



Board of Trustees

Minutes

Date: 20 September 2012 (207th meeting)

Time: 14.00

Venue: V&A Board Room

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

In attendance: Martin Roth, Director, 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
Lesley Knox, Chair, Design Dundee Limited, (for items 1 to 4 only)
Jane Lawson, Director of Development, V&A
Keith Lodwick, Assistant Curator, Theatre and Performance Department, V&A (for item 5 only)
Phil Long, Director, V&A at Dundee (for items 1 to 4 only)
Beth McKillop, Deputy Director, 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
Sian Williams, Director of Finance, V&A

Apologies: Andrew Hochhauser
Betty Jackson
Michelle Ogundehin
Paul Thompson

1 Declaration of Interests

1.1 There were no declarations of interest.

2 Minutes of the previous meeting (5 July 2012)

2.1 The minutes of the previous meeting were approved.

3 Matters arising

3.1 Regarding item 3.1: Dundee City Council had granted formal planning permission for the V&A at Dundee building.

- 3.2 Regarding item 9.6: John Varney had become a co-opted member of the Trustees' Technology Strategy Committee.
- 3.3 Regarding item 9.4: The Senior Management Team would further discuss the work to make savings and generate more income at a strategy meeting in October.
- 3.4 Regarding item 10.1: The V&A had been granted planning permission from the Royal Borough of Kensington and Chelsea for the Exhibition Road Building Project.

4 V&A at Dundee

Martin Roth

- 4.1 The Director explained that the V&A at Dundee initiative was an important strand of the V&A's long-term UK strategy to bring V&A collections and programme to a wider audience and to extend the V&A's mission to inspire and celebrate creative design. The project was an important part of Dundee's urban regeneration scheme.
- 4.2 Work was nearing completion on the license agreement between DDL and the V&A. It was agreed that the Chairman of the Board of Trustees would have the authority to sign the contract with the Chairman of DDL subject to resolving the few outstanding issues. The contract would include appendices on brand guidelines and exhibition guidelines.
- 4.3 The Board congratulated all who had been involved in the project to get it to this point. The Board stated that the V&A was committed to this project and viewed it as a long term initiative. LK shared this view and considered the project to have the potential to further promote the understanding and practice of creative design which would have a positive effect on the economy.
- 4.4 PL reported that detailed design work was being undertaken for the V&A at Dundee building for Stage E which was due to be completed in September. Dundee City Council had granted formal planning permission. Ghislaine Wood, V&A, was leading on the Scottish Design History Galleries. The V&A exhibition *Selling Dreams: One Hundred Years of Fashion Photography* was opening at the McManus. *Designing for the Future: New Design Talent From Scotland* was being shown in the Sackler Centre at the V&A from 14 to 23 September 2012. The opening exhibition for the V&A at Dundee and its subsequent programme was already under discussion.

5 Hollywood Costume Exhibition

Keith Lodwick

- 5.1 KL gave a presentation on the forthcoming *Hollywood Costume* exhibition which would take place from 20 October 2012 to 27 January 2013. The exhibition had been curated by Deborah Nadoolman Landis, Professor Sir Christopher Frayling and KL. Casson Mann were the exhibition designers. Composer Julian Scott had been commissioned to write music for the exhibition. The show would explore the central role of costume design in cinema storytelling over 100 years of Hollywood filmmaking. The Smithsonian National Museum of American History in Washington DC had agreed to loan the original ruby slippers worn by Judy Garland in *The Wizard of Oz* for one month. This would be the first time the slippers had left the US.
Trustees were shown a trailer for the exhibition which would be shown in cinemas.
- 5.2 In discussion Trustees were informed that:
 - The exhibition had a digital component via the V&A website and partnerships.
 - V&A had developed a strong retail offer for the exhibition. Additional exhibition catalogues could be printed quickly if needed.

- A café would be open in the garden for the duration of the exhibition.

It was hoped that this exhibition would attract new audiences to the Museum.

6 Touring Exhibitions Strategy

Martin Roth

6.1 The Director gave a presentation on the V&A's touring exhibitions programme. The V&A delivered one of the most ambitious touring exhibitions programmes in the world. In 2001/02 4 exhibitions toured to 4 venues in 4 countries seen by 400k visitors. In 2011/12 23 exhibitions toured to 36 venues in 13 countries seen by over 2.4m visitors. V&A touring exhibitions were well recognised in the UK and internationally. The V&A's touring programme delivered V&A international and UK objectives, generated income and promoted cross cultural working and scholarly exchange, as well as skills sharing and people to people engagement. Looking forward the Museum needed to be as clear and strategic as possible about what it toured and a robust business case was needed for touring shows.

