



Board of Trustees

Minutes

Date: 21 March 2012 (204th meeting)

Time: 14.00

Venue: V&A Board Room

Present: Sir Paul Ruddock (Chairman) Theresa Sackler
João Baptista Samir Shah
Mark Damazer Sir John Sorrell
Edwin Davies Bob Stefanowski
Andrew Hochhauser Paul Thompson
Steve McGuckin Harold Tillman
Michelle Ogundehin Edmund de Waal

In attendance: Martin Roth, Director, 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
Jo Prosser, Commercial Director, V&A
Vernon Rapley, Head of Security and Visitor Services, V&A
John Varney, Interim Head of ISS (for item 4 only)
Sophie Walpole, Head of Digital Media (for item 4 only)
Damien Whitmore, Director of Public Affairs & Programming, V&A
Sian Williams, Director of Finance, V&A

Apologies: Betty Jackson, Beth McKillop

1 Tour of Fashion (Gallery 40)

1.1 Trustees had a tour of the Fashion Gallery which was due to open to the public in May.

2 Declaration of Interests

2.1 There were no declarations of interest.

3 Minutes of the previous meeting (2 February 2012)

3.1 The minutes of the previous meeting were approved.

4 Matters arising

4.1 Regarding item 3.1: The brand licence and management agreement for the V&A at Dundee project should be ready to be signed by the end of May.

4.2	Regarding item 7.3: The Museum had not yet heard whether DCMS still wanted one of its officials to attend a future Board meeting.	LF
5	A Digital FuturePlan for the V&A <i>Sophie Walpole and John Varney , paper circulated with the agenda</i>	
5.1	<p>A Digital Review had been steered by Beth McKillop, Jo Prosser, Damien Whitmore and Sian Williams. The Review showed that:</p> <ul style="list-style-type: none"> • It was vital that the Museum improved the current IT infrastructure to support current work and future ambitions for producing creative content; • There is a need for a comprehensive change in the way that digital and the internet are conceived, managed, staffed and funded. The changes achieved in the physical space for visitors through FuturePlan need to be mirrored in a Digital FuturePlan for the digital space; • Providing access to the V&A's collections is central to the Museum's mission and many and varied opportunities exist for making our collections and content accessible digitally; • Management and decision making processes for digital and IT need addressing to make this area of work as effective as possible. A holistic approach is needed to enable people to effectively engage with the V&A digitally. 	
5.2	<p>In discussion the following points were highlighted:</p> <ul style="list-style-type: none"> • The Board welcomed the Digital Review and agreed that it is crucial for the V&A to exploit digital opportunities afforded by new and developing technologies, particularly given the high proportion of people that experience the V&A digitally. • The V&A Board had recently had a presentation on the planned upgrade to the online retail site and they were excited by the commercial opportunities for the future. • The physical success of the Museum is linked to its successes in digital spaces. • It was recognised that it was crucial for the IT infrastructure to be addressed as a matter of urgency. • The Museum has a regular reporting mechanism for its digital work via the Digital FuturePlan Group. Commissioning of digital content is managed through the Adapt Group. • The Board thought that, whilst it is important that the Museum has people with excellent IT management skills in post, making digital work integral to all that the Museum does is also important. Recruiting staff across the Museum with good IT skills was considered important. • Significant investment would be needed to complete all of the work recommended in the paper. There was a discussion around what different levels of funding would enable the Museum to achieve. In light of tight budgets, the Museum would need to prioritise its digital work. In recognition of the way in which the digital world rapidly changes, it was suggested that an incremental approach within an overall strategy could be beneficial. • Trustees agreed: <ul style="list-style-type: none"> - The Digital FuturePlan programme should be high priority for the Museum. - The Museum needs to update its IT infrastructure to support current levels of digital work and day to day operations. - The Museum should explore how partnerships with IT related businesses could be of 	SW BMcK JP DW

mutual benefit.

- To designate a budget from accumulated reserves to the programme. The Finance Committee in May would consider the business case for digital storage.
- A small group of Trustees (Samir Shah, João Baptista, Mark Damazer) and senior management would be formed to help steer the Museum's Digital FuturePlan work. Paul Thompson volunteered Tony Dunn from the RCA to assist this group if it would be useful.
- An update on the programme including proposed terms of reference for the Trustees sub-committee would be presented at the next meeting.

6 Strategic Plan 2012/13

Laura Frampton, draft Strategic Plan 2012/13 circulated prior to the meeting

- 6.1 Trustees were reminded that the Museum produces a Strategic Plan annually which is presented to the Board at the same time as the budget each year. The document is intended primarily for internal use for staff to understand how their work fits into the overall vision and priorities for the Museum. It is also published on the V&A website and is given out to a range of stakeholders. The Strategic Plan is not a digest of everything the Museum does. It is underpinned by departmental plans and individual job plans which contain further detail. The document followed the same format as the 2011/12 Strategic Plan. It included feedback from the V&A's Management Forum but was still in a draft format. The mission statement, the four strategic objectives and the priority areas had been altered slightly to align them with the Director's thinking about the future direction of the Museum which had been outlined to Trustees at the last Board meeting.
- 6.2 Trustees welcomed the proposed changes to the Mission Statement and the four Strategic Objectives and suggested some amendments to the content.

