



Board of Trustees

Minutes

Date:	29 November 2012 (208th meeting)		
Time:	14.00		
Venue:	V&A Board Room		
Present:	Sir Paul Ruddock (Chairman)	Steve McGuckin	
	João Baptista	Michelle Ogundehin	
	Mark Damazer	Theresa Sackler	
	Edwin Davies	Samir Shah	
	Andrew Hochhauser	Sir John Sorrell	
	Betty Jackson	Harold Tillman	
In attendance:	Martin Roth, Director, V&A		
	Julius Bryant, Keeper, Word and Image Department, V&A (for items 1-4 only)		
	Brian Chester, Interim Director of Finance, V&A		
	Caroline Felton, Deputy Director, Operations, V&A		
	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		
	Jo Prosser, Commercial Director, V&A		
	Vernon Rapley, Head of Security and Visitor Services, V&A		
Apologies:	Damien Whitmore, Director of Public Affairs & Programming, V&A		
	Paul Thompson		
	Bob Stefanowski		
	Edmund de Waal		

1 Declaration of Interests

- 1.1 There were no declarations of interest.

2 Minutes of the previous meeting (20 September 2012)

- 2.1 The minutes of the previous meeting were approved.

3 Matters arising

- 3.1 Regarding item 3.1: The Chairman reported that the licence agreement for the V&A at Dundee had now been signed.
- 3.2 Regarding item 6.2: Caroline Felton outlined the key points from a briefing paper she had prepared to illustrate the costs of exhibitions previously classed as 'cultural diplomacy exhibitions'.

4 Collections Department Update: Word and Image

Julius Bryant

- 4.1 As part of a series of presentations to update the Board on the collections departments, Julius Bryant gave a presentation on the Word and Image Department. The Department was responsible for:
- Prints, Drawings, Paintings and Photographs Collections (766,664 objects, 65% of V&A's collections online)
 - The National Art Library (NAL:845,056 items)
 - The Archive of Art & Design (354 Archive groups)
 - The V&A's Institutional Archive
 - The V&A +RIBA Partnership (since 2001)
 - 9 national collections (Photography, Designs, Commercial Graphics, Watercolours, Portrait Miniatures, The Art of the Book, Pastels, Computer Art, John Constable)
 - 3 Study Rooms (NAL, Print Room, Blythe House), 2 education rooms and e-Resources.
- The Prints and Drawings Study Room contained 766,664 works of art and 5,749 students visited the 3 study rooms in booked groups in 2011/12. In the same year the Department had loaned 1,239 objects to exhibitions and made 1,657 new acquisitions. The National Art Library was considered one of the world's top four museum art research libraries and had received 31,931 visits in 2011/12. Users had increased by 50% from 2001 – 2011. The Department handled the Museum's enquiries and had administered over 12,000 in 2011/12. Word and Image was responsible for 17 galleries across the Museum and for the successful annual V&A Illustration Awards. Julius Bryant outlined the wide ranging current and future V&A headline exhibitions, temporary displays, touring exhibitions, research, major acquisitions and FuturePlan projects that the Department was involved in.
- 4.2 The Board commented on the impressive range of outputs the Word and Image Department delivered.

5 FuturePlan Update: Redevelopment of the North East Quarter

Moira Gemmill

- 5.1 Moira Gemmill updated Trustees on current live FuturePlan projects through to the completion of the new courtyard, entrance and exhibition gallery in 2016. She presented redevelopment proposals for the North East Quarter. While there were several issues to be resolved, Trustees were supportive of the plan and it was agreed in principle.
- 5.2 In discussion:
- **Action: It was agreed that Vernon Rapley would present an item on the visitor experience at a future Board meeting.** VR
 - The Board congratulated staff that had been involved in the new Furniture Gallery.

6 Half Year Performance Indicator Report

Laura Frampton

- 6.1 Laura Frampton highlighted the following key points from the half year performance indicator report that had been circulated prior to the meeting:
- V&A sites hadn't experienced the same level of decreases in total visit figures as other similar organisations during the Olympic period. Year to date figures showed that V&A continued to be +13% compared to the previous year and the Museum of Childhood was

-3.7%.

- The percentage of V&A visits from overseas during quarter 2 was slightly lower than the previous year (47% compared to 52% the previous year). However the combination of quarters 1 and 2 showed that 51% of the V&A's visits were from overseas (compared to 52% the previous year). The UK/overseas ratio at the Museum of Childhood continued to be similar to the previous year ie 81% UK: 19% overseas.
- The V&A website had received 7,414,900 visits between Apr-Sep 2012. 60% of traffic came from the UK and 40% from overseas.
- 87% of the V&A's collection was internet accessible.
- Overall child visits were 204,500 which was -2% compared to the previous year. The V&A had increased its child audience by 3% to 122,000.
- DCMS had changed its performance indicator relating to children in 'facilitated and self-directed visits' to under 18s rather than under 16s. The measure now captured the Museum's strong 16-17 year audience. High figures at the V&A for 'visitors participating in onsite organised activities' (123,700) were due to a number of special events including a Digital Weekend and the Big Draw in September 2012.
- At the V&A the percentage of NS-SEC groups 5-8 was 5% and 24% at the Museum of Childhood.
- At the V&A the percentage of BAME (Black, Asian, and Minority Ethnic) visits was 18% and 22% at the Museum of Childhood.
- 45% of visits to the V&A were from professionals, teachers and students in the creative industries.
- At both the V&A and the Museum of Childhood 99% of visitors said that they would recommend a visit.
- Between Apr-Sep 2012 1,102,100 people visited V&A touring exhibitions in the UK and overseas. This figure included high visit figures to *Diaghilev* in Madrid (171,900 visits), *Grace Kelly: Style Icon* in Australia (211,200 visits) and *Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration* in Canada (92,000 visits).

