

*One of the Wolsey Angels,  
Four Bronze Figures, Benedetto da Rovezzano, c.1524-29*



the FRIENDS OF THE V&A (A Company Limited by Guarantee)  
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED

31 MARCH 2015

Charity Number: 272056 Company Number: 1267122

V&A

*the* FRIENDS OF THE V&A (A COMPANY LIMITED BY GUARANTEE)  
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED

31 MARCH 2015

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This annual review is available online and can be printed off in part or whole as per user requirements. It has been designed to minimise ink usage.

All images © Victoria and Albert Museum, unless otherwise stated.

All information correct at time of publication.



*Visualisation of Exhibition Road Screen Gates © Amanda Levete Architects.  
This is part of Exhibition and Capital Project awards and grants. See page 06.*

*the* FRIENDS OF THE V&A  
REFERENCE AND  
ADMINISTRATIVE  
INFORMATION  
FOR THE YEAR ENDED  
**31 MARCH 2015**

**President**

HRH Princess Alexandra,  
The Hon Lady Ogilvy,  
KG, GCVO

**Committee Members**

*Chairman*

John Everett

*Treasurer*

Phil Dowson

*Trustees*

Tricia Bey  
Kenneth Draper  
Janet Gough  
Elizabeth Hamilton  
Vivek Nanda  
Jeremy Strachan (from October 2014)  
Emma-Jane Skinmore (from October 2014)

**Ex Officio Members**

The Director of the Museum or his appointed nominee  
The Deputy Director  
The Director of Public Affairs or his appointed nominee  
The Director of Development

**Company Secretary**

Philippa Ouvry (until October 2014)  
James Beardsworth (from October 2014)

**Registered Charity Number**

272056

**Registered Company Number**

1267122

**Registered address**

Victoria and Albert Museum  
South Kensington  
London SW7 2RL

**Auditors**

haysmacintyre  
26 Red Lion Square  
London WC1R 4AG

**Bankers**

Coutts & Co.  
St Martins Office  
440 Strand  
London WC2R 0QS

CafCash Ltd.  
PO Box 289  
West Malling  
Kent ME19 4TA

*The Committee Members are directors  
as defined by the Companies Act.  
The Company is a company limited by  
guarantee whereby every Member's  
liability is limited to £1.*

# MEMBERSHIP TEAM

## **Head of Friends**

James Beardsworth

## **Senior Membership Manager**

Mary Willis

## **Membership Manager**

Eva Shannan

## **Membership Events Managers**

Elizabeth Hipkins (until June 2014)

Jeanette Murphy (from July 2014 until January 2015)

Stefanie Agar (from March 2015)

## **Membership Events Officer**

Rhian Pressley (from June 2014)

Luciana Isolato (from June 2014)

## **Membership Officer**

Claire James

Rhian Pressley (until June 2014)

## **Membership Assistants**

Luciana Isolato (until June 2014)

Jessica Debba (until January 2015)

Georgia Little (from June 2014)

Marta Faustino (from February 2015)

Jessica Kemp (part-time from June 2014)

Aideen McCole (part-time from March 2015)

## **Database Officer**

John Karley (part-time)

## **Financial Accountant**

Penny Cassell (until January 2015)

## **Events Advisory Committee (until July 2014)**

Bernadette Barber *Chairman*

Greta Chaffer | Rachel Crossley | Mark Eastment | Elizabeth Hamilton *Trustee Representative* |

Ilona Klein | Sarah Tytherleigh | Marina Vaizey

## **Event Representatives**

Elizabeth Hamilton *Trustee Representative*

Bernadette Barber | Susie Blundell | Debbie Bransgrove | Greta Chaffer | Jean Chippindale |

Gwenda Constant | Terri Dainty | Kenneth Draper | Alison Farthing | Maggie Fielding |

Caroline Garvey | Dana Hepburn | Karoline Joiner | Christine Kent | Rosemary Lowe |

Julie Lindsell | Fiona MacWatters | Naseem Malik-Noor | Jennie Moss | Susie Rose |

