

**THREE YEAR FUNDING AGREEMENT (2003 - 2006)
BETWEEN
THE DEPARTMENT FOR CULTURE, MEDIA AND SPORT
AND
THE VICTORIA AND ALBERT MUSEUM**

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1. Introduction

1.1 This Agreement is :

between the Department for Culture, Media and Sport (DCMS) and the Victoria and Albert Museum (V&A);

signed by the Minister for the Arts for the DCMS and by the Chairman of the V&A on behalf of the Trustees;

valid for the three-year period April 2003 to March 2006

and takes account of the statutory requirements placed upon the Trustees of the V&A by the National Heritage Act 1983

2. Strategic Context

Aim and Objectives of this Agreement

2.1 This Agreement sets out the Departments' aims and objectives, key priorities and targets established in its Public Service Agreement (PSA) and Service Delivery Agreement (SDA) with Treasury (listed in Annex A attached) and shows how the V&A's own objectives and activities will contribute to their achievement; identifies any further key objectives to which the V&A may be working; and lays out the targets against which achievement of the objectives is to be measured.

2.2 The Funding Agreement will capture the "headlines" of what public investment is achieving.

Strategic Priorities and Rationale for Targets

2.3 A key aim of the Funding Agreement is to demonstrate what the key connections are between the V&A's core business and DCMS's own objectives and its four key strategic priorities. It is important that the linkages between the V&A's activities and the DCMS's objectives, its PSA and Service Delivery Agreement targets are clear.

2.4 The table at Annex B is intended to demonstrate clearly how the V&A's objectives and activities link to each relevant DCMS objective; how the targets in section 4 below connect with DCMS objectives, DCMS's PSA and SDA and the Secretary of State's four key priorities.

Victoria and Albert Museum's Strategy, Planned Activity, Measurement and Risks

2.5 V&A Mission

The purpose of the V&A is to enable everyone to enjoy its collections and explore the cultures that created them; and to inspire those who shape contemporary design. This is supported by six objectives given at Annex B.

2.5.1 Key goal

The key goal for the V&A in this Funding Agreement period is to open up the Museum to the widest possible audience. This can, and should, be understood in several ways:

- to improve the buildings and physical access, focusing on the display sites but including storage;

- to enhance intellectual access by providing displays and a public programme that are engaging, attractive and provocative, drawing on the latest knowledge and understanding of the collections;
 - to overcome social and attitudinal barriers among under-represented audience groups through implementation of the 'Access, Inclusion and Diversity Strategy' (April 2003);
 - to reach people in our local communities, throughout the UK and internationally through loans and partnership projects, especially in the English regions;
 - to develop a web presence that is equivalent to the physical sites in terms of quality of access, information and experience;
 - to make the Museum's processes as open and transparent as possible.
- This is within the context of the Museum's statutory duty to care for and manage its collections for the benefit of present *and* future users and its objective of delivering all its services as efficiently and effectively as possible.

Further detail on the V&A's strategy for 2003/04 to 2005/06 is given at Annex C.

2.6 **Other activities**

The preservation, interpretation and development of the collections are founded on sound academic and practical work and are advanced through research. The V&A will conduct and promote research that contributes to its objectives, both in-house and through collaboration with other institutions, and will disseminate the results through publications, lecturing and professional development. This, together with specific activities such as staff placements and exchanges, furthers knowledge and skills in collections subject areas and museological fields across the sector.

This Funding Agreement assumes that the Wellington Museum at Apsley House will leave the jurisdiction of the V&A.

2.7 Risk

The Museum's Risk Register was thoroughly reviewed in March 2003. The table below is a summary of the full Risk Register.

