



DCMS/V&A Funding Agreement 2005/06 – 2007/08
End of Year Report April 2006-March 2007

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VICTORIA AND ALBERT MUSEUM

DCMS/V&A FUNDING AGREEMENT 2005/06 – 2007/08

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For further information on 2006/07 performance please refer to the following documents:

- V&A Annual Review 2006/07
- V&A Annual Report & Accounts 2006/07

Summary of core quantitative targets

	2006/07 Target	2006/07 Outturn	% of target
Total number of actual visits to Museum site/s (excluding virtual visits)	2,300,000	2,874,700	125%
Number of children aged 15 and under attending the Museum site/s	245,000	299,800	122%
Number of children aged 15 and under in on- and off-site organised educational sessions	123,000	148,100	120%
Number of UK adults aged 16 and over from lower socio-economic groups attending the Museum sites (NS-SEC groups 5-8)	120,000	168,700	141%
Number of web-site visits (user sessions)	12,000,000	19,397,700	162%
Net income from trading	£4.056m	£4.977m (estimated)	123%
Efficiency savings (cumulative, cash and non-cash)	£3.5m	£3.5m	100%

NB: V&A Museum of Childhood closed from 31 October 2005 and reopened on 9 December 2006 as part of its Phase 2 re-development programme. The Theatre Museum's Covent Garden site closed to the general public on 6 January 2007, though education programmes and guided tours continue until August 2007.

Balanced Scorecard Performance Report

- The key performance indicators (KPIs) are numbered as in the V&A Strategic Plan 2005-2010: 2007/08 (and the same order as they appear in the Funding Agreement itself). However, they do not all appear sequentially in this report because related measures have been grouped together where it seemed logical to do so.
- Core quantitative targets in the Funding Agreement are shaded.

STEWARDSHIP

KPI1 % of collection stored in correct environmental conditions	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	68%	71%	75%
<ul style="list-style-type: none"> • The 2006/07 outturn has improved since 2005/06 due to the opening of refurbished galleries across the Museum (including the reopening of the Museum of Childhood) as part of FuturePlan. • The 2006/07 figure includes galleries and stores at South Kensington and the Museum of Childhood and stores at Battersea and Blythe House. 			

KPI2 Scope of acquisitions
<ul style="list-style-type: none"> • The V&A acquired 2,612 objects during 2006/07. 873 of these objects were donated • The cost of the objects acquired was £1,517,600. V&A funds financed 20% of the acquisitions and the remaining 80% was funded by external funding sources, e.g. Friends of the V&A, The Art Fund, National Heritage Memorial Fund/Heritage Lottery Fund and private donations. • Acquisition Highlights in 2006/07: <ul style="list-style-type: none"> ○ A French ewer and basin from 1711-12 of supreme importance for historical connections, superb quality and rarity. The objects were made by Elie Pacot, a leading French goldsmith for John Churchill, 1st Duke of Marlborough. ○ The Manchester Tiara, on loan to the V&A since 1982, was accepted by HM Government in lieu of inheritance tax and was allocated to the V&A with the aid of substantial funding from a private donor. A grand diamond tiara in the garland style, it was commissioned in 1903 from Cartier, Paris, by Consuelo, Duchess of Manchester. The tiara will go on display in the V&A's new Jewellery Gallery. ○ The discovery of a shipwrecked cargo of many thousands of Chinese ceramics (dating from the Yongzheng period 1723-1735) led to the acquisition of a fascinating group of porcelain objects for display in the new Ceramics galleries. ○ At Collect 2007, the V&A acquired 15 pieces of contemporary art and design for the following collections: Ceramics, Metalwork and Glass; Textiles and Fashion; Word and Image. ○ The Museum purchased a felt appliqué coverlet made by Ann West, signed and dated 1820 which had been stopped for export. The object is of outstanding significance for the study of patchwork and quilting and will feature in the future exhibition on quilts in 2010. It was purchased with the help of the Friends of the V&A. ○ Historic and contemporary posters relating to the Olympic Games were an important addition to the Museum's collection. The posters will feature in a future V&A publication and touring exhibition of Olympic Games posters which will coincide with the forthcoming Olympic Games.

- The V&A acquired a 17th century rocking horse which may have been commissioned as a gift for Charles I. Made in softwood and elm it pre-dates the earliest example in the Museum.

KPI3 Results arising from annual audit of collections

- Continued progress was made in locating objects recorded as 'Not in place' (NIP). By the end of 2007 CIS terminals will have been installed in all of the stores that have been identified as priority areas. This will improve records of object moves and locations and reduce the number of NIPs.

KPI4 Progress in implementing security improvements

- During 2006/07 there were three incidents of object theft; one object has so far been recovered.
- Two pieces of Chinese jade, stolen in October 2004, were also recovered in July 2006.
- There were no incidents of damage to objects on display in the galleries.
- SecurePlan, the wide ranging security improvement project which commenced in 2004, continued throughout 2006/07 and included:
 - Continued improvements to physical security e.g. to site hoardings, plant rooms, electrical boxes, window grilles and cases.
 - Installation of over 177 new cameras and object specific alarms in 44 galleries at South Kensington, including all new gallery developments and retro fitting of existing rooms.
 - A new and more secure and effective radio system was installed for South Kensington.
 - New security systems installed at Museum of Childhood, comprising alarms and 12 new cameras.
- Continued staff training and briefings, including refresher training from the Police.
- Development of detailed gallery check sheets for Gallery Assistants to improve audit trails.
- Collections Management Procedures were updated.
- A back-of-house object audit was undertaken and work has started to implement its recommendation to remove most objects from back of house areas.
- Further work to share ideas and developments with colleagues, from other museums and galleries, the police and other security professionals:
 - Continued support for the Metropolitan Police's London Museums, Galleries & Archives security co-ordination group.
 - Hosted the Art & Antiques squad display, *The Investigation of Fakes & Forgeries*, November 2006.
 - Consulted the police in new gallery planning and in staff training.
 - Active support for ArtBeat Special Constables initiative: two members of V&A staff sworn in as Specials.
 - Developing closer ties and collaborations with colleagues in other museums, particularly in London.

SCHOLARSHIP & RESEARCH

KPI5 Scope of research activity and outputs related to the V&A's collections:

Gallery developments

- The following gallery developments were opened during 2006/07 as part of FuturePlan, the V&A's ambitious development plan to redisplay collections in a beautiful and accessible way:
 - The Jameel Gallery of Islamic Art opened in July 2006
 - Museum of Childhood, reopened in December 2006
 - Gallery for 19th century European and American decorative arts, opened in December 2006
 - Phase 2 of the Dorothy and Michael Hintze Sculpture Galleries, opened in March 2007
- Much progress was made during the year on other FuturePlan gallery developments including:
 - A new Contemporary Space, due to open in November 2007
 - The Sackler Centre for arts education at the V&A, due to open April 2008
 - The William and Judith Bollinger Jewellery Gallery, due to open May 2008
 - The Medieval and Renaissance Galleries, due to open in November 2009
 - Ceramics Galleries, the first phase will open in September 2009
 - Exhibition Road Building

Temporary exhibitions and displays in 2006/07:

