



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 90th 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)