	RISK	MITIGATION
a	<p>i) Funding is inadequate to achieve stakeholder expectations and support the Museum's plans and ambitions.</p> <p>ii) Designated funding leaves inadequate sums for maintenance and infrastructure.</p>	<ul style="list-style-type: none"> - Identify and bid for targeted funding (e.g. strategic commissioning, HLF). - Increase amount raised through donations and sponsorship. - Maximise income from commercial activities. - Manage resources and risks effectively. - Work with DCMS and the sector to maximise the total resource available and implement best practice.
b	<p>Numbers and profile of visitors fail to achieve targets.</p>	<ul style="list-style-type: none"> - Ensure the collections are accessible both physically and intellectually in varied ways that engage everyone from the general public to the specialist scholar. - Understand the needs and expectations of different audience groups. - Provide and promote an attractive public programme that includes significant elements aimed at target groups: children, young learners, under-represented communities, creative industries. - Develop partnerships with museums and other organisations in the regions to increase access to, and release the learning potential of, the Museum's collections.
c	<p>i) Stakeholder objectives are not aligned with those of the Museum.</p> <p>ii) Staff are not equipped with the right skills to realise the Museum's plans and ambitions.</p>	<ul style="list-style-type: none"> - Set and communicate clear objectives. - Operate an effective performance management system that incorporates training and development opportunities.
d	<p>Legal/Financial: the Museum is exposed to fraud, mismanagement or legal action.</p>	<ul style="list-style-type: none"> - Ensure all legal and professional obligations are fully met (e.g. statutory, financial, health & safety, employment). - Ensure robust systems of control are in place and monitored. - Deal rapidly and effectively with any identified problems and occurrences.

3. Levels of Public Investment for 2003-2006

- 3.1 The level of Government funding for the 3 years 2003-2004 to 2005-2006 includes the amount announced in the Secretary of State's letter of 22nd October 2002 plus any further amounts agreed prior to the signing of the Funding Agreement and will be as follows:

£ms	2003/04	2004/05	2005/06
1. Resource Baseline	33.839	33.839	33.839
2. Capital Baseline	1.0	0.650	0.650
3. Additional Resource Grant-in-Aid	0	1.354	1.760
4. Additional Capital Grant-in-Aid	0	0.6	0.850
Totals	34.839	36.443	37.099

- 3.2 Additional funds may be available as a result of the funding held back to promote strategically commissioned projects from 2003-04 onwards. Those museums and galleries that receive additional funding will agree specific targets in relation to strategic commissioned projects.
- 3.3 There is no guarantee that such additional funds will be available. Where no decision has been made at the time of signing they will be dealt with by subsequent variations to the Funding Agreement.
- 3.4 The V&A will plan and agree targets on the basis of the figures as given above. Variations to this Agreement may be agreed and incorporated as necessary.
- 3.5 Success in achieving the targets in this Funding Agreement will inform the way in which the Secretary of State is able to approach the next funding round with Treasury. The V&A's ability to show measurable improvements in service delivery and achievement of the targets to support delivery of Government policies will be a factor in the Secretary of State's decisions over future allocations.
- 3.6 This Funding Agreement recognises that the achievement of the targets may also reflect success in self-generated income, sponsorship and improvements in efficiency.

4. Performance Targets

- 4.1 The targets in this Funding Agreement reflect both the qualitative and quantitative activity that the Museum will undertake.
- 4.2 The specific quantitative targets for all V&A sites for the three years of this agreement are:

Core Target	2003-04	2004-05	2005-06
1. Total number of visits	2.2m	2.25m	2.3m
2. Number of visits by children	300k	305k	315k
3. Number of venues in England to which objects from the collection are loaned	270	270	270
4. Number of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline	168k	173k	180k
5. Number of website hits (unique users)	2.5m	2.6m	2.7m
6. Number of children in organised educational programmes both on-site and outreach	205k	220k	235k

- 4.3 The following qualitative measures/activities specifically aimed at delivering the Secretary of State's key strategic priorities are as follows:
- a. **Strategic Priority 1 - Enhancing access to a fuller cultural and sporting life for children and young people, and giving them the opportunity to develop their talents to the full**

The Big/Biggest Draw, South Kensington, annual series of events

Activity: Building on the success of *Draw the World*, the launch of *The Big Draw 2002* at the V&A, the V&A will continue to work with the Campaign for Drawing in its ambition to "get everyone drawing". The precise nature of the event will vary from year to year, but the V&A galleries will be filled with a wide range of activities inspired by our collections and aimed particularly at those visiting with children. In 2003 the V&A will hold Big Draw events as part of its regular programme, and in 2004 it is planned that the Museum will again host the national launch (jointly with the Science and Natural History Museums). In August/September 2005 the V&A will host *The Biggest Draw* exhibition of '200 drawings that changed the world'. Three practical drawing studios will be integral to the exhibition. Each one will offer visitors the chance to try out different types of drawing, for example portraits, still life, animation and design.

