



Board of Trustees

Minutes

Date: 15 September 2011 (201st meeting)

Time: 13.50

Venue: V&A Board Room

Present: Paul Ruddock (Chairman) Michelle Ogundehin
Edwin Davies Samir Shah
Andrew Hochhauser Sir John Sorrell
Betty Jackson Bob Stefanowksi
Professor Lisa Jardine Paul Thompson

In attendance: Martin Roth, Director, V&A
Martin Barnes, Senior Curator – Photography, V&A (for item 1 only)
Susanna Brown, Curator – Photography, V&A (for item 4 only)
Amanda Bruce, Performance and Planning Manager and Acting Secretary to the Board of Trustees, V&A (minutes)
Mark Evans, Senior Curator – Paintings, V&A (for item 1 only)
Moirra Gemmill, Director of Projects, Design & Estate, V&A
Annabel Judd, Head of Design, V&A (for item 1 only)
Jane Lawson, Director of Development, V&A
Beth McKillop, Deputy Director, V&A
Liz Miller, Acting Head of Research, V&A (for item 5 only)
Emma Neave, Policy and Planning Manager, V&A (minutes)
Jo Prosser, Commercial Director, V&A
Abraham Thomas, Curator – Architecture, V&A (for item 4 only)
Damien Whitmore, Director of Public Affairs, V&A
Sian Williams, Director of Finance, V&A

Apologies: Steve McGuckin, Sir Timothy Sainsbury, Dame Marjorie Scardino

1 FuturePlan: Tour of Gallery 100 (Photographs)

AJ, MB and ME led Trustees on a tour of Gallery 100 (Photographs). The Gallery would open on 25 October.

2 Declaration of Interests

2.1 There were no declarations of interest.

3 A Legacy

3.1 The minutes of this item of business are confidential and exempt from public disclosure under sections 31, 40 and 41 of the Freedom of Information Act. They are included in a Confidential Annex to these

minutes.

4 Report from VAE Board

(item moved from agenda item 11.5. Subsequent items numbered in sequence)

4.1 V&A Enterprises Ltd. The minutes had been circulated previously. The following points were highlighted:

- i. Sir John Sorrell had joined the Board.
- ii. A partnership with EMI was underway for the *Postmodernism* exhibition.
- iii. The BBC/V&A Handmade in Britain series would feature 12 hours of programming. The Board agreed this was fantastic.
- iv. There was a review of first year performance of the Reading Rooms.

5. Forthcoming Exhibitions: Cecil Beaton and Thomas Heatherwick

5.1 SB gave a powerpoint presentation on the forthcoming exhibition *Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration*. The exhibition would open at the McManus Galleries, Dundee on 30 September. It would then be on display in the Porter Gallery from 8 February 2012. The exhibition would then tour in the UK and overseas. The exhibition would coincide with the Diamond Jubilee in 2012. Book sales of the catalogue were strong, with a reprint planned. Friday late in February 2012 would coincide with the exhibition. Trustees were briefed about plans for the opening.

5.2 AT gave a powerpoint presentation on the forthcoming *Thomas Heatherwick Studio* exhibition. The Heatherwick practice is multi-disciplinary and the exhibition would feature architecture, product design and furniture. The exhibition would be on display in the Porter Gallery from 31 May 2012 and would be part of the British Design season. The exhibition would be ticketed. An international tour was planned for 2012-14. AT explained that other associated Heatherwick Studio activities in 2012 included a major publication in spring 2012 (Thames & Hudson), the Cauldron for the London 2012 Olympics, the launch of new Routemaster buses in London and an exhibition at Haunch of Venison. Andrew Hochhauser left the meeting.

6 Research Report

6.1 A paper had been circulated previously. LM presented Trustees with an update on the Museum's research activities. LM explained that the Research Department contributes to all four of the Museum's strategic objectives with particular emphasis on the Museum being acknowledged and respected as the world's leading museum of art and design. Activities included exhibition curation, writing books, the V&A/RCA History of Design Postgraduate programme and Arts and Humanities Research Council (AHRC) Collaborative Doctoral Awards. These activities keep the V&A's profile high, nationally and internationally, and generate income for the Museum.

6.2 In discussion, Trustees agreed that the successes of the Department had been driven in recent years by two very strong Heads of Department. Trustees congratulated the Department on their success in securing grants and funding for AHRC Collaborative Doctoral Awards. Following Professor Breward's resignation, interviews for a replacement Head of Research would take place in October.

7 Digital Review

7.1 A paper outlining the brief for this review had been circulated previously. DW explained that following the launch of the new website it was felt appropriate to undertake a review of how the website, its content and its management should relate to the wider digital activity of the V&A. The findings so far

were that the V&A had a strong track record, with particular successes being Search the Collections and the shop (www.vandashop.com). However the Museum needed to keep pace with changes and to be able to respond to new opportunities. **An action plan would be delivered on 4 October, and would be presented to Trustees at a future meeting.**

- 7.2 In discussion, Trustees agreed that the review was welcome and that the Museum needed a coherent digital strategy. Trustees agreed that content needed to be available on a variety of different platforms and that the website needed to be fully integrated into the wider Museum. Sophie Walpole had been appointed to undertake the role; Sophie has significant experience of working in digital delivery at the BBC and Channel 4.
Michelle Ogundehin left the meeting.