Jackie Saville | Jacqueline Shimmings | Sarah Tytherleigh | Marina Vaizey |

Jeanne Wadvani | Christina Watts | Carine Williams | Caroline Ying

## **Volunteers**

Kenneth Draper *Trustee Representative*

Sue Abrines | Stefanie Agar | Bernadette Barber | Daphne Barber | Penny Bardoni | Susan Bell |

Sue Bicknell | Jenny Borthwick | Clare Bowring | Debbie Bransgrove | Helen Burnard | Nucia Butterworh |

Toni Campbell | Becky Charles | Bel Clarke | Kelly Collins | Gwenda Constant | Anny Cornwell | Terri Dainty |

John Deards | Giles Dimock | Barbara Domanska | Zoe Dwek-Adams | Alison Farthing | Niki Fenn |

Maggie Fielding | Maria Fox | Emma Frayne | Debora Gambera | Claire Gardner | Bryan Govett |

Edna Green | Lorna Hanman | Jean Heath | Dana Hepburn | Mikaela Honeywill | Christine Kent |

Sarah Kent | Amy Kisber | Nicole Kissun | Kelly Knapp | Marianne Landau | Julie Lindsell | William Loschert |

Beatriz Lutyens | Engel Mackinnon | Bianca Maclean | Fiona MacWatters | Naseem Malik-Noor |

Heather Malone | Margaret Malone | Anne Meacher | Karen Morton | Paola Nanni | Julia Nicholson |

Siew Ong | Barry Redhead | Alexandra Ressort | Margaret Reynolds | Raquel Richardson | Joanna Robins |

Jacqueline Saville | Jurgen Paul Schmitz | Dinah Shoults | Anjani Singh | Elizabeth Singleton |

Ann M Smith | Margaret Stables | Harry Stern | Eric Taylor | Elizabeth Temple-Richards | Jeanne Wadvani |

Christina Watts | Rodney Welham | Anne Winton | Isobel Woolf

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# the FRIENDS OF THE V&A TRUSTEES' REPORT FOR THE YEAR ENDED **31 MARCH 2015**

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have pleasure in submitting their annual report and the audited financial statements for the year ended 31 March 2015.

*The object of the Friends of the V&A is to encourage, foster, assist and promote the charitable work and activities of the Victoria and Albert Museum or of any other art gallery or museum (which is not conducted for private profit and to which the public have access as of right) selected by the Trustees, for the benefit of the public at large.*

## The Trustees have agreed three principal aims and objectives

- + To support the V&A through grants of money
- + To increase loyalty and visits to the V&A
- + To increase and spread knowledge of the V&A and its work

**In supporting the V&A, the Friends of the V&A support its mission, and its own strategic objectives**

### V&A Mission

To be the world's leading museum of art and design. To enrich people's lives and inspire individuals and everyone in the creative industries, through the promotion of knowledge, understanding and enjoyment of the designed world.



*The newly designed membership pack*

### V&A key strategic objectives

- + To provide optimum access to collections and services for diverse audiences, now and in the future
- + To be acknowledged and respected as the world's leading museum of art and design
- + To promote, support and develop the UK creative economy by inspiring designers and makers, and by stimulating enjoyment and appreciation of design
- + To operate with financial and organisational efficiency

*The Trustees have had due regard to the Charity Commission guidance on public benefit in developing an ongoing strategy to maximise support, loyalty and knowledge of the Victoria and Albert Museum, and, in particular, they have considered how the charity's activities will contribute to its charitable aims and objectives.*

MEMBERS  
2013/14

58,093

MEMBERS  
2014/15

60,929

The fulfilment of the aims and objectives relies on the support and loyalty of our Members. Membership numbers have continued to increase sharply, thanks in part to a highly successful V&A exhibition programme, and at the end of financial year 2014-15 stood at the record level of 33,806 Memberships (60,929 Members).