- **Headline exhibitions**
 - *Modernism: Designing a New World 1914-1939*, V&A and touring, 6 April-23 July 2006
 - *At Home in Renaissance Italy*, V&A, 5 October 2006-7 January 2007
 - *Leonardo da Vinci: Experience, Experiment and Design*, V&A, 14 September 2006-7 January 2007
 - *Kylie - the Exhibition*, V&A, 8 February-10 June 2007
- **Contemporary exhibitions and displays**
 - *Anna Piaggi Fashion-ology*, V&A, 2 February-23 April 2006
 - *Che Guevara: Revolutionary and Icon*, V&A, 7 June-23 April 2006
 - *Twilight: Photography in the Magic Hour*, V&A, 10 October-17 December 2006
 - *Uncomfortable Truths – the shadow of slave trading on contemporary art and design*, V&A, 20 February-17 June 2007 and associated gallery trails.
- **Displays: South Kensington (free)**
 - *Popaganda: The Fashion and Style of JC Castelbajac*, V&A, 1 February-1 May 2006
 - *The Modern Shop: Architecture & Shopping Between the Wars*, V&A + RIBA, 2 March-4 June 2006
 - *Freud and Auerbach at the V&A: New Paintings*, 25 April-29 May 2006
 - *Dragons and Immortals*, V&A, 26 April- 25 June 2006
 - *Sixties Graphics*, V&A, 6 June-12 November 2006
 - *Sixties Fashion*, V&A, 6 June 2006 – 25 February 2007
 - *Off the Page*, V&A, 30 January-30 April 2007
 - *On the Threshold: The Changing Face of Housing*, V&A + RIBA, V&A, 2 November 2006-11 February 2007
 - *Beyond the Maker's Mark: Paul de Lamerie Silver in the Cahn Collection*, V&A, 6 November 2006-21 January 2007
 - *James Athenian Stuart 1713-1788: The Rediscovery of Antiquity*, V&A, 15 March-24 June, developed in collaboration with the Bard Graduate Center, New York
- The following exhibitions toured in the UK and abroad following showings at the V&A or MoC:
 - *Black British Style*, Sunderland Museum and Winter Garden; Birmingham Museum and Art Gallery (Water Hall); New Walk Museum, Leicester.
 - *Vivienne Westwood*, Thailand Creative Design Centre
 - *Cinema India*, Ferens Art Gallery, Hull
 - *Modernism*, MARTa Herford, Germany
 - *International Arts and Crafts*, Fine Arts Museums of San Francisco (De Young)

<ul style="list-style-type: none"> ○ <i>Domestic Idylls: Clementina, Lady Hawarden</i>, Worcester City Museum and Art Gallery ○ <i>Benjamin Brecknell Turner</i>, Worcester City Museum and Art Gallery ○ <i>Must-have Toys</i>, RAMM, Exeter; Northampton Museum; South Shields Museum and Art Gallery ○ <i>Khel, Toys from India</i>, Gallery Oldham; Hartlepool Museum; Cheltenham Art Gallery and Museum <ul style="list-style-type: none"> ● Research was undertaken for future exhibitions and displays.

● Number of publications	91 (estimate)
○ Of which, peer-reviewed	70 (estimate)
○ Of which, published by V&A Enterprises	21 (17 new publications and 4 trade paperbacks)

● Number of Research Fellowships, exchanges etc.	13
○ Of which, into the V&A	10
○ Of which, out of the V&A	3

● Number of externally-funded research projects	18
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● Number/proportion of successful research funding applications
○ 12 successful research grant applications (1 AHRC Diasporas, 2 AHRC Research Networks, 1 Kress Fellowship, 1 AHRC CDA, 1 Chipstone Roundtable Grant, 1 British Academy Grant, 1 AHRC Large Grant, 1 AHRC Research Leave Scheme, 1 AHRC Resource Enhancement Grant, 2 British Academy Conference Grants)
○ 3 unsuccessful AHRC research funding applications.

KPI6 Number of postgraduate students on collaborative programmes with the V&A	73
○ Of which, on joint programmes with the Royal College of Art: History of Design; Conservation	63 (42 MA; 10 MPhil; 11 PhD)
○ Of which, AHRC Collaborative PhD studentships with various universities	10

KPI7 Number of occasions of advice to public bodies (e.g. Capital Taxes Office, MLA, HLF)	185 cases covering 820 objects
● The actual number of individual objects will be higher because groups of objects are not always differentiated.	

ACCESS

NB: V&A Museum of Childhood closed from 31 October 2005 and reopened on 9 December 2006 as part of its Phase 2 re-development programme. The Theatre Museum's Covent Garden site closed to the general public on 6 January 2007, though education programmes and guided tours continue until August 2007.

KPI26 Number of users (actual + web + touring exhibitions)	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	10,018,500	14,693,700	22,808,500

KPI8 Total number of actual visits to Museum sites (excluding virtual visits)	2004/05 Outturn	2005/06 Outturn	2006/07 Target	2006/07 Outturn	% of target
Total	2,471,600	2,195,500	2,300,000	2,874,700	125%
South Kensington	2,011,200	1,902,600		2,573,100	
Theatre Museum	225,000	166,700		144,500	
Museum of Childhood	235,400	123,400		154,200	
Blythe House	-	2,800		2,900	

KPI11 Number of children aged 15 and under attending the Museum sites	2004/05 Outturn	2005/06 Outturn	2006/07 Target	2006/07 Outturn	% of target
Total	364,800	250,900	245,000	299,800	122%
South Kensington	199,300	155,800		201,400	
Theatre Museum	41,500	28,700		28,600	
Museum of Childhood	124,000	66,400		69,800	

KPI12 Number of children aged 15 and under in on and off-site organised educational sessions	2004/05 Outturn	2005/06 Outturn	2006/07 Target	2006/07 Outturn	% of target
Total	309,300	128,200	123,000	148,100	120%
<i>Onsite</i>	-	-		137,500	
<i>Offsite</i>	-	-		10,600	
South Kensington	165,500	59,400		77,300	
<i>Onsite</i>	-	-		74,400	
<i>Offsite</i>	-	-		2,900	
Theatre Museum	19,800	21,400		30,000	
<i>Onsite</i>	-	-		26,100	
<i>Offsite</i>	-	-		3,900	
Museum of Childhood	124,000	47,400		40,800	
<i>Onsite</i>	-	-		37,000	
<i>Offsite</i>	-	-		3,800	

- During 2005/06 this measure was revised and categories that were previously reported were excluded. Figures for 2003/04 and 2004/05 have not been recalculated using the new method.

- Excluding accompanying teachers and adults.
- The 2006/07 outturn for Theatre Museum is slightly higher than the outturn for the total number of children because some children will attend more than one educational session during one visit and each attendance is counted.

KPI31 Number of visits to museum sites by school pupils	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	105,400	67,900	70,600
South Kensington	40,300	33,900	38,900
Theatre Museum	17,500	12,900	10,400
Museum of Childhood	47,600	22,000	21,300

- Excluding accompanying teachers and adults

KPI18 Number of learners in on and off-site educational programmes	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	565,700	491,300	403,600
<i>Onsite</i>	-	-	390,400
<i>Offsite</i>	-	-	13,200
South Kensington	370,600	388,200	305,300
<i>Onsite</i>	-	-	299,900
<i>Offsite</i>	-	-	5,400
Theatre Museum	65,200	52,200	48,200
<i>Onsite</i>	-	-	44,300
<i>Offsite</i>	-	-	3,900
Museum of Childhood	129,900	50,900	50,100
<i>Onsite</i>	-	-	46,200
<i>Offsite</i>	-	-	3,900

- Beware of direct comparisons between years as figures were calculated on a slightly different basis each year.

