



## Board of Trustees

### Minutes

Date: 16 May 2012 (205th meeting)

Time: 14.00

Venue: V&A Board Room

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

In attendance: Martin Roth, Director, V&A  
Amanda Bruce, Performance and Planning Manager (for item 4 only)  
Laura Frampton, Head of Planning and Secretary to the Board of Trustees, V&A (minutes)  
Moira Gemmill, Director of Design, V&A  
Jane Lawson, Director of Development, V&A  
Beth McKillop, Deputy Director, V&A  
Philippa Ouvry, Head of Friends and Patrons (for item 5 only)  
Jo Prosser, Commercial Director, V&A  
Vernon Rapley, Head of Security and Visitor Services, V&A  
Damien Whitmore, Director of Public Affairs & Programming, V&A  
Christopher Wilk, Keeper, Furniture, Textiles & Fashion (for item 6 only)  
Sian Williams, Director of Finance, V&A

Apologies: Mark Damazer, Michelle Ogundehin, Sir John Sorrell

#### 1 Declaration of Interests

1.1 There were no declarations of interest.

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

2.1 The minutes of the previous meeting were approved.

#### 3 Matters arising

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

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

**SW/MG/AH**

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

£200,000 development funding.

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

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

## 4 2011/12 Performance Indicator Report

*Amanda Bruce, paper circulated with the agenda*

4.1 The following points were highlighted:

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

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

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

## 5. V&A Friends

*Jane Lawson and Philippa Ouvry*

5.1 JL explained that the V&A Friends was set up in 1976 as a separate charity with its own Board of Trustees. Marina Vaizey was the current Chairman and the Chairman-elect was John Everett. In 2002 it was rebranded as 'membership' but kept its title of V&A Friends. In 2005 the Development Department took over the management and day to day running of the V&A Friends.

5.2 PO explained that a piece of market research on the V&A Friends had been undertaken by MHM and she highlighted the following points:

- Membership numbers were at the highest level ever (over 30,000).
- The Museum had a high renewal rate of 81% and the average length of membership was 7 years.
- A high proportion of members were based in London and the South East.
- Members' satisfaction levels were overall very good.
- A higher proportion of Members were in older age groups compared to the age profile of the total V&A audience. There were plans to encourage more younger people to join by changing student membership to young membership.
- 79% of members were female and 21% were male.
- The Friends contributed the following to the V&A:
  - Direct support: In 2011/12 Friends turnover was over £1 million of which £528k was given in grants and £273k was designated for future projects.
  - Advocacy: Friends act as ambassadors for the Museum.
  - Secondary spend: In the last year 79% had bought items in the shop, 8% had bought in the online shop, 70% had used the café, 16% had made additional spontaneous donations during their visit. The estimated value of secondary spend was significant.
- Research showed that there was a further propensity to give to the Museum via other methods e.g. donations, regular direct debit gifts, legacies, becoming a patron etc.
- Going forward there were plans to continue to grow numbers and support from the Friends:
  - Membership Week continued to raise awareness of the Friends.
  - From September a Rob Ryan designed welcome pack and cards would be introduced.
  - A 'Plus Extra Card' would be provided.

## 6 Furniture, Textiles and Fashion Update

*Christopher Wilk*

6.1 PR explained that this was the first of a series of presentations by Keepers to highlight the work of their particular area to the Board.

6.2 CW explained that the Furniture, Textiles and Fashion Department was currently involved in the following:

- FuturePlan Projects:
  - The Fashion Gallery which had opened the previous evening.
  - The Furniture Gallery (a materials and techniques gallery) would open in November 2012.
  - The Clothworkers' Textiles and Fashion Study Centre which was due to open in

summer 2013.

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

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

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

## 7 Security Strategy

*Vernon Rapley*

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

## 8 Exhibition Road Building Project Update

*Moira Gemmill*

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

**Actions:**

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

## **9 Director's Report**

9.1 The Report had been circulated prior to the meeting.

9.2 The V&A along with other charitable organisations had given feedback to Government about the negative impact of the proposed cap on unlimited tax relief.

9.3 The Department for Education had announced that it would invest £15m in cultural education in England, including £3.6m for museums and galleries education.

9.4 The V&A continued to be supportive of plans to ensure that the Wedgwood Collection remained accessible to the public.

9.5 Culture Secretary Jeremy Hunt MP and Chinese State Councillor Liu Yandong had met at the V&A on 16 April to launch a new cultural 'dialogue' between the UK and China.

9.6 According to the Art Newspaper's survey of 2011 visitor figures from 400 leading art museums in the world, the V&A was ranked 14<sup>th</sup>.

9.7 The project to show *Street Art: prints from the Victoria and Albert Museum, London* in Libya had gone well.

## **10 Chairman's Report**

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

10.2 The Chairman was interested in how the V&A might engage more widely with Exhibition Road and its related organisations.

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

### **Audit Committee**

The Audit Committee had met on 24 April 2012.

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

### **Buildings Strategy Committee**

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

Building Project and different options for refurbishing the Cast Courts.

**11.3 Development**

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

**11.4 Finance and Investment Committees**

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

**12 Formal Business**

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

**13 Any other business**

13.1 There was no further business.

Laura Frampton

19 June 2012

*Signed* \_\_\_\_\_

*(Sir Paul Ruddock, Chairman)*