



Board of Trustees

Minutes

Date: 11 September 2014 (219th meeting)

Time: 14.00-16.30

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chair) Dame Theresa Sackler
João Baptista Mark Sebba
Nicholas Coleridge Paul Thompson
Mark Damazer Samir Shah
Professor Margot Finn Caroline Silver
Andrew Hochhauser Sir John Sorrell
Steve McGuckin Edmund de Waal
Professor Evelyn Welch

In attendance: Martin Roth, Director, V&A
Emma Jane Avery, Director of Learning and Visitor Experience, V&A
Kate Bellamy, Head of Strategy and Advocacy and Secretary to the Board of Trustees, V&A (minutes)
Heather Francis, Director of Finance & Resources, V&A
Moira Gemmill, Director of Design & FuturePlan, V&A
Jane Lawson, Director of Development, V&A
Beth McKillop, Deputy Director, V&A
Tim Reeve, Chief Operating Officer, V&A
Alex Stitt, Director of Commercial & Digital Development, V&A
Philip Long, Director of V&A Dundee (for item 8)
Professor Bill Sherman, Head of Research (for item 7)
Ghislaine Wood, Exhibitions Curator (for item 8)

Apologies: Michelle Ogundehin
Robert Stefanowski

The Chairman welcomed recently appointed trustee, Caroline Silver, to her first Board meeting.

1 Declaration of Interests

1.1 There were no declarations of interest.

2 Minutes of the previous meeting

2.1 The minutes of the previous meeting were approved by the Board.

3 Matters arising

3.1 There were no matters arising.

4 Report on the Glamour of Italian Fashion

- 4.1 Tim Reeve (TR) reported on the visits, expenditure and income for the Glamour of Italian Fashion exhibition, which received just over 130,000 visitors. The exhibition will tour, with US venues already lined up. TR noted that it was a popular exhibition with V&A members, the security regime worked well and the launch programme was exceptional.
- 4.2 Trustees thanked TR for his robust analysis. The Board suggested that the Museum consider using external experts to pilot exhibition concepts and designs. Trustees noted that the exhibition was particularly informative for fashion students.

5 5 Year Public Programme

- 5.1 Martin Roth presented plans for the V&A public programme for the next five years including the headline themes: the Designed World, Performance and Pop Culture, Engineering and Manufacturing and World Collections. He explained that the programme would be scholarly, popular and commercial, founded on object based research.
- 5.2 Moira Gemmill (MG) updated the Board on revisions to the programme planning process, including the reformed membership and remit of the Exhibitions Steering group. She explained that the exhibition budget and visitor targets can be managed over the course of each year, allowing for some 'risk'. She provided further detail on the future programme.
- 5.3 The Board welcomed the proposed programme. One trustee asked how ideas for exhibitions are generated and if future forecasting plays a part. MG explained that staff across the Museum, from the Director to curators, all contribute ideas and that they are well networked and aware of external trends.

6 Commercial Strategy

- 6.1 Alex Stitt (AS) outlined for the Board the current profile of V&A Enterprises. He explained that it covers retail, licensing and publishing and that the V&A achieves higher value sales per retail customer than other UK museums. As new Commercial Director, AS summarised his immediate priorities to continue to build on the successes of the business.
- 6.2 Trustees welcomed the new commercial approach. They agreed that there should be a close connect between the mission of the Museum and its retail offer.
- 6.3 The Board approved the new terms of reference for the new Commercial Strategy Committee with some minor amendments.

7 Research Strategy

- 7.1 Bill Sherman thanked the Board for their support via the Trustees' Research Advisory Committee, especially its Chair, Professor Margot Finn. He invited all trustees to visit the Research Department. BS presented the current programme and future plans of the V&A Research Department. He explained that it serves as a research and development centre for V&A exhibitions and scholarly publications. The Department runs a thriving postgraduate programme, including in partnership with the RCA and collaborative PhDs. It also participates in a number of visiting fellows programmes and administers a research grants programme to support V&A research activity. BS set out his new priorities, including making both collections and research more visible inside and outside the Museum. BS updated the Board on the V&A Research Institute Pilot Project.
- 7.2 The Chairman thanked BS for his thorough presentation and suggested that Board members contact BS directly with any questions or comments.

8 V&A Museum of Design Dundee

- 8.1 Philip Long updated the Board on project developments. He explained that the building development is making good progress, with the preferred contractor, BAM, appointed; the business plan is complete and, on the back of that, the project obtained a running cost commitment from the Scottish Government; and fundraising is on track, including support from the Heritage Lottery Fund. PL outlined for the Board the growing staff team and the pre-opening programme, which is building anticipation and support for the project in Dundee.
- 8.2 Ghislaine Wood presented an overview of plans for the Scottish Design Galleries to trustees, to include objects from the V&A and objects on loan from Scottish collections. The galleries will cover historical, modern and contemporary Scottish design and include textiles, architecture, furniture, fashion, industrial and digital design.
- 8.3 The Chairman thanked PL and GW for their presentation.

9 Director's Report

- 9.1 Martin Roth (MR) provided the Board with an overview of V&A activity and priorities since the previous meeting. He noted that the exhibition Disobedient Objects has received 125,000 visitors, in 7 weeks and provoked public engagement and wide media coverage, along with news of the Rapid Response Collecting display. He was pleased to inform trustees that funding had been successfully raised for the Medal Cabinet, the Chateau de Juvisy painting and the Peter Brook archive and explained that the Wolsey Angels campaign is active and ongoing. MR drew the Board's attention to his attendance, with TR, at the ground-breaking ceremony for the Shekou Design Museum in Shenzhen. MR informed trustees that the Chancellor had committed funding to support the World Collections' Programme's (of which the V&A is a member) cultural exchange programme with China as part of the Economic and Financial Dialogue with Vice Premier Ma Kai. He noted that the architectural competition for the Olympic Park cultural quarter development had been launched and that LLDC had received over 900 advance expressions of interest. MR updated trustees on touring exhibition highlights, including David Bowie Is... to Berlin and Chicago and Hollywood Costume to Los Angeles. He recommended a strong Autumn season to the Board, including Horst: Photographer of Style, Constable: The Making of a Master and the London Design Festival and suggested trustees visit the BMW/Barber&Osgerby installation in the Raphael Gallery.

10 Chairman's Report

- 10.1 Sir Paul Ruddock noted that he would join the Director for a meeting with the Mayor of London on V&A business shortly and that he would be speaking, alongside the Mayor, at an upcoming Legacy List dinner.

11 Reports from Committees

11.1 Development Report

The Report had been circulated previously.

11.2 VAE Board

The minutes of the meeting held on 10 July had been circulated previously.

11.3 Building Strategy Committee

Steve McGuckin provided a verbal update for the meeting held on 8 September, including an overview of the Exhibition Road, Europe Galleries and Cast Court developments and Museum of Childhood development plans.

12 AOB

- 12.1 TR updated the Board on the Art Fund's plans to raise funds to purchase the Wedgwood Collection and to gift it to the V&A. He stressed the V&A's commitment to ensuring the collection remains on display at the Wedgwood Museum in Barlaston and reminded the Board that the V&A would not be contributing to the direct costs of purchasing the collection.

Kate Bellamy, 11 September 2014

Signed _____
(Sir Paul Ruddock, Chairman)