KPI13 Number of adult visits	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	2,106,800	1,944,600	2,572,800
South Kensington	1,811,900	1,746,800	2,369,600
Theatre Museum	183,500	138,000	115,900
Museum of Childhood	111,400	57,000	84,400
Blythe House	-	2,800	2,900

KPI14 Number of over-60s visits	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	386,100	376,200	565,900
South Kensington	342,000	344,000	533,300
Theatre Museum	33,500	26,800	21,800
Museum of Childhood	10,600	5,400	10,800

KPI15 Number of repeat visits in the last 12 months		2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total (Repeat visits in last 12 months)		-	-	965,700
Total (all repeat visits)		1,339,600	1,203,700	1,590,600
South Kensington	repeat visits in last 12 months	726,600	649,700	874,000
	all repeat visits	1,153,400	1,084,200	1,463,000
Theatre Museum	repeat visits in last 12 months	-	-	16,100
	all repeat visits	65,200	43,400	28,900
Museum of Childhood	repeat visits in last 12 months	-	-	75,600
	all repeat visits	121,000	76,100	98,700
<ul style="list-style-type: none"> This PI changed during 2005/06 from 'number of repeat visits' to 'repeat visits in the last 12 months'. 2005/06 surveys for MoC and TM only asked whether visitors had ever been before. 				

KPI27 Number of UK visitors from lower socio-economic categories attending Museum		2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total		238,100	175,700	224,900
South Kensington		141,100	121,700	178,600
Theatre Museum		26,800	15,000	14,200
Museum of Childhood		70,200	39,000	32,100
<ul style="list-style-type: none"> Up to, and including, 2005/06 the socio-economic data used groupings C2, D and E as UK lower socio-economic categories. 2006/07 was the first year the NS-SEC data was being collected at all sites using the NS-SEC classification. 				

KPI10 Number of UK adults aged 16 and over from lower socio-economic groups attending Museum sites	2004/05 Outturn	2005/06 Outturn	2006/07 Target	2006/07 Outturn	% of target
Total	161,100	126,900	120,000	168,700	141%
South Kensington	121,300	105,200		148,900	
Theatre Museum	16,200	7,700		8,200	
Museum of Childhood	23,600	14,000		11,600	
<ul style="list-style-type: none"> Up to, and including, 2005/06 the socio-economic data recorded and reported used groupings C2, D and E as UK lower socio-economic categories. 2006/07 is the first year the NS-SEC data is being collected at all sites, with groups 5-8 being the lower socio-economic categories. Figure for SK for 2004/05 is an estimate 					

KPI21 % of UK adults aged 16 and over from lower socio-economic categories	2003/04 Outturn	2004/05 Outturn	2005/06 Outturn
Total	12%	12%	10%
South Kensington	10%	11%	10%
Theatre Museum	14%	15%	11%
Museum of Childhood	23%	24%	14%

KPI20 % of UK adults aged 16 and over from an ethnic minority background	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	11% <i>(145,900)</i>	12% <i>(126,300)</i>	10% <i>(159,700)</i>
South Kensington	11% <i>(125,600)</i>	11% <i>(105,700)</i>	9% <i>(134,100)</i>
Theatre Museum	7% <i>(7,400)</i>	12% <i>(10,100)</i>	11% <i>(8,200)</i>
Museum of Childhood	13% <i>(12,900)</i>	20% <i>(10,500)</i>	21% <i>(17,400)</i>

KPI28 Number of UK black and ethnic minority visitors attending Museum sites	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	200,800 <i>(13% of UK visits)</i>	162,200 <i>(13% of UK visits)</i>	223,600 <i>(12% of UK visits)</i>
South Kensington	142,400 <i>(11% of UK visits)</i>	117,300 <i>(11% of UK visits)</i>	172,500 <i>(11% of UK visits)</i>
Theatre Museum	14,300 <i>(11% of UK visits)</i>	16,300 <i>(16% of UK visits)</i>	12,700 <i>(14% of UK visits)</i>
Museum of Childhood	44,100 <i>(21% of UK visits)</i>	28,600 <i>(25% of UK visits)</i>	38,400 <i>(25% of UK visits)</i>

KPI9 Number of web-site visits (user sessions)	2004/05 Outturn	2005/06 Outturn	2006/07 Target	2006/07 Outturn	% of target
Total	6,515,800	11,580,600	12,000,000	19,397,700	162%

KPI16 % of collections internet accessible	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
New methodology	-	32%	32%
Old methodology	18%	18%	-

- The new methodology for this PI, adopted by the V&A from 2005/06, uses 'whole objects' for the total number of objects in its collections (2.3 million) and is consistent with Museum systems. The old methodology used the 'number of items' (4 million), which could include parts of objects.

- c.25,000 objects (3.2% of the collections) are accessible via the *Search the Collections* facility, the main vehicle for digital collections access.

KPI17 % time open	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
South Kensington	70%	71%	69%
Theatre Museum	-	61%	50%
Museum of Childhood	-	34%	20%

- MoC was closed from November 2005 to December 2006.
- TM closed to the general public in January 2007.
- 'Open' is taken to mean times that the general public can access most of the Museum, including late views but excluding the time the Museum may be open for special events with restricted access e.g. private views.
- Calculation is based on 100% being 12 hours per day, seven days per week.
- 2005/06 was the first year TM and MoC were included in this measure.

KPI22 Number of UK venues to which objects from the collections are loaned	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	270	278	287

- Further 2006/07 loan statistics
 - 3.84 million visits reported at exhibition venues showing V&A objects on short-term loan in the UK (excluding touring exhibitions)
 - 2,906 V&A objects on loan throughout the UK (2,227 through loans; 679 through touring exhibitions)
 - 41 UK towns and cities showed objects from the V&A through short-term loans and touring exhibitions.

KPI23 Number of overseas venues to which objects from the collections are loaned	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	105	112	116

- Further 2006/07 loan statistics (excluding touring exhibitions)
 - 6.18 million visits reported exhibition venues showing V&A objects on short-term loan overseas (excluding touring exhibitions)
 - 1,038 V&A objects on loan overseas (663 through loans; 375 through touring exhibitions)

KPI24 Number of venues in England to which objects from the collection are loaned	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	253	258	267

KPI29 Number of visits to V&A touring exhibitions and co-operative exhibitions	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	1,031,100	917,600	536,100

