



Board of Trustees

Technology Strategy Committee

VABT(13)24

VABT (TSC) (13)02

MEETING MINUTES

Date : 12 March 2013
Time: 10 – 11.30am
Venue: Boardroom, V&A South Kensington
Present: Mark Damazer, Trustee (Chair) (MD)
João Baptista, Trustee (JB)
Samir Shah, Trustee (SS)
John Varney, Co-opted committee member (JV)
In Attendance: Martin Roth, Director (MER)
Jon Cheyne, Head of IT (JC)
Kate Dorney, Curator Modern & Contemporary Theatre (KD) – item 7 only
Caroline Felton, Deputy Director Operations (CF)
Julie Glasgow, Project Manager (JG)
Beth McKillop, Deputy Director (BMck)
Malcolm Sutherland, Digital Projects and Apps (MS) – item 7 only
Sophie Walpole, Acting Head of Digital Media (SW)
Siobhán O’Leary, PA to Finance Director (SOL) (Minutes)
Apologies: Jo Prosser, MD of VAE
Damien Whitmore, Director of Public Affairs and Programming

		Action/Decision
1	Declaration of interests None were declared.	
2	Minutes of the previous meeting held on 4 December 2012 and Matters Arising	
2.1	The minutes from the previous meeting were approved.	
2.2	The Chair noted that most issues under Matters Arising would be addressed by item 3 on the Agenda. However the Executive were requested to add a statement relating to showcasing design to the mission statement for Digital FuturePlan as previously agreed. Action: Draft wording for design objective for DFP to be forwarded to the Chair after the meeting.	CF/SW/JC
3	Digital FuturePlan Programme Update: Three Year Plan (JC)	
3.1	JC presented an overview of the DFP update to the Committee, noting that the challenges	

are as much about changing the way the Museum operates as updating its technology. The programme has been divided into four work streams to which Chairs, who are key stakeholders in these areas, have been allocated. Chairs will lead on implementation of these work streams and have all agreed to accountability for delivery of business benefits. Inaugural meetings have taken place so work streams are currently live. All project costs will be allocated against one of the work streams.

3.2 The Chair noted that support for the work stream Chairs was essential and the Committee agreed to provide support where necessary.

3.3 JC reported that the storage upgrade project has now been completed to budget and provides an extendable storage solution for a three year period. The Digital Asset Management project will address what is being stored and why in order to control demand. The Chair recommended that the achievement of completing the storage project is communicated to the Board of Trustees.

Action: JC to write a short paper for the May Trustee meeting.

CF/JC

3.4 The Committee discussed possible opportunities for sponsorship. JC confirmed that the Museum currently worked with Toshiba and Samsung, and the existing focus has been on digital gallery interpretation, signage and other one-offs. JV advised the Committee he had started to scope this area during his consultancy at the V&A and could provide assistance where required. BMCK noted it was important to be clear at the outset about what was required from sponsors in order to initiate useful discussions.

Action: Jane Lawson, Head of Development, to be invited to the next meeting and to provide a short commentary on sponsorship potential for DFP for the June TSC meeting.

CF/JL

3.5 JC tabled a paper 'Three Year Digital FuturePlan Roadmap with Project Status', and talked the Committee through the project timelines.

Action: Presentation on DVE (in-gallery experience) to be delivered by the work stream Chair at the next TSC meeting.

SW/JC

3.6 JC talked the Committee through the current plans for the desktop upgrade, emphasising that designing the right solution that uses Cloud based technologies to support flexible access was key. This would allow, for example, CMS or email to be delivered to a variety of devices in different locations. The project is in the design phase and the implementation will begin in September 2013 subject to funding.

3.7 The draft budget breakdown for the overall programme was presented. Key risks to delivery include budget limitations, full specifications have not yet been agreed so final costs are not yet known, and that fact the work streams represent a new way of working.

3.8 The Chair noted that financial realism must be built in to project plans and requested that a realistic best case budget be prepared for all elements of the programme. CF reported that discussions were ongoing regarding End of Year finances as well as potential of further cuts in 2015/16 and this would inform the final budget.

Action: Executive to add detail to the DFP budget.

CF/JC

3.9 The Committee proposed that it would be useful to hear about the plans for the desktop upgrade after the design phase.

Action: JC to present on desktop upgrade at the June TSC meeting but will circulate an interim report shortly.

JC

3.10 The Committee discussed the issue of skills and how DFP is being planned for. The Executive confirmed that training and additional support may be required and can be provided.