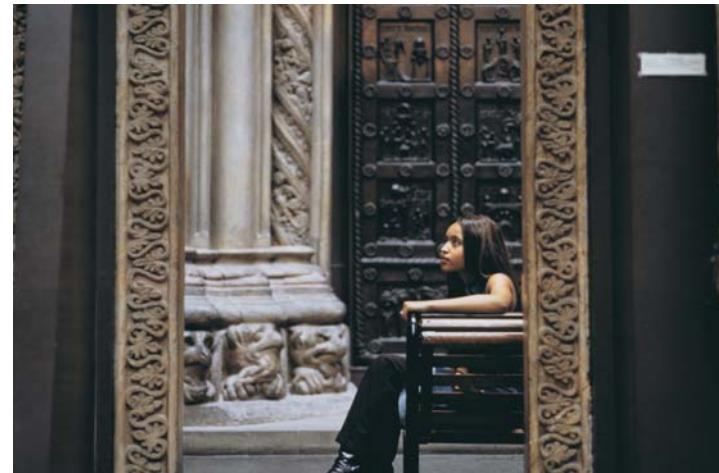
This year also saw some changes within the governance of the Friends of the V&A.

We welcomed some new trustees, Jeremy Strachan and Emma-Jane Skinmore. Jeremy and Emma-Jane were co-opted at the Friends of the V&A Executive Committee Meeting on 9 October 2014 and formally elected as Trustees at the Friends AGM on 24 October 2014. Biographies of all current trustees can be found on pages 17-19.

We would also like to offer our congratulations to

James Beardsworth, Head of Friends, who was confirmed in permanent post in August 2014 and officially recognised as Company Secretary at the October 2014 Executive Committee Meeting. James had been covering for Philippa Ouvry while she undertook a Clore Fellowship. Philippa is now back at the V&A working in a different capacity within the Museum's Development Team.

*At the end of the financial year 2014-15 membership numbers stood at the record level of 33,806 Memberships (60,929 Members)*



## ACHIEVEMENTS and PERFORMANCE



### *Support*

*The continued increase in Membership numbers has led to a higher level of financial support for the Museum, and during the year the Friends of the V&A achieved a surplus of more than £1.5 million. Therefore, in 2014/15, the Friends of the V&A made grants totalling £1,192,900 to the Museum.*

*£632,500 was awarded towards the Exhibition Road project*

## *During 2014/15, the FRIENDS OF THE V&A awarded grants towards*

### EXHIBITIONS AND CAPITAL PROJECTS

**£632,500**

towards the  
Exhibition Road  
project  
(Capital project)

**£100,000**

towards the  
Constable: The Making of a Master exhibition  
held at the V&A Sept 2014 – Jan 2015  
(Exhibition)

### ACQUISITIONS

**Total allocated to acquisitions: £380,000.**

Pieces acquired by the V&A are available for the benefit of the general public, either on open display or through the V&A's archive facility at Blythe House.

**£25,000**

for acquisitions  
at the Collect  
Contemporary  
Art Fair

**£50,000**

pledged towards  
the acquisition of  
the Medal Cabinet  
in the Egyptian  
Taste, Paris, c.1810

**£200,000**

pledged towards  
the acquisition of  
the Wolsey Angels,  
Four Bronze  
Figures, Benedetto  
da Rovezzano,  
c.1524-29

**£100,000**

pledged towards  
the acquisition of  
a Pugin Cabinet,  
oak cabinet  
designed by  
A.W.N Pugin  
c.1846

**£5,000**

for the  
acquisition of  
an Owen Jones  
textile design

### SCHOLARSHIPS AND RESEARCH

**£50,000**

Funding for two  
students  
undertaking the  
V&A / RCA two  
year MA in the  
History of Design

**£3,400**

Support for a  
scholarship  
at the Attingham  
Summer School  
([www.tinghamtrust.org](http://www.tinghamtrust.org))