KPI30 Scope of partnerships with regional museums
<ul style="list-style-type: none"> • Long-term partnership with the Sheffield Galleries & Museums Trust (SGMT): <ul style="list-style-type: none"> ○ The major V&A exhibition, <i>Palace and Mosque: Islamic Treasures of the Middle East from the V&A</i> at the Millennium Galleries, Sheffield, closed on 16 April 2006. Visit figures, at 18,900, were 72% above target. The exhibition was used as a springboard for learning and community programmes by SGMT and the City, and attracted a great deal of very positive press attention. Exhibition tour made possible by the generosity of Mohammed Abdul Latif Jameel. ○ Planning progressed for 6 or 7 V&A exhibitions in Sheffield in 2007-2009, including shows at the Graves Art Gallery and Weston Park Museum as well as the Millennium Galleries. V&A and SGMT are also collaborating to commemorate in 2013 the centenary of the discovery of the stainless steel process. ○ Two important, newly-acquired teapots by Christopher Dresser were loaned to SGMT for their exhibition on the manufacturer James Dixon. ○ An SGMT curator undertook a 2-week placement in the V&A Metalwork Department ○ 20 V&A staff from many different departments visited Sheffield on 20 November 2006 to see Weston Park Museum, Graves Art Gallery and the Millennium Galleries (last showing <i>Art at the Rockface</i>, to which the V&A was a significant lender). ○ A senior member of V&A staff (Director of Learning & Interpretation) continues to sit on the SGMT Board. ○ SGMT continued to be a core member of the <i>Image & Identity</i> project (see below). • In addition to SGMT, four other regional museum services make up the V&A UK Partnership: Tyne & Wear Museums (T&W), Manchester City Galleries (MCG), Birmingham Museums & Art Gallery (BMAG) and Brighton & Hove Galleries & Museums (B&H). • <i>Image & identity</i>: DCMS/DfES strategic commissioning project, in which NCH (the children's charity) is also a key partner. The project provides creative workshops, learning resources, displays and performances for, and with, school-age children, and CPD opportunities for teachers, youth workers and museum staff. The theme for 2006/7 was Islamic Cultures. A Youth Forum was piloted to promote exchanges and dialogue between young people in different regions and there was increased focus on capacity-building and skills development through sharing best practice. There was no additional external funding in 2006/07 yet the project partners ran 184 events 11 schools and 13 NCH / Looked-After Children groups – a total of 964 direct participants. The resources and experience are feeding into other areas of the partners' work. <ul style="list-style-type: none"> ○ T&W and MCG continued to take part in the long-running V&A competition for adult learners in arts and crafts, <i>Inspired By</i> (see PSA3 report below). ○ In addition to <i>Palace & Mosque</i> in Sheffield, 3 V&A touring exhibitions were shown at UK Partner venues. These accounted for 98,200 of the visits to V&A UK touring exhibitions. ○ Several staff of BMAG are enrolled on the V&A accredited Technical NVG scheme. The V&A training department is also developing a customer care programme with B&H.

- Two networking days were held at the V&A to promote links between V&A UK Partners: one on Retail and one on Development.
- A V&A curator was appointed to the Acquisitions Panel of the Shipley Art Gallery (T&W).
- A joint bid was submitted to the Arts & Humanities Research Council by the V&A, SGMT and BMAG for funding to support research into the Barnard Archive, recently acquired by the V&A.
- Subject Specialist Networks (SSNs): MLA funding allowed two V&A-led SSNs to implement practical programmes: one continuing the performance documentation project begun in 2005/06; the other building on the Fashion network to provide a series of raining workshops. The V&A participates in a number of other SSNs.
- The V&A works with many other museums and other organisations throughout the UK. Of particular note:
 - The V&A runs the MLA/V&A Purchase Grant Fund (PGF) that not only provides grants to assist in the purchase of objects for non-national collections in England and Wales, but is also a valued source of professional advice. The 125th Anniversary of the PGF in 2006 was marked by events at the V&A and recipient organisations. The PGF made 182 grants totalling £1,001,000 to 115 institutions, enabling acquisitions worth over £4 million.
 - Specialist advice and professional development: expert advice to the Bowes Museum exhibition on lace; textile workshops for the NE Hub; gallery text workshop at National Museum Wales; retail advice to Glasgow Museums; Board member for the Cecil Higgins Art Gallery, Bedford.
 - Building on earlier work on Japanese art collections in the UK with the Japan Foundation and a successful book, the Japanese Embassy launched a website with links to 21 museums throughout the Great Britain.

KPI25 % of visitors who thought the Museum overall was good/very good	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
South Kensington	95%	97%	94%
● Gallery closures and disruptions due to FuturePlan projects will have affected the visitor experience.			

KPI32 Progress towards a more diverse personnel			
2006/07	714	2006/07	664.4
Employee headcount	(of which 29 externally funded)	Full time equivalent	(of which 23.4 externally funded)
<ul style="list-style-type: none"> ● The V&A continued its programme of equality proofing current HR policies and procedures to take account of changes in anti-discrimination legislation; in particular to reflect the age equality regulations and the Work and Families Act. ● Access, inclusion and diversity was embedded into each employee's performance plan from January 2007 through its inclusion as a core objective. ● The results of a staff survey carried out in spring 2006 indicated particularly high levels of satisfaction in respect of fair treatment of staff and lack of discrimination based on personal characteristics. ● Reports on the diversity of the V&A's workforce were submitted quarterly to Staffing Committee. ● Re-launch of an on-line recruitment system in December 2006 showcased the range of job opportunities at the V&A, with individual profiles highlighting the diversity of staff and the variety of careers. ● The V&A has worked in partnership with the Job Centre, resulting in the successful appointment of 4 Gallery Assistants through the Start programme for the long-term unemployed. 			
Full Time	580	Part-time	134

<ul style="list-style-type: none"> The proportion of part-time staff has increased by more than 5% since 2005. Part-time working arrangements are more common in the general administrative and junior professional roles. Of the V&A's part-time staff, c.48% are staff for whom flexible working arrangements have been agreed (as opposed to working in designated part-time posts). The range of flexible working arrangements in place across the Museum includes job shares, compressed hours, home-working, v-time and flexible retirement. A specific prompt has been included in the annual performance review procedure to discuss options available to staff in response to changes in personal circumstances and to support work-life balance. 												
Female	61%	Male	39%									
<ul style="list-style-type: none"> Females have historically represented the majority of the workforce, representing 48% of the workforce at senior management level and 62% below. An equal pay audit was undertaken in January 2007 to identify and inform the V&A of the risks and responsibilities relating to equal pay, along with plans for improvement. The findings were shared with the trade unions. The staff survey has provided us with baseline data on the differential experiences of male and female employees and of those with caring responsibilities (who represent some 23% of our workforce) A brief was developed for the formation of a Lesbian, Gay, Bisexual and Transgender (LGBT) and Questioning Network. The first meeting will take place in June 2007. 												
Ethnicity	White 86%	Black or Minority Ethnic (BME) 11%	Undeclared 3%									
<ul style="list-style-type: none"> The population profiles of the V&A's permanent and fixed-term/casual workforce, the ethnic profiles are broadly similar with BME staff representing c.11%. In 2006 the V&A began to analyse workforce data on ethnicity by broad occupational groups, to enable comparison with the populations of the recruitment pools relevant to each e.g. a local pool from London and the South East for general administrative and junior professional roles in corporate departments such as HR, Finance, ISSD, Marketing; and a national pool for specialist curatorial, educational and conservation roles, and senior professionals. <table border="1" data-bbox="204 1303 1385 1424"> <thead> <tr> <th></th> <th>V&A workforce BAME %</th> <th>UK population BAME %</th> </tr> </thead> <tbody> <tr> <td>Locally recruited (South East)</td> <td>16</td> <td>29</td> </tr> <tr> <td>Nationally recruited (England & Wales)</td> <td>7</td> <td>8</td> </tr> </tbody> </table> <ul style="list-style-type: none"> The proportion of applicants from BME backgrounds has increased from 11% in 2005 to 16% in 2006. Of BME applicants who were successful in appointment, the majority were appointed within Learning & Interpretation and corporate departments. The proportion of applicants from a white background has also increased by 5% over this period (the proportion of applicants from an undeclared background has decreased by c.10%). The V&A continued to develop its partnerships with Young Graduates in Museums and Galleries, the Arts Council and Museums Association, which aim to improve access to all levels of the sector for people from minority ethnic and disadvantaged backgrounds. <ul style="list-style-type: none"> The V&A hosted student placements in the summer for gifted and talented young people through the 'Young Graduates in Museums and Galleries' programme The Contemporary Team continued to host the 'Inspire Curatorial Fellow' through the Arts Council Programme. The postholder has successfully secured a permanent appointment as Curator Band 5/4 in the Contemporary Team, from 30 April 2007. The V&A hosted its first curatorial placement through the Museums Association 'Diversify' Programme. 					V&A workforce BAME %	UK population BAME %	Locally recruited (South East)	16	29	Nationally recruited (England & Wales)	7	8
	V&A workforce BAME %	UK population BAME %										
Locally recruited (South East)	16	29										
Nationally recruited (England & Wales)	7	8										