Post meeting note:

Chairs of the programme work streams are:

Digital Visitor Experience - Sophie Walpole, Acting Head of Digital

Customer Information Management - Rob Moye, Deputy Director Museum of Childhood

Digital Asset Management - Heather Caven, Head of Collections Management

Business Systems - Jon Cheyne, Head of IT

4 Customer Relation Management report

4.1 JG tabled a paper on the CRM Project which comes under the CIM work stream group and talked the Committee through the presentation summarising that it was a business improvement project with IT elements. JG noted that it will destabilise current systems internally in the Museum but visitors will not experience any impact.

4.2 The project will establish more efficient management of data from South Kensington, Museum of Childhood, V&A at Dundee, touring exhibitions etc. ISSD and VAE have also been working together closely to scope and develop the CRM project and develop specifications.

4.3 A business data analysis company has already been engaged for initial work. However many of the organisations that have been identified as preferred suppliers for more significant aspects of the project are not on the Government Framework for ICT. Senior management will meet to discuss Procurement issues shortly. JV informed the Committee of his experience with similar issues and offered to provide assistance where required.

4.4 The Chair proposed that it would be useful for the Committee to have a clearer sense of the trade off between the investment in the project and the cost savings derived by the efficient handling of data.

Action: The Executive to follow up with a financial analysis of CRM for the Committee.

CF/JC

5 Digital Dashboard Report

- 5.i SW informed the Committee that as of December 2012 onwards year-on-year data is available for the reports, so the June meeting report will reflect this. *Hollywood Costumes* and *Bowie Is* have resulted in a large increase of activity online which is likely to continue for the next couple of months. The Museum's Facebook presence is now more integrated with the website and this should result in more useful data - including being able to identify UK and US traffic.
- 5.2 The Committee agreed that it would be useful at a later meeting to discuss ways of attracting overseas Anglophone audience.
- 5.3 The Chair requested headlines for each month should be captured in the commentary; around five bullet points would be useful.

SW

Action: SW to add to the Dashboard commentary.

6 CMP Catalogue Records

- 6.1 Further to the Committee's request at the December meeting, BMcK talked the Committee through the paper illustrating object records available on Search the Collections highlighting that there are approximately 20 fields for recording a variety of information including date of creation, materials and copyright status. Work is ongoing to both improve the quality and add to the number of object records.
- 6.2 BMcK informed the Committee that studio quality images are added to records where possible; however there is a desire to make lower quality non-studio photographs taken by Curators available to the public online as part of the record information. These photographs would be watermarked and flagged as lower quality images but would be useful for a variety of audiences.
- 6.3 The Committee strongly agreed with the benefits of releasing the lower quality photographs to enhance the catalogue records for the public.

Action: BMcK to confirm that non-studio photographs can be used on Search the Collections to the relevant departments.

BMcK

- 6.4 SS proposed it would be ideal if the records for the 'Top 20 – 50' objects have fully complete records including the object's location e.g. in the museum, on loan or in storage. BMcK agreed to investigate further but noted that the databases recording all such information are not currently systematically linked.

Action: BMcK to investigate adding location information to 'Top 20 – 50' objects.

BMcK

7 Played in Britain, The launch of the V&A's app looking at Modern Theatre in 100 plays

- 7.1 KD and MS joined the meeting to present the *Played in Britain* app.
- 7.2 KD opened the presentation by providing the Committee with an overview of the context and objectives for the app which was created to provide access to a history of 60 years of post-war theatre through the Museum's collections for the Creative Industries and public. An additional benefit of the app's development has been the cataloguing of significant archive material.
- 7.3 MS provided a technical overview highlighting the different elements including narration

by Simon Callow and essays by theatre experts explaining the significance, impact and afterlife of each play. The highly visual and original design of the app makes the most of the content which also includes original cast lists, first production details and stage photographs etc. KD compiled the contents from various sources in the collections and first night reviews from the Guardian and Telegraph archives were added.

7.4 MS presented a breakdown of costs, approach to pricing, sales and the impact of the lack of marketing for the product.

7.5 BMcK noted that work had started on the project in 2010 and had been very much a test project; however it now highlights the need for a discussion about what is and isn't commercial content and where the pay wall sits.

7.5 The Committee discussed the issues, opportunities and lessons learnt that *Played in Britain* highlights. They agreed that further discussions to develop strategies and models for the Museum's production of content for both public access and commercial purposes was required.

Action: Digital content strategies and models and the pay wall to be discussed at the June TSC meeting.

CF/JP/SW

7.7 The Chair left the meeting at 11.25 at which point SS took over as Chair to finalise discussions and conclude the meeting.

8 AOB

8.1 There being no further business the meeting was concluded at 11.30am