7 Director's Report

7.1 The Report had been circulated prior to the meeting.

7.2 Visitor figures at both sites remained strong. The *Hollywood Costume* exhibition had been well attended (over 100,000 visits to date) and had received critical acclaim. Opening hours had been extended to satisfy demand for tickets. The Museum was considering extending opening hours for the forthcoming *David Bowie Is* exhibition.

7.3 The Director encouraged Trustees to further engage with the Museum of Childhood. Regarding the Museum of Childhood Committee he thanked Samir Shah for being Chair and Betty Jackson for being a member. He highlighted the strong public programme at the Museum including the *Modern British Childhood 1948-2012* exhibition which was currently open, the *Beautiful Games* exhibition which had ended on 9 September, a small current display on *Teen Knife Crime* and the Museum's Hospital Schools Programme.

Action: It was agreed that a future Board meeting would be held at the Museum of Childhood.

7.4 The British Film Institute's collection of film costumes, comprising around 500 film costumes, would transfer to the V&A in Autumn 2013.

7.5 The Director had delivered a keynote speech at the Museum's Association Conference in Edinburgh including reflections on the opportunities and challenges of international work

and partnerships within the UK.

- 7.6 The Director updated the Board on a number of potential international projects that were currently being explored.

8 Chairman's Report

- 8.1 The Chairman welcomed Brian Chester, interim Director of Finance, to his first V&A Board meeting.
- 8.2 The Chairman reported that The Prime Minister had appointed the following three new Trustees to the V&A Board: Nicholas Coleridge CBE, Professor Margot Finn and Professor Evelyn Welch. The Prime Minister had also reappointed Samir Shah to the Board for a further 2 years.
- 8.3 The Chairman reported that he had given the key note speech at the recent Art Fund conference held at the British Museum.
- 8.4 The Chairman was keen for the Museum to further consider its storage strategy.

9 Reports from Committees and VAE Board

9.1 Audit Committee

The draft minutes of the meeting held on 30 October had been circulated previously. It was noted that:

- The Committee had received a payroll report, updates from recommendations from previous reports and updates on remaining reports for 2012-13.
- The Committee had discussed governance arrangements.
- Some adjustments had been made to the Strategic Risk Register.
- The Committee had agreed to postpone the internal audit tender process.

9.2 Buildings Strategy Committee

The draft minutes of the meeting held on 22 November had been circulated previously. It was noted that:

- The Committee had received a design and project update on the Exhibition Road Building Project and had discussed the proposals for the development of the North East Quarter.
- The Committee had reviewed the Museum's live FuturePlan projects.

9.3 Development

The draft Development report had been circulated previously. The following points were noted:

- The success of the Hollywood Costume exhibition had had a positive impact on the number of V&A Friends and on corporate membership.
- A significant pledge had been received for the Exhibition Road Building Project.

9.4 Finance Committee

The draft minutes of the meeting held on 22 November had been circulated previously. It was noted that the Committee had reviewed the budget process for 2013/14 and received an update on work to achieve future savings.

9.5 Investment Committee

The draft minutes of the meeting held on 22 November had been circulated previously. The Committee had reviewed performance year to date.

9.6 Museum of Childhood Committee

The draft minutes of the meeting held on 5 November had been circulated previously. It

was noted that:

- The Committee had received a presentation on the Museum's Hospital Schools Programme.
- The *Modern British Childhood 1948-2012* exhibition had opened and there was anecdotal evidence and observations that suggested both adult visits and dwell time of visitors in the exhibition were greater than usual.
- Work continued on plans for a Phase 3 redevelopment.
- The Committee had received a presentation on the development of the next major exhibition, *War Games* which would coincide with the centenary of World War I.
- The meeting had been Samir Shah's last one as Chair of the Committee. He emphasised the Museum's importance and potential and thought there were further opportunities for closer working between the V&A and the Museum of Childhood.

9.7 **Technology Strategy Committee**

The draft minutes of the meeting held on 25 September had been circulated previously. It was noted that:

- The Committee had received an update on the Storage Project.
- A monthly 'dashboard' report for reporting digital KPIs had been developed and would in time show trend data.
- A longer term digital plan was being put together.
- The VAE E-commerce platform had successfully been launched.

Action: It was agreed that Trustees would be given a more detailed update on the Museum's digital work at the March Board meeting.

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9.8 **VAE**

The draft minutes of the VAE Board meeting held on 24 September had been circulated previously. It was noted that:

- The Board had received a presentation on the annual benchmarking figures for 2011/12. The V&A fared well in comparison to other similar organisations.
- The retail teams were working with V&A at Dundee to establish the best model for developing a commercial brand proposition and operational model.
- The upgrade of the website to the Amazon platform had gone live.
- The V&A's fashion range had been extended and jewellery continued to be a top seller.
- The Board had discussed the implications of the planned retail space in the Exhibition Road Building.

10 **Any other business**

- 10.1 On behalf of the Board the Chairman thanked Betty Jackson for her contribution to the V&A during the eight years that she had been a Trustee.

Laura Frampton
9 January 2013