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7 Budget 2012/13

Sian Williams, draft budget 2012/13 circulated prior to the meeting

- 7.1 SW reported that the Museum was forecasting a small surplus for 2011/12.
- 7.2 SW outlined the budget for 2012/13. On 1 March the Finance Committee considered the draft budget for 2012/13 and following a detailed discussion about income targets and contingency planning had agreed to recommend the 2012/13 budget to the Board of Trustees. The Board approved the budget for 2012/13.

8 Director's Report

- 8.1 The Report had been circulated prior to the meeting.
- 8.2 The V&A and the Museum of Childhood were both on target to achieve record visit figures in 2011/12.
- 8.3 Darren Henley's Review of Cultural Education in England had recently been published. It highlighted the valuable contribution that museums play in the lives of young people. In discussion it was suggested that the V&A should look at ways that would allow the Museum to offer free school visits.
- 8.4 Following a staff restructure at Museums Sheffield, Nick Dodd, CEO of Museums Sheffield, would be leaving the Museum in June. The V&A/Museums Sheffield partnership was continuing and discussions were taking place regarding programming to match resources.

Beautiful Games, an exhibition devised by Museums Sheffield and Sheffield Hallam University was due to open at the Museum of Childhood on 31 March.

- 8.5 The V&A welcomed the news that Arts Council England had increased the budget for the Purchase Grant Fund from £600,000 to £750,000 for 2012/13.
- 8.6 The Museum of Childhood had launched a new website.
- 8.7 The V&A would be touring *Street Art: prints from the Victoria and Albert Museum* to Libya from the end of March with funding from the British Council and support from the Ministry of Culture and Civil Society.
- 8.8 The Great Bed of Ware was being loaned to Ware Museum for a year from 6 April 2012. In discussion it was suggested that this loan might provide an opportunity to programme something else in the space it usually occupies.
- 8.9 The V&A was planning a lighting scheme that would gently illuminate the facades of the Museum. In addition there were plans to refresh the lighting in the Garden. Sustainability was a key factor in both schemes.

9 Chairman's Report

- 9.1 The Chairman welcomed Theresa Sackler to her first Board meeting.
- 9.2 Work was progressing on having a single platform to enable people to give money digitally.
- 9.3 The Chairman explained that there is a system to allocate Trustees to V&A departments and invited new members of the Board to let either himself or the Director know if they were interested in specific departments.
- 9.4 The Government had announced in the Budget that it intended to introduce a limit on uncapped income tax relief.
- 9.5 Work on the proposed World Capital of Culture was continuing.
- 9.6 In the absence of Beth McKillop, the Chairman reported on her behalf that Emmajane Avery, Head of the Department of Learning, had had an excellent first year and her plans for learning had been well received across the Museum and were progressing well.

10 Reports from Committees and VAE Board

10.1 Buildings Strategy Committee

The draft minutes of the meeting held on 6 March had been circulated previously. It was noted that the Exhibition Road Project was progressing well. The Museum had established good relationships with English Heritage and the Royal Borough of Kensington and Chelsea. It was agreed that there would be a presentation of the scheme at the next Board meeting.

10.2 Collections Committee

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

- The V&A was in the process of acquiring a pair of Venetian baroque tables that had been export stopped. This would be a joint purchase with National Museums Scotland.
- The Museum had acquired the Crouching Venus sculpture by John Nost.
- Exhibitions, research, digitisation, collections management and large collections related projects were all making good progress.

10.3 Development

The draft Development report had been circulated previously. It was noted that the Development Advisory Board had met on 29 February. Trustees were encouraged to attend as many V&A events as possible.

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10.4 **Finance Committee**

The draft minutes of the meeting held on 1 March had been circulated previously. It was noted that:

- The V&A was forecasting a small surplus for 2011/12.
- The Committee had discussed the 2012/13 budget and agreed to recommend it to the Board.

10.5 **Investment Committee**

The draft minutes of the meeting held on 1 March had been circulated previously

10.6 **Museum of Childhood Committee**

The draft minutes of the meeting held on 1 March had been circulated previously. It was noted that:

- The Modern British Childhood exhibition would be shown at the Museum during the summer.
- Funding had been received for the Big Grin Project which will celebrate the 350th anniversary of the first recorded sighting of Mr Punch.
- Funding had also been received to run Summer Games.
- Museum of Childhood: A Book of Childhood Things was due to be published in June.
- The Museum of Childhood Shop was performing well.
- A recent VIP visit had gone well.

10.7 **VAE Board**

The following points from the meeting on 20 March were noted:

- The new Spring ranges had been launched and were selling well.
- The British Design season represents a unique commercial opportunity for Retail, Licensing and Publishing.
- The shop had been refitted and refurbished to better accommodate key categories.
- A new permanent shop will be part of the new Fashion Gallery (Gallery 40).
- The Board had discussed a proposal to move forward with transferring oversight of the catering contract into VAE's remit.
- The Board had considered a proposal for the V&A to lead a debate on design rights and intellectual property.

11 Any other business

11.1 There was no further business.

Laura Frampton
28 March 2012

Signed _____
(Sir Paul Ruddock, Chairman)