



## Board of Trustees

### Minutes

Date:	21 November 2013 (214th meeting)		
Time:	14.00		
Venue:	Hickory Room, Museum of Childhood		
Present:	Sir Paul Ruddock (Chairman)	Steve McGuckin	
	João Baptista	Theresa Sackler	
	Nicholas Coleridge	Samir Shah	
	Edwin Davies	Professor Evelyn Welch (for items 1-8)	
	Professor Margot Finn		
	Andrew Hochhauser		
In attendance:	Martin Roth, Director, V&A		
	Kate Bellamy, Head of National and International and Secretary to the Board of Trustees, V&A (minutes)		
	Moira Gemmill, Director of Design, V&A		
	Fraser Jopp, Acting Head of Finance, V&A		
	Jane Lawson, Director of Development, V&A		
	Kieran Long, Senior Curator of Contemporary Architecture, Design and Digital, V&A (for items 1-5 only)		
	Sarah Sevier, Head of Brand Development, Design & Buying, V&A		
	Vernon Rapley, Head of Security and Visitor Services, V&A		
	Tim Reeve, Chief Operating Officer, V&A		
	Mark Sebba, Chairman, VAE Board, V&A (for items 6-7 only)		
	Jane Wentworth, Director, Jane Wentworth Associates (for item 6 only)		
	Christopher Wilk, Keeper, Furniture, Textiles and Fashion, V&A (for items 1-5 only)		
	Damien Whitmore, Director of Public Affairs & Programming, V&A		
	Paul Williamson, Acting Deputy Director – Collections, V&A		
Apologies:	Mark Damazer		
	Beth McKillop, Deputy Director, V&A		
	Michelle Ogundehin		
	Sir John Sorrell		
	Robert Stefanowski		
	Harold Tillman		
	Edmund de Waal		

#### **1 Chairman's Introduction**

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

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

## **2 Declarations of Interest**

There were no declarations of interest.

## **3 Minutes of the previous meeting (12 September 2013)**

- 3.1 With reference to the Minutes of the previous meeting, the Chairman reminded Trustees of his request that they all support the V&A as Friends or members of the Director's Circle.
- 3.2 Minor amendments to the Minutes of the previous meeting were requested and agreed. The minutes were approved pending amendments.

## **4 Matters arising**

- 4.1 TR informed Trustees that the terms of the new government loans scheme had been received from DCMS.
- 4.2 With regards the Shekou Museum development, TR reported that contract discussions with CMG are ongoing, that the partnership is strengthening and, whilst there are barriers to overcome, he remains confident that the contract will be ready for signing in January.

## **5 Contemporary Architecture, Design and Digital Presentation**

*Christopher Wilk*

*Kieran Long*

- 5.1 Christopher Wilk, Keeper of Furniture, Textiles and Fashion, Contemporary Architecture, Design and Digital (CADD) and Kieran Long, Senior Curator of CADD, presented the work and plans of the CADD team which was established eleven months ago to bring a new focus to contemporary work at the V&A and to stimulate debate about contemporary design. They explained that the aim of the team is to focus on design practice today, enabling the V&A to be the foremost authority on contemporary design practice.
- 5.2 The overall framework for the team's work is how design reflects how we live together in public, and how design reflects and defines public life. Work strands include:
- 5.3 Rapid Response Collecting, in response to global events. A selection of objects collected by the team will be displayed in a space next to the 20th Century Gallery at South Kensington from May 2014.

Generating exhibitions. A number of proposals are currently being developed

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

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

across Museum departments.

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

## **6 V&A Brand Architecture Project Presentation**

*Damien Whitmore, Director of Public Affairs and Programming*

*Jane Wentworth, Director, Jane Wentworth Associates*

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

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

## **7 Review of V&A Commercial Activity**

*Tim Reeve*

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

## **8 V&A and E2020 Presentation**

*Martin Roth*

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

## **9 Exhibition Road Update**

*Moira Gemmill*

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

## **10 Director's Report**

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

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

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

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

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

## **11 Chairman's Report**

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

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

### **12.1 Trustees' Collections Committee**

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

### **12.2 Finance Committee**

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

### **12.3 VAE Board Meeting**

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

### **12.4 Development Report**

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

### **12.5 Technology Strategy Committee**

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

### **12.6 Audit Committee**

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

### **12.7 Building Strategy Committee**

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

### **13 Any Other Business**

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

*Kate Bellamy*

*29 November 2013*

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