Staff who declared themselves as having a disability	6%
<ul style="list-style-type: none"> • The V&A retained its status as an employer that is Positive about Disabled People (“Two Ticks Symbol”) • In 2006 the Museum worked in partnership with Access to Work to successfully recruit and retain employees with disabilities. • The Staff Disability Forum (SDF), launched in November 2005, met 3 times in 2006 and once in spring 2007 to consult with and involve staff with disabilities. E.g. the SDF was consulted on the development of: <ul style="list-style-type: none"> ○ The V&A’s Disability Equality Scheme and Action Plan ○ A detailed plan identifying priorities for action in the employment of staff with disabilities ○ Management Guidance on Managing Staff with Disabilities ○ A resource for managers and staff relating to return to work from long-term ill-health and disability relating to mental health. • HR coaching sessions for managers were run on managing staff with health concerns and disabilities. • The effectiveness of current or proposed reasonable adjustments, in line with our commitment to the employment of staff with disabilities is discussed and recorded through the performance management system. 	
Training and Development Initiatives	
<ul style="list-style-type: none"> • Diversity was incorporated into the Assistant Curator Development Programme, the Line Manager Development Programme . • The Line Manager Programme of four modules ran three times for 60 managers and covered all aspects of diversity and inclusion for which managers need to take responsibility. • Senior managers were briefed on the implications of recent equality legislation. • Front of House Development Programme - all front of house staff have undertaken modules on visitor care and disability awareness; deaf awareness. • The V&A’s work on the National Basic Skills Strategy has been used as a case study in a Cabinet Office publication • Following accreditation of the V&A’s Cultural Heritage Assessment Centre, 35 staff have been working towards NVQ levels 2,3,4,5. • 8 members of staff successfully completed a year-long programme of British Sign Language training, culminating in a Level 2 qualification • The HLF Programme <i>Capacity Building and Cultural Ownership</i> developed a range of training and employment initiatives for black and ethnic individuals and organisations (further information under PSA 3 ‘Ethnicity’). • Hackney Recruitment Partnership - the V&A established a new partnership, working with young people with learning disabilities. The Museum supported two six-week work placements in the Shop and Gallery Services. These young people were able to experience real work and develop confidence within a working environment and staff found the experience rewarding. 	

BUSINESS EXCELLENCE AND EFFICIENCY

KPI33 Net income from trading	2004/05 Outturn	2005/06 Outturn	2006/07 Target	2006/07 Outturn	% of target
Total	£3.425m	£2.745m	£4.056m	£4.977m	123%
<ul style="list-style-type: none"> 'Trading income' measure comprises: income from the trading subsidiary (net profit covenanted to the Museum); exhibition admission fees and touring fees; education course fees and income from joint postgraduate courses; income from loans; restaurant commission. 					

KPI34 Efficiency savings (cumulative, cash and non-cash)	2004/05 Outturn	2005/06 Outturn	2006/07 Target	2006/07 Outturn	% of target
Total	-	£2.3m	£3.5m	£3.5m	100%
<ul style="list-style-type: none"> Measure introduced in 2005/06 					

KPI35 Grant-in-aid (GIA) per user (actual + web + touring exhibitions)	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	£3.61	£2.60	£1.71

KPI36 Grant-in-aid per visit (actual)	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	£14.64	£17.41	£13.61

KPI37 Revenue generated from sponsorship and donations etc per visit (actual)	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	£5.53	£5.43	£4.35
<ul style="list-style-type: none"> Revenue increased by 5% from 2005/06 (£11,926,700) to 2006/07 (£12,517,000) 			

KPI38 Non-GIA income (total-GIA) per visit (actual)	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	£12.10	£12.08	£12.21
<ul style="list-style-type: none"> Non-GIA income increased by 32% from 2005/06 (£26,519,000) to 2006/07 (£35,097,000) 			

KPI39 Average number of days lost in sickness absence per employee, excluding long-term.	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	5.54	5.52	5.67

KPI40 Number of overseas visits	2004/05 Outturn	2005/06 Outturn	2006/07 Outturn
Total	862,500	931,600	1,027,700
South Kensington	741,000 (Of total visits: 37% Overseas 63% UK)	856,900 (Of total visits: 45% Overseas 55% UK)	973,400 (Of total visits: 38% Overseas 62% UK)
Theatre Museum	95,400 (Of total visits: 42% Overseas 58% UK)	64,900 (Of total visits: 39% Overseas 61% UK)	51,200 (Of total visits: 35% Overseas 65% UK)
Museum of Childhood	26,100 (Of total visits: 11% Overseas 89% UK)	9,800 (Of total visits: 8% Overseas 92% UK)	3,100 (Of total visits: 2% Overseas 98% UK)

KPI41 Scope of activities to promote, support and develop the creative industries (CI)		
<p>The V&A was established to inspire creativity. Its international collection of art and design was not simply to be admired – it was to be used. Professionals need the V&A, as do the students and members of the public who visit the galleries and archives. Around a third of the Museum’s visitors say they work, teach or study in the creative industries.</p> <p>The Museum continues to believe that making the best of historic and contemporary design available through its exhibitions and programmes, acquisitions and commissions is an essential contribution to sustaining the country’s leading role in creative design.</p>		
Number of visits by CI professional and teachers (South Kensington)	tbc	tbc
Number of visits by students (South Kensington)	tbc	tbc
<p>Events programme</p> <p>While all of the V&A’s programme is about creativity in art and design, some events may be aimed specifically at CI audiences or be especially effective in showcasing the work of contemporary practitioners. The list of examples below is not exhaustive.</p> <ul style="list-style-type: none"> • Exhibitions (South Kensington) <ul style="list-style-type: none"> ○ <i>Kylie -The Exhibition</i>, 8 February-10 June 2007 ○ <i>Che Guevara: Revolutionary and Icon</i>, 7 June-23 April 2006 ○ <i>Twilight: Photography in the Magic Hour</i>, 10 October-17 December 2006 ○ <i>Uncomfortable Truths – the shadow of slave trading on contemporary art and design</i>, 20 February-17 June 2007 – some objects V&A commissioned) • Displays (South Kensington) <ul style="list-style-type: none"> ○ <i>Volume</i> by United Visual Artists, Robert del Naja (aka 3D of Massive Attack) and Neil Davidge, 24 November 2006-28 January 2007: light and sound installation in the John Madejski Garden: nominated for D&AD award ○ <i>Diamond (pink) 1994-2005</i> by Jeff Koons, 23 May-3 September 2006, installation in the John Madejski Garden ○ <i>The Anti Room of the Mae Queen</i> by Simon Periton, installation in the Tunnel Entrance, 26 January 2006-27 January 2007 (V&A commissioned) ○ <i>Popaganda: The Fashion and Style of JC Castelbajac</i>, 1 February-1 May 2006 		