Outcomes: It is intended that participants will gain: understanding of different approaches to, and techniques of, drawing; confidence in expressing themselves through drawing; appreciation of objects through looking at them for inspiration and considering the stories they represent; appreciation of museums – and the V&A in particular – as places of learning, inspiration and enjoyment; the works they have created

Measure of success: The Big Draw events will be evaluated each year, including both qualitative and quantitative measures. This will yield: the numbers and profile of participants, qualitative feedback from participants.

b. **Strategic Priority 2 - opening up our institutions to the wider community, to promote lifelong learning and social cohesion**

i) **Dressing Black Britain, South Kensington, August 2004 – January 2005**
(dates to be confirmed)

Activity: This Contemporary exhibition will look at the clothing, textiles, accessories and style of Black British (youth) culture. It will create a series of narratives on fashion and style among Britain's black inhabitants and, by extension, promote an understanding of the dress culture of the African Diaspora. There will be an inclusive programme of activities associated with the exhibition, some for schools (tying in with the national curriculum, e.g. 'Citizenship' and 'Personal Social and Health Education'), an academic conference and lifelong learning projects. In preparation for the exhibition, black British communities will be approached to make suggestions and contributions. A video (*Westeleven*) has already been produced by video artists working with a black British youth group and the annual 'Day of Record' will go out to capture in photographs the Notting Hill Carnival. This is a discrete exhibition, but it builds on a wide-ranging 2-year HLF-funded project, *Cultural Diversity in the V&A*, that ran to November 2002 and aimed to find ways of sustaining the participation of under-represented audience groups in the Museum's work.

Outcomes: The exhibition aims to celebrate the presence of black people in Britain and to stimulate debate about the importance of clothing and style in the telling of a history of a cultural group. The intended audience for this exhibition will be people of all ages from the black British communities as well as anyone - from academics through to school children - with an interest in fashion and the diversity of contemporary British culture. The outreach activities in the planning and content-generating stages will help the Museum to build an audience that feels it is contributing to the work of the museum and has a sense of ownership of the project.

Measure of success: The numbers and profile of visitors to the exhibition and associated events will be recorded, paying particular attention to visitors' cultural and socio-economic backgrounds. This will be by internal evaluation and market research surveys. The material collected through outreach initiatives could lead to the development of a web-based archive charting the diversity of black British dress.

ii) **World in the East End Gallery, Museum of Childhood, ongoing**

Activity: The new gallery opened in March 2003. During 2002/03 the Museum of Childhood at Bethnal Green (BGM) and the V&A Access, Social Inclusion & Community Development team undertook work amongst several East End communities - Jewish, Bengali, East End white, East End mixed race, Caribbean, Somali, South African, Rwandan, Turkish/Kurdish, Romanies and Travellers. This included the training of 10 oral history workers from those communities and resulted in materials (audio, objects, still and moving images) for the new galleries. The programme is ongoing and the gallery will be extended in February 2004 to incorporate a series of changing displays that will feature the results of accompanying educational and community activities. This will include performance, audio visual displays, the development of bilingual materials and the opportunity for people of all ages from the East End to add to this rich resource.

Outcomes: The aims of the project are to give local communities a voice within the Museum to express their culture and traditions through their childhood memories; to foster a greater understanding of, and respect for, other cultures between different communities and different generations; to pass on traditions which might otherwise be lost; and to build skills amongst those taking part in both the creation of the exhibition and the accompanying educational programme.

Measure of success: The project will be evaluated through feedback from participants and Museum visitors, using: questionnaires to participants; market research surveys; a comments

book; discussion at various events organised by the Museum to promote interaction with its audiences such as Teachers Evenings, the Children's Forum and the Teachers Consultative Group.

Strategic Priority 3 - maximising the contribution which the leisure and creative industries can make to the economy

The V&A as a showcase for talent, various dates and venues

Activity: The Museum makes contemporary design accessible to as wide a range of people as possible and promotes engagement with, and participation in, design issues and activities. Through a series of events for people at different levels - children and adults, professionals and amateurs - visitors can see the very latest items from individual works of art to production line goods, and may design and make their own objects for display in the Museum. Some of the projects mentioned here are undertaken with commercial partners, demonstrating the value attached to association with the V&A by the creative industries.

- *Fashion In Motion*: Catwalk show by recent graduates of Central Saint Martins School of Art, October 2003 (to be confirmed).

- *Inspired by the V&A*: Competition whereby part time adult learners in arts, craft and design from across the country make objects inspired by the V&A's collections. Where possible, the competition entries are exhibited alongside the object/s of inspiration. Up to 300 students enter annually with up to 80 entries being successfully displayed across the V&A Museums.