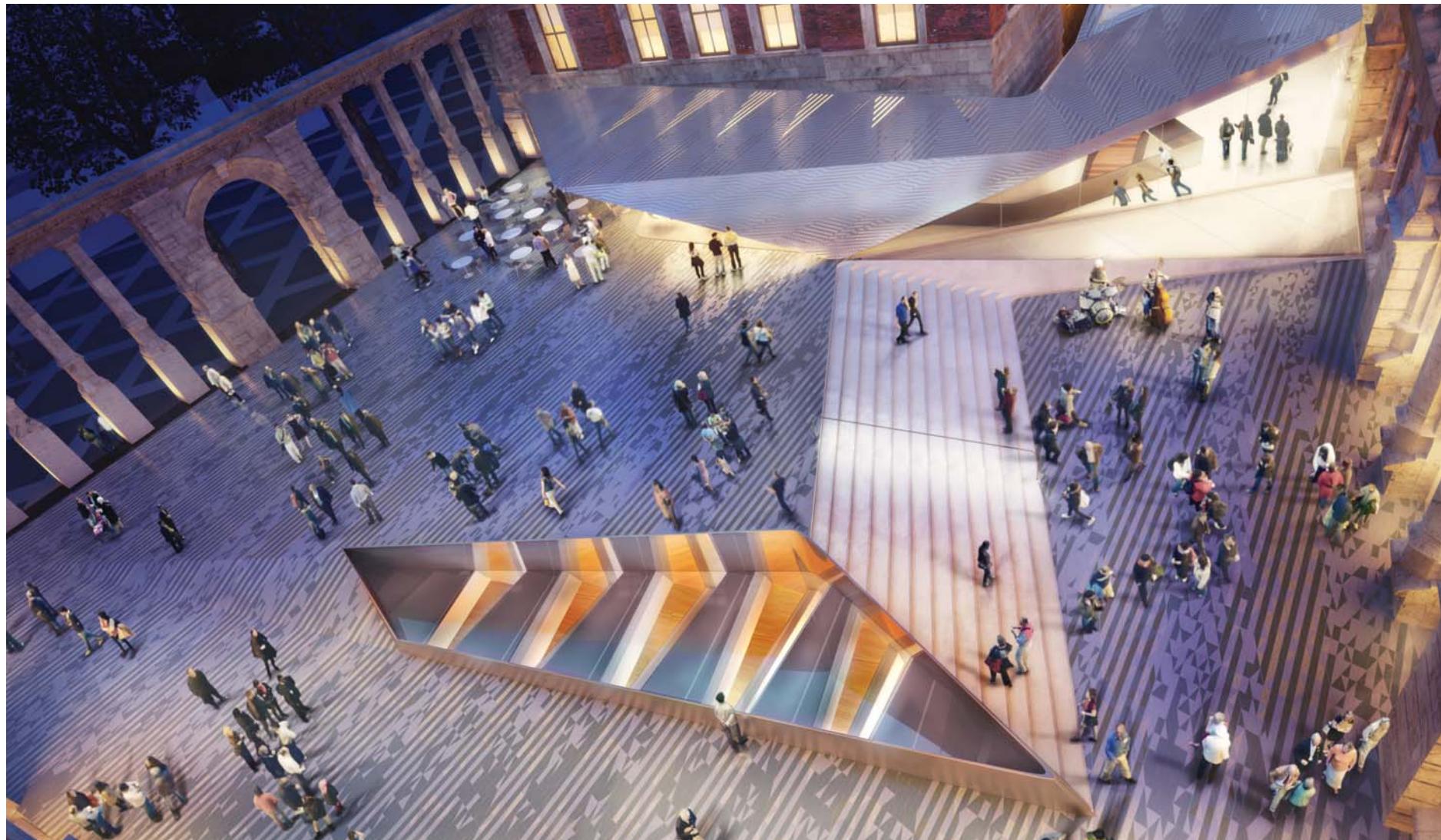
**£12,000**

Contribution to the  
Metropolitan Museum of Art  
exchange programme

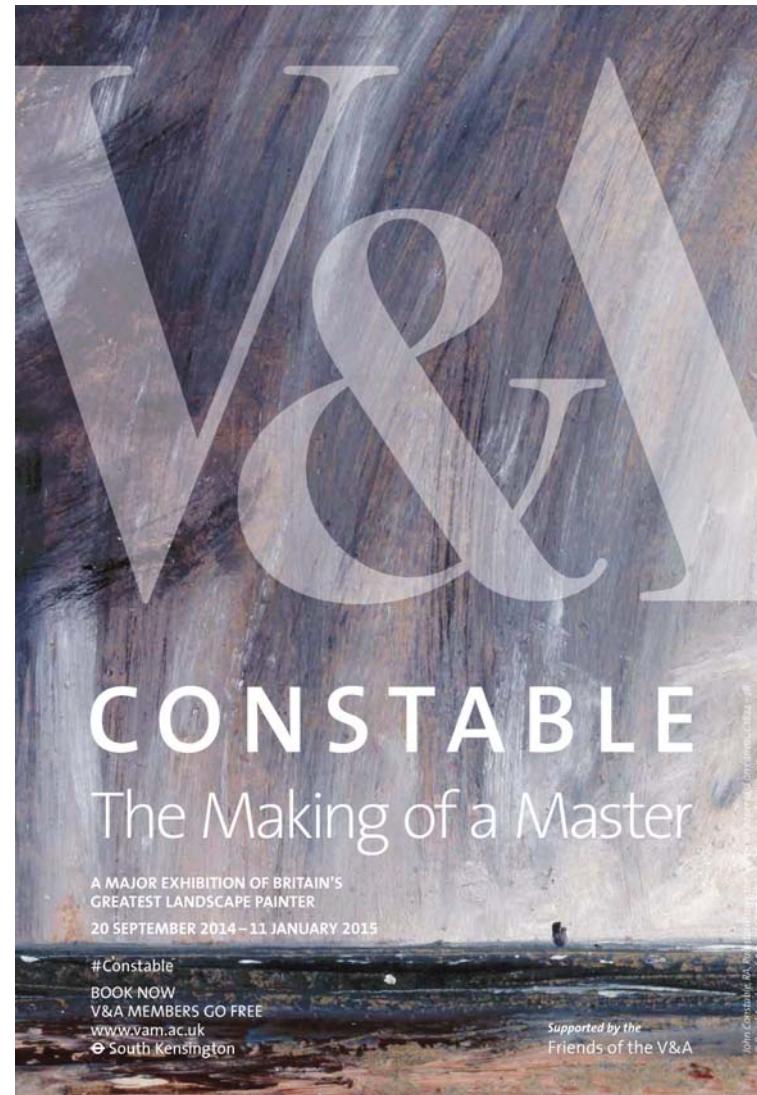
### RESIDENCIES AND OTHER PROJECTS

**£15,000**

grant towards the  
Museum of Childhood  
Hospital Schools  
programme



**£632,500** towards the *Exhibition Road* project; Bird's eye visualisation of the *Exhibition Road* courtyard at night  
© Amanda Levete Architects



**£100,000** towards *Constable: Making of a Master*, exhibition poster. Image credit, John Constable, RA, *Rainstorm over the Sea*, oil on paper laid on canvas, c.1824–28 © Royal Academy of Arts, London. Photographer: John Hammond.