8 Minutes of the previous meeting (7 July 2011)

- 8.1 The minutes of the meeting were agreed.

9 Matters arising

- 9.1 Paragraph 12.2 – MG explained that an insurance claim was expected following the accident in the British Galleries.
Paragraph 12.3.i – JL explained that the ‘match funding’ scheme would be managed by the Heritage Lottery Fund (HLF). Guidelines would be issued at the end of September and applications would be through the HLF.
Paragraph 14.1 – PR confirmed that the November Board Meeting would be held at the V&A, South Kensington.

10 Director’s Report

- 10.1 The Report had been circulated previously. MR thanked Trustees and staff for such a warm welcome. The following points were highlighted:
- i. There was a discussion about the installation of an object as part of LDF around the main entrance of the Museum. JS declared that he was Chairman of LDF. **Trustees requested a report from DW and that Board approval be obtained for future installations involving closure of the main entrance.**
 - ii. The Museum had been listed as the public’s favourite Museum in the Which? survey, a fantastic achievement.
 - iii. *The Cult of Beauty* exhibition had opened in Paris.
 - iv. Visit numbers were doing well. *Power of Making* (free exhibition) had received very good press coverage and had 13,000 visits in its first week.
 - v. The Museum was working with the British Museum to prepare for a senior delegation from the National Museum of China.
 - vi. Discussions continue about touring the Design in Britain exhibition to China as part of UK Now. **The Board would approve the UK Now touring exhibitions in November.**
 - vii. **Trustees requested an opportunity to tour each major exhibition in advance of opening.**

11 Chairman’s Report

- 11.1 The Chairman had attended the opening of *The Cult of Beauty* exhibition in Paris. The exhibition looked tremendous and was the Museum’s first collaboration with Musée D’Orsay.
- 11.2 Work was well underway on the Medieval and Renaissance hub staircase and would continue until

November.

- 11.3 Three Trustees would be retiring in late 2011 and early 2012. Interviews had taken place and a recommendation had been made to appoint five new Trustees to the Board.

12 Reports from Committees and VAE Board

- 12.1 Collections Committee. The following points were highlighted:
- i. The Committee had been presented with a progress update on CMS. The new system was excellent.
 - ii. As a result of painstaking surveys and checking in all collections leading to formal Not in Place (NIP) reporting to the Trustees Audit Committee in 2009, the museum had reviewed and developed a procedure for designating collection items 'Not in Place' for five years or longer and valued over £1,000, as formally 'missing'. This involved a very small number of objects but was nevertheless useful work.
 - iii. The Committee considered a number of loans to the National Museum of China as part of *Masterpieces of Chinese and European Ceramics*, a collaboration between the V&A, the British Museum and the National Museum of China. The exhibition would be presented as part of the UK Now season in China. The Committee agreed that as the object valuations were higher than expected, the full Board be notified of the loans. A paper summarising the loans was tabled. The Board agreed that the Museum would lend the objects, and that the risk would be balanced (i.e. separate shipments). **Trustees agreed that they would need to reassess the value of objects that the Collections Committee had delegated powers to approve.**
 - iv. **Trustees requested that a Loans Strategy framework be prepared.** Trustees agreed that the Museum had a duty to lend.
- 12.2 Development Committee. A report had been circulated previously. The following points were highlighted:
- v. A major sponsor had been secured for the Ballgowns exhibition.
 - vi. A significant legacy pledge for had been received.
 - vii. Corporate hire and Director's Circle were doing well.
- 12.3 Finance Committee – the draft Minutes had been circulated previously. It was noted that:
- i. Visit figures were on target but spend per visitor was less than expected.
 - ii. The initial meeting of the V&A Foundation would take place on 5 October. The foundation would be registered as a charity.
- 12.4 Investment Committee – the draft Minutes had been circulated previously. It was noted that:
- i. August had not been a great month.
 - ii. The economy was uncertain and investments would continue to be conservative.
- 12.5 See item 4.

13 Formal Business

- 13.1 A Legacy – see item 3
- 13.2 V&A Foundation and Articles of Association – At their meeting on 1 September 2011 the Trustees' Finance Committee reviewed and agreed the Articles of Association for the V&A Foundation. Trustees agreed that the articles be proposed for adoption at the founding meeting of the V&A Foundation.
- 13.3 Loss Review Board – A paper had been circulated previously. Trustees approved ten collection items to be formally designated as 'missing'.
- 13.4 Disposals – Trustees noted three disposals that had been presented to the 12 September Trustees Collections Committee:
-Malabar House Model

-Japanese Tea House

-Haynes Grange reproduction ceiling

Trustees thanked staff involved with re-housing the objects.

14 Any other business

- 14.1 Trustees were invited to tour the exhibitions *Postmodernism* and *The House of Annie Lennox* following the meeting.

Amanda Bruce

28 September 2011

Signed _____
(Paul Ruddock, Chairman)