- *Bright Sparks*: A nationwide competition organised through schools by Marks & Spencer in which children aged 7-9 submit clothing designs. The winning entries (selected in February 2003) will be made up by Marks & Spencer and displayed at the Museum of Childhood and worn in a fashion show to open the exhibition. Themed activities for visitors will take place during the exhibition.

- *Collect*: A prestigious new annual art fair for decorative and applied arts to be launched at the V&A (South Kensington) in February 2004. The product of collaboration between the Crafts Council and the V&A, it will be a high-profile, high-quality event, attracting artists and galleries of international reputation as exhibitors.

- *Classic Design Awards*: A competition run by the Museum and *Homes & Gardens* magazine to identify and highlight tomorrow's classic designs. Entries must be in production and available to the public. The annual awards ceremony is a feature of the creative industry calendar. Judges are drawn from the design world, retail and the readers of *Homes and Gardens* also vote for their choice.

Outcomes: The aims are to promote talent and creativity by showcasing the best of professional and amateur work; to encourage all visitors to think about and get involved in design; and to strengthen the position of the V&A as a place of inspiration and ideas at the heart of the creative industries.

Measure of success: Each event will be evaluated individually according to circumstances, conducted by the Museum, by MORI on behalf of the Museum and by partner organisations. Measures will include the number and quality of competition entries, attendance at exhibitions and participation in events and media coverage.

- 4.4 Each target (both quantitative and qualitative) will be reported on six monthly/annually [whichever is applicable].
- 4.5 Responsibility for delivery of the targets in this Funding Agreement will be that of Mr Mark Jones, Director of the V&A

5. Validation of Performance Measures

- 5.1 Each of the quantitative core targets and the specific qualitative programme/activity targets will be based on clearly-defined and robust data sources. These are detailed in separate Technical Notes.

5.2 This Agreement is also supplemented by the performance measures collected annually which were established following the Museums and Galleries Efficiency & Effectiveness Review.

6. Performance Review

- 6.1 Notification of any planned/forecast changes from target outturn should be notified to the Department as soon as practicable.
- 6.2 The V&A will produce an annual review no later than 31 July for the prior year. This will form the basis of the Autumn meeting to review last year’s achievements, to monitor the current financial year and to look forward to the following year(s).
- 6.3 There will be at least one additional meeting to monitor in-year progress of the Funding Agreement.

Signed by:

The Rt Hon Baroness Blackstone
Minister for the Arts
Department for Culture, Media and Sport

Paula Ridley OBE
Chairman
The Board of Trustees of the Victoria and Albert Museum

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Annex A

DCMS Objectives

- (I) Increase participation in culture and sport and develop our sectors.
- (II) Develop appropriate regulatory frameworks that protect consumers' interests and improve the productivity of our sectors.
- (III) Modernise delivery to the customer by ensuring that DCMS and its sponsored bodies improve performance and pursue institutional excellence.

Secretary of State's 4 Key Strategic Priorities

- Enhancing access to a fuller cultural and sporting life for **children and young people**, and giving them the opportunity to develop their talents to the full;
- opening up our institutions to the **wider community**, to promote lifelong learning and social cohesion;
- maximising the contribution which the leisure and creative industries can make to the **economy**;
- **modernising delivery**, by ensuring our sponsored bodies are set, and meet targets which put the customer first.

The key deliverables through the **Public Service Agreement** that the Department has signed up to during the SR2002 period that relate to museums and galleries sector are :

- a. *Increase participation in culture and sport and develop our sectors.*
- b. *Increase significantly take-up of cultural and sporting opportunities by new users aged 20 and above from priority groups.*
- c. *Improve the productivity of the tourism, creative and leisure industries.*
- d. *Improve significantly the value for money of the Department's sponsored bodies measured by a matrix of NDPB indicators.*

The key **SDA targets** to be delivered during the SR2002 period are:

1. *The **maintenance of free access** to DCMS sponsored museums and galleries.*
2. *Increase the **numbers of children** attending museums and galleries to **7m by 2006**.*
3. *To increase the **numbers of children and young people participating in education programmes** run by the national museums and galleries to **2.4m by 2006**.*
4. ***Increase by 8% by 2005/06 adult C2DE visitors** to DCMS-sponsored national museums and galleries.*