- *Freud and Auerbach at the V&A: New Paintings*, 25 April-29 May 2006
- *Siân Bowen: Drawing, Context and the Collection*: display of works inspired by the V&A collections by artist-in-residence
- *The Modern Shop: Architecture and Shopping between the Wars*, V&A + RIBA, 2 March-4 June 2006
- *On the Threshold: the Changing Face of Housing*, V&A + RIBA, 2 November 2006 – 11 February 2007
- **Sculpture Prize Display in Gallery 111, 1 May-1 Aug 2007.**
This biennial competition, sponsored by the Worshipful Company of Founders, the Gilbert Bayes Trust, Morris Singer Art Founders and the Society of Portrait Sculptors, took place for the first time in 2006. The competition promotes excellence and imagination in sculpture that uses the human form, and fosters figurative sculptors in the early stages of their careers. Paul Williamson, Director of Collections chaired the judging panel and two V&A senior curators were also judges. The prize was awarded to Sophie Dickens for her 'Turning Man' in bronze. This was displayed alongside maquettes by her and other finalists.
- **Touring Exhibitions**
 - *Vivienne Westwood*: Thailand Creative Design Centre, 44,100 visits
 - *Black British Style*: Sunderland Museum and Winter Garden, Birmingham Museum and Art Gallery (Water Hall) and New Walk Museum, Leicester. Total 98,900 visits
- **Fashion in Motion**
 - Hardy Amies, 26 April 2006
 - Christian Lacroix, 31 October 2006, part of Paris Calling, a London-wide festival of contemporary art and design which was launched at the V&A.
- **Theatre Museum**
 - *Constructing Spectacle*, 20 June-3 September 2006, a display of final year work by students from the BA (Hons) courses in Exhibition Design and Design for Film, TV and Theatre at Buckinghamshire Chilterns University College.
 - Inside Theatreland events:
 - *Monthly Singalong* events
 - *Cabaret Confidential*
 - *Transatlantic Talent: Best of Both Worlds*: a second series of cabaret showcasing American artists.
 - A two night sell-out cabaret *Something in Common*
 - *Unleashing Comedy, Look Back to Now*, a contemporary variety show as part of the annual Festival of Youth Arts
 - *Oliver Messel: Making and Doing*: toured to five venues including some non-traditional venues.
 - A programme of performances were staged at the Studio Theatre in collaboration with the Courtyard Theatre e.g. *Homestead*, a reworking of The House of Bernada Alba which received critical acclaim.
- **Museum of Childhood**
 - *Design in Focus exhibition: Alfred and the Pirates – the making of a children's book*, December 2006-May 2007
 - A new programme of daily activities in the galleries including spotlight tours for schools, story building, story trails, family art activities, study days, weekly toy making workshops for local schools and *Art Breakers*, a new Saturday Art Club for 11-14 year olds to develop skills through artist-led workshops.
- **Learning & Interpretation**
 - Creative Quarter: one-day event for schools and colleges involving talks, workshops and showcases designed to give an insight into the creative industries to 14-19 year olds. The event was an Exhibition Road Cultural Group pilot project, led by the V&A working in conjunction with Imperial College London, the RCA and the Goethe-Institut. Over 1,200 young people attended events across all three sites. 91% of participants said it had increased their knowledge of the creative industries.
 - Free Art Fun for families: 1,700 family visitors took part in the Easter workshops inspired by *Modernism* and 5,000 family visitors took part in the family October half-term workshops inspired by Leonardo da Vinci.
 - Study Days e.g. *Leonardo: Behind the Picture*
 - Conferences e.g. *Modernism: Designing a New World*
 - Playschemes e.g. *Creative Banner Making*: a series of workshops in the summer holidays for groups of young people aged 6-13 years old. c.400 attendees.

- Demonstrations e.g. *Life Casting*: sculptor Al Johnson made a plaster mould taken from a model and a photography demonstration by Chrystel Lebas (whose work was displayed in *Twilight: Photography in the Magic Hour*)
- Classes e.g. Life Drawing classes using Leonardo's work as a source of inspiration.
- Workshops e.g. Costume Design and Performance workshop for 16 to 18 year olds to design and make their own costumes inspired by Modernist performances
- Architecture programme of talks, study days and workshops arising from the partnership with RIBA, and celebration of Architecture Week.
- Friday Late programme:
 - Attract up to 6,000 visits per monthly event e.g. Village Fête, July 2006
 - The programme benefited from a series of six Arts Council-funded Friday Late Commissions that supported the creation of new works by young international artists.
- V&A Enterprises (VAE)
 - V&A Images:
 - Supplies images to corporations, advertising and design agencies, book publishers, newspapers and magazines, television, record and production companies as well as to academic publishers and authors of scholarly publications.
 - Manages commercial filming for feature films, television documentaries interviews commercials and photoshoots e.g. the Oxford Murders feature film currently in post production.
 - Towards the end of 2006/07 the V&A launched a pioneering new policy that allows free use of images to non-commercial users: the benefits of this will come into play in 2007/08.
 - V&A Licensing works with designers and manufacturers in the retail sector. Licensing facilitates access to the V&A's extensive archives and provides expert knowledge of the collections for interpretation into commercial products, including homeware, stationery, jewellery and gifts. The focus for V&A Licensing in 2006/07 was to develop new relationships directly with retailers to explore expansion opportunities in new categories in Europe, the USA and Japan.
- Other
 - The V&A has signed a three-year agreement with the Crafts Council to host exhibitions and displays, craft residencies, COLLECT, web partnerships and shop displays. This will confirm the V&A as the pre-eminent venue in London to see and learn about contemporary craft.
 - COLLECT: 8–12 February 2007: This was the fourth annual contemporary applied arts fair presented by the Crafts Council at the V&A. 41 international galleries exhibited at the fair. Objects were purchased and donated to public collections and several important private collection. 9,500 visits .
 - Homes & Gardens Classic Design Awards (competition and display)
 - V&A Illustration Awards (competition and display)
 - BBC TV series to complement *Modernism*, 4 programmes of BBC2, *Marvels of the Modern Age*.
 - In May 2006 the V&A hosted a brainstorming meeting to discuss the design and content of the British Pavilion at the Shanghai Expo in 2010. 40 key players from the world of design, architecture, tourism and marketing attended. Entries for the design of the Pavilion will be displayed at the V&A.
 - Memory Maps: A project organised by Essex University in collaboration with the V&A involving writers and writing projects, museum workshops, walks and an interactive website
http://www.vam.ac.uk/activ_events/adult_resources/memory_maps/index.html

Scope of commissions in the CIs

In addition to showcasing the CIs through events, the V&A commissions work ranging from major redevelopment projects, through exhibition design to products for retail. The V&A works with both established names and new emerging talents.

- FuturePlan developments:
 - Softroom for the Jameel Gallery of the Islamic Middle East. The innovative suspended case for the Ardibil carpet won an FX award. Softroom also for the Sackler Centre for arts education at the V&A.
 - Eva Jiricna Architects for the Dorothy and Michael Hintze Sculpture Galleries and William and Judith Bollinger

Jewellery Gallery.