6.2 In discussion, Trustees agreed that it was important that the Museum continued to tour V&A exhibitions in the UK. The Board acknowledged that it would be good to seek external funding for touring exhibitions internationally where necessary. However it was felt that the Museum must be careful not to limit how active it was throughout the world as this could affect the V&A's standing as the world's leading museum of art and design.

It was agreed that at the next Board meeting:

- **CF would present costs of different models of exhibitions.**
- **Further context would be provided to give a wider sense of the entirety of the V&A's international work.**

7 Director's Report

7.1 The Report had been circulated prior to the meeting.

7.2 Maria Miller had been appointed as Secretary of State for Culture, Media and Sport.

7.3 The V&A had budgeted for a decrease in visit figures during the Olympics and Paralympics. As predicted visit figures at the V&A and the Museum of Childhood had decreased but not as much as experienced by other visitor attractions in London. The V&A had hosted a number of delegations during the period of the Games.

7.4 The V&A had held a digital workshop in July with representatives from across the Museum to help inform the Digital FuturePlan.

7.5 In celebration of *All Eyes on Korea*, a 100 day festival of Korean culture, the Korean Cultural Centre UK had presented *Korea Shining Bright*, a gala reception on 30 July at the V&A.

7.6 There had been recent improvements to back of house areas of the Museum.

7.7 Over the weekend of the 24 August the V&A experienced some damage caused by heavy rainfall. The rain had been torrential and the water ingress was a capacity issue, not failure of the roof. Points of ingress had been identified and mapped, action was being undertaken in order to mitigate a reoccurrence, and a full report had been prepared which had been circulated to Trustees.

7.8 Visit numbers to V&A exhibitions were strong and touring exhibitions were doing well. The V&A's programme of Friday Lates continued to be successful.

- 7.9 The V&A had embarked on a partnership with The Herbert Museum and Art Gallery and the Coventry Transport Museum. The programme was funded by the Department for Education, via The Arts Council, with the aim of getting more children to visit selected regional museums.

8 Chairman's Report

- 8.1 The Chairman welcomed Caroline Felton as the new Deputy Director - Operations.
- 8.2 The Chairman reported that he had attended a number of meetings with various heads of other South Kensington institutions to further discuss how Exhibition Road could become more of a destination for visitors. The Director was a member of the Exhibition Road Cultural Group.
- 8.3 The Chairman had met with the Chair of the Design Museum to discuss a collaborative approach regarding collections and exhibitions.
- 8.4 The Chairman reported that he continued to be involved in discussions regarding developing a single platform for digital philanthropy.

9 Reports from Committees

9.1 Buildings Strategy Committee

The Committee had met on 5 July and 11 September 2012. The following points were noted:

- Regarding the Exhibition Road Building Project: The V&A had been granted planning permission from the Royal Borough of Kensington and Chelsea for the Exhibition Road Building Project. Work was progressing on Stage E.
- The Committee had agreed that the project to refurbish the Cast Courts should be put on hold. Urgent works to both Cast Court roofs and windows would take precedence. In-house conservation work relating to this project would continue.
- Work was progressing on a strategy for the future development of the NE quarter of the Museum.

Action: MG to present the NE Quarter at a future Board meeting.

9.2 Collections Committee

The Committee had met on 3 September 2012 and had discussed a number of major acquisitions. BMcK reported that the V&A continued to be involved in discussions regarding how the Wedgwood collection could remain accessible to the public.

9.3 Development

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

- The V&A had received a Stage 2 pass from the HLF for the Europe 1600-1800 Galleries.
- Gucci would be joint lead sponsors for *David Bowie Is*. Co-sponsors Sennheiser were providing all audio equipment and services.
- The Friends of the V&A would be lead sponsors for *Treasures of the Royal Court: Tudors, Stuarts and the Russian Tsars*.

9.4 Finance Committee

The Committee had met on 17 September 2012. It had discussed future financial plans and had reviewed the August Finance Report.

9.5 Investment Committee

The Committee had met on 17 September 2012 and had discussed the performance to date of investments.

10 Any other business

- 10.1 SW would be leaving the V&A at the end of September. The Board thanked her for her contribution to the Museum.

Laura Frampton

9 October 2012