Annex B

DCMS objective	PSA/SDA strategic priority	Key delivery mechanism/ activity	Victoria and Albert Museum's related objectives/ activity	Core performance measures
<p>1. Increase participation in culture and sport and develop our sectors</p>	<p>1. Enhance access to a fuller cultural and sporting life for children and young people, and give them the opportunity to develop their talents to the full.</p> <p>2. Increase the contribution made to education by museums and galleries</p> <p>3. Open up our institutions to the wider community, to promote lifelong learning and social cohesion.</p>	<p>1. To increase the numbers of children and young people participating in museum education programmes.</p> <p>2. Use strategic commissioning with national museums to deliver national / regional education partnerships</p>	<p><u>Obj. 2:</u> To increase the number and range of people who use the Museum both on-site and remotely.</p> <p><i>Activity:</i> Run and promote a diverse public programme that includes learning and interpretation events for target groups.</p> <p><i>Example/s:</i></p> <ul style="list-style-type: none"> • 'Life Matters' programme for <i>Art Deco</i> with National Children's Homes/Ernst & Young, Mar-Jul 2003, SK. • DfES 'Wonderful Things' soft sculpture project, Sep–Dec 2003, BGM. • Introduce West End guided tours, THM. • Launch Student membership within integrated membership scheme. <p><u>Obj. 3:</u> To expand the range of learning opportunities open to our users and to develop high quality digital educational resources.</p> <p><i>Activity:</i> Bid for targeted funding to build partnerships with regional museums for education/community projects.</p> <p><i>Example/s:</i></p> <ul style="list-style-type: none"> • 2003/04 work towards 'Creative Partnerships' projects with local schools, THM <p><i>Activity:</i> Secure funding for developments that will increase capacity for learning activities, primarily through increased space.</p> <p><i>Activity:</i> Provide teachers' resources linked to the National Curriculum</p> <p><i>Example/s:</i></p> <ul style="list-style-type: none"> • Resource packs for downloading <i>gratis</i> from the websites. • Pilot Teachers' Inset programme, from late 2003, THM 	<p>1. No. of children and young people participating in education programmes (both on-site and outreach).</p> <p>2. Total numbers of children.</p>