- MUMA for the Café: lighting by DHA Design. MUMA also for the Medieval and Renaissance Galleries.
- Stanton Williams for the Ceramics Galleries.
- Block Architecture for the Contemporary Space
- Caruso St John for Phase 2 of the V&A Museum of Childhood. It won:
 - A Festive Five Award from the Commission for Architecture and the Built Environment (CABE). The awards recognise those who, by championing well-designed buildings, have set the standards for design in 2007.
 - RIBA Regional Award
- New uniforms designed by Margaret Howell were adopted for the Front of House staff in January 2007.
- Exhibition design:
 - Eva Jiricna Architects for *Modernism: Designing a New World 1914-1939*
 - Opera 3D for *At Home in Renaissance Italy*
 - 45th D&AD Annual of the best of international design, advertising and creative communication: *Modernism* by Eva Jiricna in the Environmental Design, and *Twilight* by V&A Designers Line Lund (3D) and Lisa Smith (graphics) in the Graphic Design category.
- V&A commissions designers to create merchandise inspired by its permanent collections and objects in temporary exhibitions.
- The V&A commissioned:
 - Jasper Conran to design its 2006 Christmas Tree
 - *Volume* by United Visual Artists, Robert del Naja (aka 3D of Massive Attack) and Neil Davidge, a light and sound installation in the John Madejski Garden: nominated for D&AD award
 - The *Shui* woodblock print by Chen Qi, conceived especially for the space it now occupies in the TT Tsui Gallery
 - *The Anti Room of the Mae Queen* by Simon Periton, installation in the Tunnel Entrance, 26 January 2006-27 January 2007
 - Some objects for *Uncomfortable Truths – the shadow of slave trading on contemporary art and design*, 20 February-17 June 2007

KPI42 Progress towards long-term sustainability targets including:

Energy consumption reduced by 25% by 2010

The V&A's energy consumption is now 19% lower than at its 2005 peak, with a steady month on month decline. This reflects the effectiveness of actions taken to date. Further reduction measures have been identified that will have longer payback periods and, in some instances, require substantial capital investment. Progression towards the 25% reduction target is, in part, dependent upon actioning these additional measures and also ensuring that new projects do not add to current levels of consumption.

Reducing carbon emissions by 2,000 tonnes per annum from 2007 and carbon-neutral by 2020

The effected energy-saving measures, along with the introduction of a combined heat and power plant, have enabled the Museum to reduce its carbon emissions by approximately 1,200 tonnes per annum, with potential to further improve on this as energy consumption falls. Progress towards carbon neutrality will further advance this year, with the installation of energy metering and also the start a scheme to generate electricity through the use of photo-voltaic cells.

PSA3 Report

Projects that support the DCMS PSA3 Access project: *To increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations, specifically by increasing by 2% of each priority group in England the number of C2, D, Es [lower socio-economic groups], Black and Ethnic Minorities and Disabled People visiting museums and galleries collections and attending museum outreach services*

Embedding access, inclusion and diversity across the V&A sites

- The Access, Inclusion and Diversity (AID) Strategy and Implementation Groups monitor the progress of the AID Implementation Plan 2005-2008 and report to the V&A Management Board.
- All V&A departments completed a diversity audit questionnaire. The resulting report highlighted current policy and practice on equality and diversity and gave recommendations. This report will form the basis of a revised equality and diversity implementation plan.

V&A Workforce

See above KPI32: 'Progress towards more diverse Museum personnel'.

Social Inclusion Programme

- *Kylie* attracted 271,100 visits with 21% of the UK visits coming from lower socio-economic groups (NS-SEC 5-8) compared to 13% for visits to the whole Museum for the duration of the exhibition.
- *Stages*: display of art produced by homeless artists inspired by the TM collections held at Hackney Empire. The display was a partnership between the V&A and Hackney 180.
- *Responses performing arts project*: From June to November 2006 a group of 12 excluded young people created a performance piece in response to the Jameel Gallery which was performed at the Harlow Playhouse Theatre and the Stratford Circus, to audiences of c.300.
- *Talk and Take Part*: ongoing monthly talks and workshops with c.200 people per year from organisations such as Capital A, East Potential, St Mungo's, Skylight, Crisis and Shelter.
- The Front of House and Shop teams at the V&A supported a work experience programme for young people with learning difficulties from Hackney Recruitment Partnership.
- The British Council *Youth in Action Project* (with the Museum of London and East Potential) is working with socially excluded young people to research *Hidden Histories* in the V&A's collections and create a photo documentary of objects for the 24 Hour Museum and British Council websites.
- *Inspired by...* is the V&A's annual art competition for part-time adult learners to create original works inspired by the Museum's collections. In 2006/07 224 entries were judged by a team of V&A curators and 50 works were displayed in the Museum. V&A UK Partners Manchester Art Gallery and Tyne and Wear Museums held their own *Inspired by...* competitions.
- *Inspire Inside* is a collaboration with STRETCH to make the V&A's collections accessible to prisoners and to enable them to take part in *Inspired by...* Participating prisons include HMP Holloway, HMP Wormwood Scrubs, Thorn Cross YOI and HMP Askham Grange. Through virtual tours and handling objects participants have access to the V&A's collections.
- *Everyday Collections*: V&A curators and academic partners identified areas of collections to research. A workshop on collecting in relation to the elite and the everyday was included in an application to AHRC with Central Saint Martins for a network grant (result pending).
- The 60s Season at the V&A included displays of 60s fashion and graphic design and a contemporary exhibition on the imagery of Che Guevara. In addition there were related websites and events including:

- *Cuba Late* – a night of expressions of the Cuban Diaspora attracting 4,700 visits.
- *Cuba Afrique* – a family event the day after Cuba Late.
- *60's Underground Lost and Found* – a day and evening of northern soul, ska and rock steady music, public talks and films followed by an after V&A club at London's Jazz Café. 2,500 attendees.

The 60s Season attracted a younger audience many of whom were new or infrequent visitors to the Museum. The Economic and Social Research Council, the external funder, commended the 60s Fashion display, website and publication for the breadth of the dissemination.

- *TM outreach*: 100 students at Queens Park Community School, Brent, took part in formal subject support and informal out-of-school-hours clubs for gifted and talented pupils.
- As part of its redevelopment the MoC opened a new community based gallery, the Front Room Gallery, at the entrance of the Museum.
 - During its closure the MoC ran an outreach programme of artist-led projects with local schools and community groups to create chandeliers for the opening exhibition, *Bethnal Green Illuminations*.
 - In November 2006 work began for the next exhibition, *Old Skool /New School*, a collaboration between the MoC and the London College of Fashion (LCF). Local primary school children worked with artists to develop a design brief for the needs of the schoolchild of the future to be developed by designers on the Foundation and Product Design BA courses at LCF.

Disability Programme

- The V&A received an ADAPT award for excellence in access in recognition of the efforts made to overcome the difficult physical access into and around the building and for the inclusive approach to the design and interpretation of the permanent displays and temporary exhibitions.
 - The V&A published its Disability Equality Scheme in line with the provision of DDA 2005
 - A version of the Access Guide is available on the web.
 - For the fourth year running, the V&A displayed a selection of the 1,000 entries to *Snap!*, the photographic competition organised by Mencap, with pictures entered either by or of people with a learning disability.
 - Talks and workshops for audiences with hearing and visual impairments, learning disabilities and mental health service users including:
 - Talks on Modernism, graphic comics, the Paintings Galleries, Fashion in Motion and Leonardo.
 - Photography workshops on the Mencap *Snap!* exhibition for people with a learning disability.
 - A six-week course for people with visual impairments on the senses used to take photographs.
 - Four drawing workshops for mental health service users based on Leonardo.
- In 2006/07 1,400 people attended the talks and workshops compared to 700 in 2005/06 .
- *Pathways to Learning for People with Learning Disabilities*: the V&A hosted two groups of people with a learning disability from the Royal Borough of Kensington and Chelsea as part of an out-of-service pilot programme using photography and film. This is now an on-going twice weekly programme.
 - In June 2006, the V&A recruited a part-time Outreach Officer who has worked with 11 mental health centres, 12 deaf clubs and 10 socially excluded/culturally diverse groups. Groups included the Kensington and Chelsea black mental health forum, the Asian Deaf Women's Association and Thorn Cross YOI. Activities on and offsite included handling sessions, tours of galleries and exhibitions.
 - The V&A's services were marketed at the City Lit Deaf Day.
 - The Corner, a small charity which raises awareness of deaf issues, held a day of British Sign Language (BSL) at the V&A. 260 visitors participated in basic signing sessions and discussions with the Corner staff.
 - The V&A hosted a performance by a group of artists with multiple disabilities from China. This was BSL interpreted and attended by over 200 deaf people and their families.

