract.
- 6.10 The first draft of a brand licence and management agreement was due in early 2012. It was agreed that the Director and the Chairman would negotiate the contract on behalf of the Board.
- 6.11 The Board reiterated their support for the project and agreed that Dundee was a natural constituency for the project.

## 7 Director's Report

- 7.1 The Report had been circulated previously. The Director thanked the Board for their support in his new role. He reported on a new research exchange with Dresden and involvement with the German Olympic Committee that would bring delegates to the V&A. Overall, more discussion, more transparency, more joint projects and opportunities for soft diplomacy including new commissions, would be welcomed. The focus of the first two months had been on meeting people and gathering information. A vision for the strategic direction of the Museum in future years would be presented to Trustees at the next meeting on 2 February 2012.
- 7.2 *Decode* had opened at the Design Museum in Holon, Israel. *Khaligat Paintings* at the Victoria Hall, Kolkata, was proving popular. *Art and Design for All* had opened at Kunst und Ausstellungshalle der Bundesrepublik in Bonn. The exhibition focused on Prince Albert and his time in Bonn and engagement in London. *Wedding Dresses* at Bendigo Art Gallery, Australia had been particularly successful, attracting 75,000 visits.

- 7.3 A selection of artists' books was now on display in the Board Room.
- 7.4 Vernon Rapley, Head of Security and Visitor Services was introduced to the Board. The security strategy would be presented to Trustees at a future meeting, following consideration by the Trustees' Collections Committee.
- 7.5 Trustees' attention was drawn to the new *Great Britain* campaign and the *Legacy 10* campaign.
- 7.6 The Heatherwick Studio exhibition would be part of the Cultural Olympiad, and the V&A would also be working with a Brazilian artist.
- 7.7 Excellent visit figures had been recorded, with the October half term period at South Kensington breaking the record for the best week ever, with 97,600 visits. This was an 82% increase on half term week in 2010/11 (53,600). So far in 2011/12 there had been 1,848,000 visits to V&A South Kensington, up 6% on the previous year.
- 7.8 The progress so far in the Digital Review was outlined. It was requested that the Digital Review findings be presented at the meeting in February.
- 7.9 A DVD of the *Handmade in Britain* series would be out later in the year.
- 7.10 The recent acquisition of the John Deare relief was highlighted.
- 7.11 The recent Bizot meeting of international museum directors had focused on discussion of environmental conditions for objects.

## **8 Chairman's Report**

- 8.1 Five new Trustees were to be appointed shortly.
- 8.2 A letter had been received from Jeremy Hunt MP, Secretary of State for Culture, Media, Olympics and Sport, asking for assurance that bodies had in place contingency plans to meet any future financial pressures.
- 8.3 Kris Donaldson had proposed the establishment of a World Capital of Culture programme, which might begin with London.

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

### **9.1 Audit Committee**

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

- Internal and external audit updates had been presented.
- The DCMS capital investment limit had been raised to £15m.
- The regular review of the risk register had been undertaken.
- The V&A Foundation had now been set up as a registered charity.

### **9.2 Buildings Strategy Committee**

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

- There had been an update on the Exhibition Road Project.
- The Medieval & Renaissance Galleries balustrade would be installed shortly.

### **9.3 Development Committee**

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

- Garrard would be sponsoring *Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration*
- Coutts would be sponsoring *Ballgowns: British Glamour since 1950*.
- An HLF presentation was imminent for Europe 1600-1800 galleries.
- A new Development Advisory Board was being established.
- The pre-application for the endowment match funding challenge would be submitted shortly.
- Membership was on target and making a profit for the Museum.

### **9.4 Investment Committee**

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

- The wider economic situation had been discussed and its impact on investments.

- The investment advisors would now be reviewed as three years had elapsed.

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

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

- Lost and Found, an event featuring writers Jeanette Winterson and Jackie Kay, had been programmed with Poet in the City and Queen Mary University of London as part of National Adoption Week, and had attracted new visitors.
- A dress made from 1951 Festival of Britain fabric had been acquired.
- The exhibition *Magic Worlds* had been very successful.
- The riots had come quite close to the Museum in the summer and visit figures were down during this period. The Museum closed early on one day.

#### 9.6 **VAE Board**

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

- The Director had been welcomed to the Board.
- The *Handmade in Britain* project had been discussed.
- The performance of the Reading Rooms had been reviewed.
- The new Brand Book had been produced.
- There had been a presentation from the new HR manager.
- There had been a presentation of new books and publishing projects.

### **13 Formal Business**

#### 13.1 Terms of Reference for Trustees' Committees

The relevant committees had seen and discussed the terms of reference. The Board approved the terms of reference.

### **14 Any other business**

#### 14.1 There was no other business.

Emma Neave

5 December 2011

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