	<p>1. Increase significantly take-up of cultural and sporting opportunities by new users aged 20 and above from priority groups.</p>	<p>1. Maintain free access at national museums and galleries</p>	<p><u>Obj. 2:</u> To increase the number and range of people who use the Museum both on-site and remotely. <i>Activity:</i> Implement the 'Regional Strategy' through lending, partnership projects and specialist networks. <i>Example/s:</i></p> <ul style="list-style-type: none"> • Touring exhibitions, UK and abroad: <i>Peter Rabbit; Art Deco; Chinese Export Watercolours, BB Turner</i> photographs; <i>Guy Bourdin</i> photographs; <i>Vivienne Westwood, Islamic Arts</i> etc. • Sustain and develop partnership with Sheffield Galleries & Museums Trust through exhibitions and staff development. • Establish pilot subject-specialist network for fashion <p><u>Obj. 3:</u> To expand the range of learning opportunities open to our users and to develop high quality digital educational resources. <i>Activity:</i> Continue to develop web content, both catalogue-type and 'richer' formats. <i>Example/s:</i></p> <ul style="list-style-type: none"> • Complete NAL catalogue conversion, 2003/04 • Significantly increase 'Images Online' section of main site through 'Access to Images' project, ongoing, SK • Establish microsites for all SK significant exhibitions and events. • Launch <i>PeoplePlayUK</i>, NOF-funded web project, 2003/04, THM • Launch a re-vamped BGM website, 2003/04 <p><u>Obj. 5:</u> To harness the potential of our collections to produce displays and programmes relevant to audiences that are currently under-served. <i>Activity:</i> Implement audience-related strategies for 'Learning', 'Access, Inclusion & Diversity' and 'Visitor Evaluation'. <i>Example/s:</i></p> <ul style="list-style-type: none"> • Touring exhibition: <i>Islamic Arts</i>, 2005/06. • <i>Art Deco</i> study day – 'Art Deco and the Harlem Renaissance' • 'Vocaleyes' project for visually impaired people, ongoing, THM. 	<p>2. Total numbers of visitors.</p> <p>3. Total numbers of children.</p> <p>4. No. of website hits (unique users).</p> <p>5. Number of venues in England to which objects from collections are loaned.</p>
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	Increase by 8% by 2005/06 adult C2DE visitors to national museums and galleries	<p>1. Maintain free access at national museums and galleries.</p> <p>2. Use strategic commissioning with national museums to deliver national / regional community partnerships</p>	<p><u>Obj. 2:</u> To increase the number and range of people who use the Museum both on-site and remotely.</p> <p><u>Obj. 5:</u> To harness the potential of our collections to produce displays and programmes relevant to audiences that are currently under-served.</p> <p><u>Obj. 3:</u> To expand the range of learning opportunities open to our users and to develop high quality digital educational resources.</p> <p><i>Activity:</i> Implement strategies for 'Learning', 'Access, Inclusion & Diversity' and 'Visitor Evaluation'.</p> <p><i>Example/s:</i></p> <ul style="list-style-type: none"> • 'Sacred Spaces' inter-faith display loaned to local venues, including prisons, ongoing. • Westminster Adult Education Service Project, from Sep 2003, THM • 'Summer Festival', Summer 2003, BGM. • 'Language & Literacy' project, ongoing, SK. 	<p>6. Numbers of C2DE visitors required to achieve an 8% increase by 2005-06 on the 2002-03 baseline.</p> <p><i>(V&A target: increase number of C2DE visits to 180,000 by 2005/06)</i></p>
2. Develop appropriate regulatory frameworks that protect consumers' interests and improve the productivity of our sectors	Improve the productivity of the tourism, creative and leisure industries		<p><u>Obj. 1:</u> To be a recognised source of inspiration for the creative industries at home and abroad and play a role in promoting tourism.</p> <p><i>Activity:</i> Strengthen links with the creative industries.</p> <p><i>Example/s:</i></p> <ul style="list-style-type: none"> • Introduce a special class of Museum membership for the creative industries and host an annual 'Creative Industries' party. • Demonstrate commitment to good design in the Museum's own developments; e.g. architecture and communication. • Develop plans for the <i>Spiral</i> as the focus for the V&A's activity in contemporary art and design issues. <p><u>Obj. 4:</u> To present public programmes which draw on cutting edge research and to be a resource in the creative industries.</p> <p><i>Example/s:</i></p> <ul style="list-style-type: none"> • Run the dedicated Contemporary Programme. Exhibitions, lectures, evening programmes and learning events focusing on design, fashion, architecture, photography, ongoing, SK. • Include contemporary design in the mainstream programme, e.g. <i>Vivienne Westwood</i> temporary exhibition (Apr-Jul 2004), 'Fashion in Motion', shows 4 times per year. • Run learning programmes that encourage creativity in participants. 	

			<p><i>Activity:</i> Undertake and promote research that advances knowledge and understanding in the Museum's fields of interest.</p> <p><i>Example/s:</i></p> <ul style="list-style-type: none"> • Provide a publication programme based on the V&A's collections and programmes for a range of popular and specialist audiences. • Run, with the Royal College of Art, postgraduate courses in History of Design and Conservation. 	
3. Modernise delivery to the customer by ensuring that DCMS and its sponsored bodies improve performance and pursue institutional excellence.	Improve significantly the value for money of the Department's sponsored bodies, measured by a matrix of NDPB indicators.	<ol style="list-style-type: none"> 1. Work with NDPBs to improve delivery of strategic priorities concentrating on customer impact. 2. Internal reform and modernization of delivery 	<p><u>Objective 6:</u> To deliver all our services as efficiently and effectively as possible.</p> <p><i>Example/s:</i></p> <ul style="list-style-type: none"> • Implement the 'Gallery Services Review' and 'Essential Services Review'. • Establish an 'Information Gateway' as a comprehensive and cost-effective enquiry service. • Refine collection and analysis of visitor data. • Promote partnerships between NMGs based on sharing of resources for optimum public benefit. 	Measured through a matrix of performance indicators from this Funding Agreement and the annual Efficiency & Effectiveness PI's including regular sampling and surveys of customer satisfaction

