



Board of Trustees

Minutes

Date: 2 February 2012 (203rd meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Dame Marjorie Scardino
João Baptista Samir Shah
Mark Damazer Sir John Sorrell
Andrew Hochhauser Paul Thompson
Betty Jackson Harold Tillman
Steve McGuckin Edmund de Waal
Michelle Ogundehin

In attendance: Martin Roth, Director, V&A
Laura Frampton, Head of Planning and Secretary to the Board of Trustees, V&A (minutes)
Beth McKillop, Deputy Director, V&A
Jane Lawson, Director of Development, V&A
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: Edwin Davies, Theresa Sackler, Bob Stefanowski, Moira Gemmill

1 Declaration of Interests

1.1 There were no declarations of interest.

2 Minutes of the previous meeting (24 November 2011)

2.1 The minutes of the previous meeting were approved subject to two minor corrections.

3 Matters arising

3.1 Regarding item 6.10, it was noted that work was progressing on the first draft of a brand licence and management agreement for the V&A at Dundee project.

3.2 Regarding 9.2 the new balustrade in the Medieval and Renaissance Galleries had been installed.

4 Welcome to New Trustees

Sir Paul Ruddock and Martin Roth

4.1 The Chairman and the Director welcomed four of the five newly appointed Trustees to their first Board meeting: João Baptista, Mark Damazer, Harold Tillman and Edmund de Waal.

5 Future Strategic Direction of the V&A

Martin Roth

- 5.1 The Director outlined some thoughts about the future direction of the V&A and stressed the need to secure the budget for the Museum now and in the future, increase visitor numbers and enhance visitor experience, continue FuturePlan, make the V&A an opinion leader and be innovative, creative and brilliant in everything the Museum does.
- 5.2 Continuing to build and develop the V&A's brand continues to matter greatly. The Museum at South Kensington remains the centre of the V&A's activities. All our work, nationally and internationally, radiates from this point.
- 5.3 There were two important strands of activity that underpin the objectives outlined in 5.1:
- The V&A will continue to strengthen its collections and knowledge:
 - Keepers will sit at the heart of decision making processes.
 - The Museum's collections will embrace contemporary and historical creative practices.
 - The Museum will enhance the following areas of its collections: contemporary architecture and urbanism, digital design and product design.
 - The V&A will position itself as an opinion leader for design issues:
 - We will lead the way in topical debate and discussion and art and design.
 - We will strengthen and further develop relationships with the Creative Industries.
 - We will work with diverse communities and focus on design in society.
- 5.4 The V&A must constantly seek new ways to work and collaborate with other organisations.
- 5.5 The V&A should sustain its attractive and successful exhibition programme. Headline exhibitions should contribute to our reputation as the leading centre for design in society.
- 5.6 The Director acknowledged that under Mark Jones' Directorship, the V&A's touring exhibition programme had flourished. The V&A needed to evaluate the scale of this programme and consider the rationale for touring various exhibitions nationally and internationally. The V&A would continue to work closely with the Foreign Office and the British Council in our international programmes.
- 5.7 Acknowledging the achievement of the Development Department and VAE, the Director reaffirmed his support for both departments.
- 5.8 The Museum's digital work is important and a Digital Review would be presented to the Board at its next meeting.
- 5.9 As the world's leading museum of art and design, the V&A's buildings must reflect its mission to stimulate enjoyment and appreciation of good design. The V&A must continue its programme of redevelopment through FuturePlan Phase 2.
- 5.10 The Museum's Research Department should further develop and strengthen networks and links internationally.
- 5.11 A review of the Museum's committees was being undertaken to ensure that decision-making was as efficient and effective as possible.
- 5.12 The Director acknowledged that the staff were a great asset and it was important to have succession plans and to support the Museum's workforce.
- 5.13 The Board welcomed the Director's plans for the future of the Museum. In discussion Trustees made the following points:
- Trustees noted the importance of future research and scholarship about design in society and that collection development will be an important strand in this work.
 - Contemporary architecture and urbanism, digital design and product design were important areas going forward.
 - With its depth and breadth of experience, the V&A is well placed to develop as an opinion former/place of debate regarding art and design. The V&A would need to focus comment and

debate on its areas of expertise.

- The Museum's learning programmes remain a fundamental part of V&A activity.
- Digital design offered great opportunities in a museum environment and it was good that the V&A was focusing on this area.

6 Public Programme 2012-2014

6.1 Highlights from the public programme for the next three years were presented to and discussed by Trustees.

7 Director's Report

7.1 The Report had been circulated previously.

7.2 The Director and SW attended a meeting with DCMS officials in January to discuss the financial situation.

7.3 One of the recommendations coming out of the DCMS Arms Length Bodies (ALB) Sponsorship Review was that DCMS would engage more closely with ALB Boards to achieve shared goals. **A DCMS official would be invited to join a future Board meeting to talk about the Department's priorities and delivery challenges over the spending review period.**

7.4 In December 2011 the High Court ruled that the collection owned by the Wedgwood Museum Trust was an asset of the Wedgwood Company that went into administration in 2009 and could be sold to pay creditors. Various discussions were ongoing about the future of the collection. The V&A strongly supports plans to ensure that this important collection remains available to the public.