## Acquisitions 2014/15 *see page 06*

In addition to the acquisitions pictured, the £10,000 Friends contribution, together with funds from the Museum's central fund, also went towards:

**£3,960** *The Quick and the Dead*, Joe Sheehan, 2013.  
Greywacke, basalt, argillite;

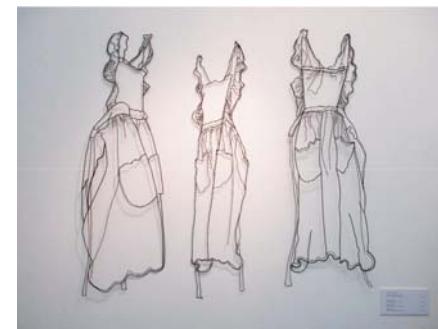
**£1,750** *Contained Box*, Andrea Walsh, 2015.  
Pale yellow glass with black fine bone china box;

**£4,320** *Incubation To the Cape*, sculpture, AKIYAMA Yō, 1977-2013.  
Japan, carbon-impregnated and burnished earthenware;

**£828.30** *Brooch*, Stephanie Fleck, 2011, Germany.  
Copper, enamel, brass, beads and thread.



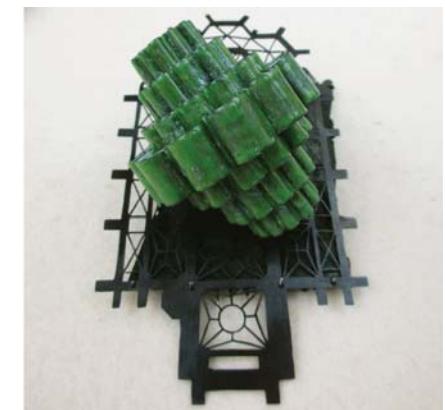
**£2,200** Plate from the series  
*Going Blank Again*, Caroline Slotte, 2014.  
Reworked second hand ceramic plate