Annex C

Victoria and Albert Museum Strategy 2003/04 to 2005/06

C1 *Re-development*

C1.1 At the start of the Agreement period, the V&A at South Kensington (SK) is well into Phase I of the FuturePlan, the over-arching framework that will open up the Museum, both physically by removing barriers and installing ramps, lifts etc, and also intellectually by creating beautiful, inspiring and challenging displays. Visitor facilities and services are included, e.g. through improved shops, restaurants, and through training of staff. The Museum will also be working towards Phase 2, the building of *The Spiral* – the dramatic new building that will be the focus of the Museum's remit to encourage and promote the best in contemporary design. The major project for the Theatre Museum (THM) in the Funding Agreement period will be planning and fund-raising for its own redevelopment at Covent Garden in an ambitious scheme that will bring its world-class collections to life for tourists and scholars. The Museum of Childhood at Bethnal Green (BGM) has applied for funding to make improvements to its entrance and public spaces, particularly for school and community groups. These major developments inevitably bring consequent disruptions, but some improvements will be evident from the start of the Funding Agreement period, and further gallery openings should help to counter the negative effects and stimulate visiting. The FuturePlan at SK and re-development at the branch museums – especially THM – will consolidate the Museum's position as a major tourist destination. The cost of the FuturePlan in 2003/04 is estimated to be £7.8m, of which £1.4 has been allocated from grant in aid. The THM and BGM developments are dependent on funding from the Heritage Lottery Fund.

C1.2 The Museum's storage and office facilities are currently (at March 2003) under review. The V&A intends to improve access to its stored collections and can see how the central London site at Blythe House could be developed to achieve this if it is retained following review by DCMS. As the site is shared with other national museums, there are opportunities to collaborate closely to provide a significantly enhanced service, and the V&A will actively seek to put this principle into practice. THM may make better use of Blythe House as a study centre as part of its development plans.

C2 *Audience*

C2.1 The V&A is committed to sustaining numbers of visits to its physical sites at over 2 million and to increasing the diversity of its audiences. Firstly, though, the Museum needs a thorough understanding of its audiences and how they use the sites and services. Several audience-related initiatives have recently been effected or are forthcoming, to be implemented in the Agreement period:

- Audience Development Strategy (September 2000)
- Learning Strategy (March 2001)
- Access, Inclusion & Diversity (AI&D) Strategy (March 2003).
- Visitor Evaluation Strategy (April 2003)
- Online Museum Strategy (including user evaluation) (2003/04).

The V&A will actively and rigorously monitor the profile of its visitors and their responses to elements of provision – exhibitions and displays, events, services – so as to inform future developments. Methods of collecting, analysing and reporting visitor data will be kept under review and changes that affect validation of the performance measures will be notified to DCMS.

C2.2 There are two kinds of audience that the V&A will focus on, each with its own subsets, and these may overlap to a degree. Both serve DCMS strategic priorities. The first is categories of visitor under-represented at the V&A for a variety of reasons and this includes children, families and young adults as well as ethnic and socially excluded communities and disabled people. The second is audiences that the Museum is particularly well-placed to serve as a

source of information and inspiration: those studying and working, or with other specialist interests in, the creative industries.