7.5 2011 was the V&A's most successful calendar year ever in terms of visit figures (All sites: 3,239,300; V&A South Kensington: 2,789,400; V&A Museum of Childhood: 446,700; V&A Blythe House: 3,200).

7.6 The *Power of Making* exhibition had been the V&A's second most successful exhibition in terms of visit figures (*Art Deco* was still the most successful). This free exhibition was a joint collaboration with the Crafts Council. It had attracted excellent press coverage and had proved very popular on social media. The success of the exhibition showed the public interest in the creative 'behind the scenes' processes.

7.7 The *Cult of Beauty* exhibition at the Musee d'Orsay, Paris had closed with a total of 426,000 visitors. The Jameel Prize was also being shown in Paris at the Institut du Monde Arabe until 26 February.

7.8 Rowan Watson's major catalogue on *Western Illuminated Manuscripts* had been published.

7.9 Digitisation of the collections was progressing well.

7.10 Plans were progressing for UK Now, the festival of British culture in China in 2012. The V&A's contribution included a joint V&A and British Museum exhibition of *Masterpieces of Chinese and European Ceramics* at the National Museum of China.

8 Chairman's Report

8.1 A recent NESTA event had showcased Panlogic's research on Digital Philanthropy for the Arts. The Chairman had suggested to Jeremy Hunt, Secretary of State for Culture, Olympics, Media & Sport, that it would be good to have a single platform to enable people to give money digitally.

8.2 The V&A Foundation had been established and the second Board meeting would take place the following week.

8.3 Kris Donaldson, who ran the European Capital of Culture in Liverpool, is proposing a World Capital of Culture which would take place every four years. The idea is supported by the British Council. The Director and DW have held initial meetings.

9 Reports from Committees and VAE Board

9.1 Audit Committee

The following points from the meeting on 31 January were noted:

- The Committee had received three reports from the Museum's internal auditors.
- The Committee had discussed a draft governance statement which was a new requirement for the Annual Report and Accounts submitted to Parliament. Amongst other things, it would contain information on how Trustees are appraised.
- A new risk policy had been discussed.
- The Chairman had handed over the position of Chair of the Audit Committee to João Baptista.

9.2 Buildings Strategy Committee

The draft minutes of the meeting held on 16 January had been circulated previously. It was noted that:

- The Fashion Gallery (Gallery 40) was on schedule for completion in May.
- The Committee had reviewed and endorsed a presentation on the architectural scheme and exhibition design at Stage E for the Cast Courts Project.
- The Exhibition Road Project was progressing well. The Buildings Strategy Committee would be having a presentation of Stage D at its next meeting.

9.3 Collections Committee

The draft minutes of the meeting held on 5 December had been circulated previously. It was noted that:

- Lisa Jardine had been thanked for her significant contribution to the Committee during her eight years as Chair.
- The Committee had discussed the Loans Policy.
- Loans were approved including a number of Dickens related objects.
- The V&A was looking to acquire a pair of Venetian baroque tables that had been export stopped. This would be a joint bid with the National Museums Scotland.

9.4 Development

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

- A number of large pledges had been made.
- A large donation had been received for the Clothworkers Centre.
- A lead sponsor had been confirmed for the Hollywood Costume Exhibition.
- A successful Travel with the V&A trip to Goa and the Deccan had just been completed.
- Forthcoming event dates were highlighted. Trustees were warmly encouraged to attend V&A events.

It was agreed that a presentation on the Friends should be scheduled for a Board meeting.

9.5 Finance Committee

The minutes of the meeting held on 24 November and the draft minutes of the meeting held on 16 January had been circulated previously. It was noted that:

- The Museum was on track to make a small surplus for 2011/12.
- The internal departmental budget round for 2012/13 had taken place. The 2012/13 budget would be presented to the Trustees' Finance Committee after which it would be brought to the Board for approval at the next Trustee meeting.
- The Committee had received updates on procurement.
- An application to the Catalyst Endowments fund has been made jointly with the V&A Foundation. The Committee discussed the potential challenge of funding FuturePlan and the Endowment.
- The Committee had discussed the implications of the anticipated funding environment.

- The Committee had been updated on the Cultural Gifts Scheme.

9.6

VAE Board

The following points from the meeting on 26 January were noted:

- Charles Morrissey had been welcomed on to the VAE Board.
- Christmas trading had been good, particularly in the main store and core brand.
- The Board had discussed publishing and e-publishing.
- The budget for VAE for 2012/13 had been approved.
- The Board supported investigation of a suggestion that in future, management of the catering contract should come under VAE's remit.
- The Board had reviewed the range of products for British Design 1948-2012.

10

Formal Business

10.1

It was resolved that Martin Roth be added to the list of signatories to the Museum's bank accounts as Director in accordance with the existing mandates.

11

Any other business

11.1

On behalf of the Board and the Museum, the Chairman thanked Dame Marjorie Scardino for her contribution to the Museum during her 9 years as a Trustee of the V&A.

Laura Frampton

10 March 2012

Signed _____
(Sir Paul Ruddock, Chairman)