- TM display: *From Sideshow to Blasted*, celebrating 25 years of Graeae, the professional theatre company for people with physical and sensory impairments.

Ethnicity

Much of the cultural diversity work described here and under KPI32 (workforce diversity) was undertaken and supported by the HLF-funded programme Capacity Building and Cultural Ownership.

- From January to July 2007 Tower Hamlets College is running two collaborative courses one day per week at the MoC attended by c.40 different students each term. It is hoped the students will develop a more sustainable relationship with the Museum to encourage them to become independent users.
- World in the East End Gallery
 - The Gallery reflects the cultural diversity of London's communities and the trans-generational experiences of childhood in the East End. A new display presenting objects, stories, images and oral testimonies gathered from the local communities was launched with the re-opening of the MoC.
 - From January to May 07 the MoC ran a weekly recycled toy making workshop for visiting school groups looking at play in other cultures.
 - The Dan Jones painting based on playground rhymes in different languages has been developed into a multi-lingual gallery interactive for the Gallery and placed on the MoC's website.
 - Oral histories and photographs are being incorporated into the website to generate further material based on the experiences of childhood of the diverse communities of East London.
 - The Gallery is currently being evaluated in consultation with local groups in preparation for development of the permanent gallery display in July 2008.
- *Watching, Making, Shaping*: second phase of TM evening courses examining issues relating to recording contemporary culturally diverse performing arts. Elements from the course will be put on to the web.
- TM Displays:
 - *Black Dance in Britain 1930s-1990s, Moments....*: created by ADAD, the Association of Dance of the African Diaspora, in collaboration with the TM.
 - *Elisabeth Welsh*: celebrating the acquisition of the famous black singer's scrapbooks from 1933-1953.
- The V&A worked with the Korean Anglican Community to put on a series of events including performances, workshops and a photography display, as part of a London-wide Korean festival which brought over artists from South Korea.
- Chinese festivals:
 - The Chinese Mid-Autumn Festival attracted a record 8,000 visitors, about a third of whom were from the Chinese community.
 - The Chinese New Year Festival attracted 26,500 people.
- Christine Chin, Chinese Arts Education Officer, won the Spectrum Radio International (UK) Woman of the Year 2006 award in recognition of her achievement and contribution to the Chinese community in the UK.
- The V&A ran a digital photography project with several Chinese community organisations. Selected photographs by participants were incorporated into calendars for the different organisations.
- Members of the Chinese community were interviewed and filmed about the significance of jade to them for a film installation in the V&A's Tsui Gallery.
- The UK Federation of Chinese schools held their annual event at the V&A celebrating Chinese culture through dance performance and chess competitions.
- The V&A's South Asian programme of workshops included :
 - Jewellery for Iranian and Afghani refugees from Newham.

- Visual Identity project exploring traditional and contemporary cultural identity for young South Asians.
- One developed with the Gasworks Gallery in Vauxhall, led by international artist Hamra Abbas.
- A Friday Late on Bollywood Retro.
- Winter festivals for Diwali (in partnership with the Swami Narayan Temple), Eid, Hannukah (in partnership with Spiro Ark) and Christmas targeted at faith communities, families and the general public. The festivals promoted cohesion and respect between different faith communities. c. 40,000 attendees.
- Training to enable intercultural guides to give tours covering seven different faiths. Tours began in February 2007 with a tour of the Jameel Gallery to a group of Christians and Muslims from Burnley.
- Curators identified V&A collections relevant to diverse faiths and cultures. Seven advisory groups were established (Sikh, Jewish, Jain, Islam, Hindu, Christian and Buddhist) to advise how significant objects should be displayed and interpreted. This information is being put on the V&A website.
- Launch of the new Jameel Gallery of Islamic Art:
 - The marketing campaign targeted Muslim audiences through V&A presence at the Islam Expo, mailings and distribution in specific areas of London.
 - The three weekend events separately focused on Turkish, Arab and Iranian cultures and attracted many new visitors from diverse Muslim backgrounds and developed a network of artists and organisations. 48,000 visits.
 - *Arabise Me* Friday Late: Contemporary music, dance performance, visual art, film and photography organised in partnership with Ziyarat. c.3,400 attendees.
- The V&A's Language and Literacy Project for adult ESOL students (English for Speakers of Other Languages) attracted c.1,500 ESOL students including refugees and asylum seekers. The Baring Foundation awarded the V&A a grant to develop and extend the ESOL programme at South Kensington and the MoC
- Black History Season brought over 7,000 visitors to the Museum of which 85% were from the BME target group and the majority of these were first time visits. The Season included:
 - Carnival: Sweet and Nice; Carnival Parade; Dance Soca Africa; mask making and a performance on the life of Claudia Jones, Notting Hill Carnival Pioneer.
 - 60s Season events on the fashion, style and music of the emerging Black British population in the 60s
 - Events to celebrate and explore the history of black artists and art across the 20th Century, including mosaics workshops and a three-day course exploring Black visual artists and art in contemporary Britain.
 - *Kulture2Couture*, an annual show celebrating young Black British designers, in partnership with the Mayor of London. It included six catwalk shows and workshops on fashion careers.
- V&A activity to commemorate the bicentenary of the abolition of the transatlantic slave trade:
 - *Uncomfortable Truths: the shadow of slave trading on contemporary art & design* addressed the ways in which the legacy of slavery informs contemporary art and design through a display of a series of works throughout the V&A. Work from 11 contemporary artists from across the African diaspora was included. Talks were given by the exhibition's curator and artists Yinka Shonibare MBE, Anissa-Jane, Lubaina Himid and Keith Piper.
 - Two-day conference, *From Cane Field to Tea Cup: the impact of the transatlantic slave trade on art and design*.
 - Five collections-based trails running throughout the permanent galleries from February to December 2007. The trails highlight 24 objects in the V&A's collections showing how art and design were linked to the transatlantic slave trade. Gallery talks based on the trails are also taking place.
 - Friday night events:

- *Late Ritual* explored rituals and traditions from the African Diaspora (3,700 visits)
- *Afropean*, in partnership with Zigurat, explored the duality of being both African and British (1,600 visits)
- o *Young Runaway Slaves* display at the MoC
- o A temporary display of Asante Goldweights to commemorate the bi-centenary and the 50th anniversary of Ghanaian Independence was launched in February 2007.
- *Core Heritage Skills for Black Asian and Minority Arts Organisations*: The V&A consulted with Black and Asian cultural and heritage arts organisations in London to develop a training programme at the V&A covering conservation, documentation, object handling, oral history and fundraising. It was launched at City Hall in collaboration with GLA and MLA in May 2006.
- African Diaspora Research: 112 V&A objects have been researched and photographed, a large proportion of which is on the V&A website.