- C2.3 The Public Programme is key to attracting high numbers of visitors and also encouraging new audiences. The headline programme includes both popular and specialist subjects. Associated events such as workshops, demonstrations, talks and courses aid in interpretation and learning, thus exploiting the headline events to best effect. The V&A recognises the challenge of establishing habitual museum-visiting as a source of enjoyment and learning. All Museum sites will continue to run varied and imaginative programmes of events aimed at different audiences. Children's activities and school visits are important in stimulating further visits by wider groups and so there will be emphasis on learning events and activities. Links to the national curriculum will be stressed in on-site programmes and in website developments. THM and BGM will continue to be especially active in outreach programmes with their local communities and schools. The V&A will also make particular effort to encourage visits by people from socio-economic categories C2D and E. Students are emerging as one of the V&A's more diverse audience groups, so things that attract this category (e.g. Contemporary Programme, *Vivienne Westwood*, Friday Late View) will have a positive effect on the diversity of the Museum's audience. Student services will be promoted and a new category of student membership will be introduced to foster a long-term relationship with the Museum. The Museum will continue to target particular socially disadvantaged communities in programmes that aim to improve skills and self-esteem, as well as engendering a positive view of museums. Evaluating the outcomes of such programmes is an area in which the Museum will undertake research.
- C2.4 The V&A will bid for funds aimed specifically at educational and community-based projects in order to realise its ambitions in this area. The branch Museums have a particular role and successful track record here. BGM works with 'Excellence in Cities' and THM is working for 'Creative Partnerships' projects.
- C2.5 Young adults, students and creative industry audiences are the particular targets of the Contemporary programme that includes exhibitions, lectures and monthly evening events focusing on design, fashion, architecture and photography. The major temporary exhibition, *Vivienne Westwood* (Apr-Jul) 2004 should appeal to the same type of audience as *Versace* in 2002/03. A new category of V&A membership for the creative industries will be launched to promote the links between the Museum and the industry.
- C3 *Regional and International Activity*
- C3.1 Lending from the collections has been one of the most visible and practical facets of the V&A's outreach activity. Procedures have been streamlined recently and the Museum is working at capacity to meet demand. This means lending hundreds of objects to over 300 venues per year, mostly in the UK. The V&A will continue to lend to institutions overseas and to provide entire exhibitions for overseas touring that will promote the V&A, London and the UK as an important centre of culture and creative industry.
- C3.2 The V&A will agree a Regional Strategy early in 2003/04 that builds on its strong track record. Partnerships and collaboration are essential. The partnership with the Sheffield Galleries & Museums Trust gives the V&A a strong presence in the north of England and the relationship will continue to develop. As well as providing one exhibition annually, co-operation extends to staff training and development. The V&A will also initiate a new kind of partnership, based on specialist subjects rather than geographical location. The objective is to provide comprehensive access to shared resources of collections and expert information across the chosen field (e.g. Fashion, Asia, Photography) and to reach new audiences.
- C3.3 The V&A will continue to administer the Resource/V&A Purchase Grant Fund as a channel for advice and expertise, helping regional museums to make acquisitions that enhance their service to their users. The Fund deals with c. 300 requests annually from around 120 institutions.

C4 *Electronic access*

C4.1 The main website is seen as a fourth Museum site in addition to the physical sites. Development is a continuous process and a strategy for the Online Museum will be agreed early in the Agreement period. By the end of 2002/03 10,000 images will have been added and enhancing the online 'catalogue' is a priority for the Funding Agreement period. The project to convert the National Art Library catalogue into an online resource will be completed in 2003. Further 'richer' new material – such as microsites devoted to exhibition and event topics as well as educational resources – will also be added. THM will launch *PeoplePlayUK*, a lively site on the performing arts, and BGM will re-launch its site during the Agreement period. The V&A has submitted a bid to Culture Online: if successful, with its partners Channel 4 and Ultralab, the Museum will develop a major learning resource based on the multifarious stories represented by museum objects. The web is seen as important in encouraging younger museum users.

C5 *Service delivery*

C5.1 That the FuturePlan encompasses more than building works is alluded to at 2.5.2.1. Public services and facilities will be improved. A new signage project will be introduced from late 2003, greatly aiding navigation in the complex South Kensington site. The recommendations from two recent Reviews – Gallery Services and Essential Services - will be implemented. The former focuses on the organisation, role and development of gallery staff e.g. with training visitor welcome and disability awareness. The second aims to extend services throughout all opening hours, e.g. facilities maintenance and information services, as resources allow.

C5.2 Building projects do allow for enhanced services, though. Redevelopment works underway or planned will take account of the need to increase provision for education activities, especially through increasing the space allocated for this purpose. The realisation of these plans depends on securing funding through HLF and other sources. THM plans to create an educational studio to meet increasingly heavy demand for educational services and BGM intends to double its capacity for formal sessions with an additional teaching room. At South Kensington, it is planned to create a Learning Zone to the west of the Pirelli Garden in 2003/04, as a precursor to a brand new Learning Centre (subject to funding) in the lower two floors of the Henry Cole Wing.

C5.3 From 2003 the Museum will establish an 'Information Gateway'. The aim is to streamline access to information about the Museum and its collections. A database will be developed to collate information from enquiries, enabling the Museum to satisfy a growing audience with fewer resources and also to efficiently satisfy its obligations under the Freedom of Information Act. Web content will also be generated in a way that responds to users' needs. Eventually the service will be offered through the internet. The creation of the database and establishment of a telephone call service in a pilot project are priorities for 2003/04.

C5.4 In order to deliver the objectives and activities outlined in this agreement, the Museum undertakes to increase the amount of income from sources other than grant in aid. This will be achieved through a more focused Development strategy to increase sponsorship and donations and through application to designated public funds (e.g. the HLF). The V&A will maximise the return on commercial activities and recognises that these also have access and promotional dimensions (e.g. through publications and licensing).