**£500** Wall hanging in the shape of a Welsh traditional pinafore, designed and made by  
Julia Griffiths Jones, 2014, Wales. Iron wire



**£4,950** *Vestige XIV*, sculpture,  
FUJIKAKE Sachi, 2015, Japan, sand-blasted,  
blown and kiln-worked sheet glass



**£912.30** *Brooch*, Vera Siemund, 2013, Germany.  
Copper, enamel and steel

**Acquisitions 2014/15** *see page 06*



**£100,000** towards acquisition of a Medal cabinet in the Egyptian taste, about 1810, Paris,  
after a design attributed to Charles Percier (1764-1813), © Victoria and Albert Museum, London

*Acquisitions 2014/15* *see page 06*



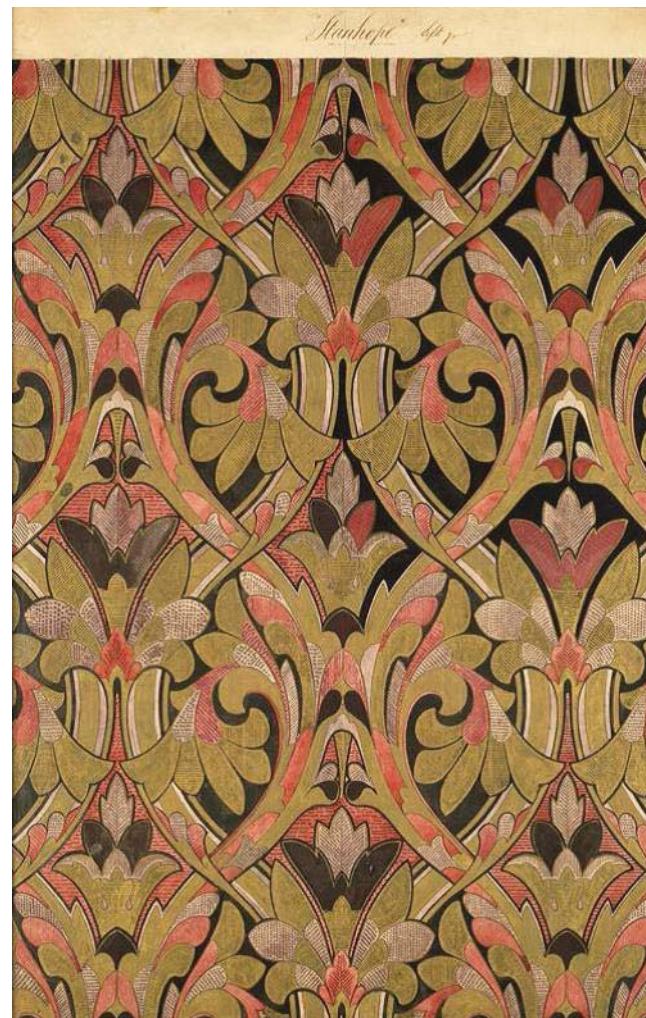
**£200,000** pledged towards the acquisition of the Wolsey Angels, Four Bronze Figures,  
Benedetto da Rovezzano, c.1524-29

*Acquisitions 2014/15* *see page 06*



**£100,000** pledged towards the acquisition of an oak cabinet,  
designed by A.W.N Pugin c.1846

**Acquisitions 2014/15** *see page 06*



**£5,000** for the acquisition of framed textile design by Owen Jones for 'Stanhope', a silk woven by Warner, Sillett & Ramm, from the John Scott collection. Ink, gouache and gilding on paper.



### **Loyalty and knowledge**

We encourage all Members to make the most of their Membership by exploring the varied collections and exciting public programme of the V&A. Updates on the work of the V&A are available on the website, via the V&A or the Membership e-newsletter, and on social

media sites. All V&A Members receive the V&A Magazine, and new Members are invited to attend one of the V&A's free tours. Members' Week takes place yearly, in May, and encourages new and longstanding Members to make the most of the V&A and V&A Membership. The

Friends of the V&A also run a major Membership Events programmes, open to all Members including talks, concerts, day trips and other visits.

The Trustees of the Friends of the V&A would like to thank all V&A Members for their continuing and loyal support of the Museum.

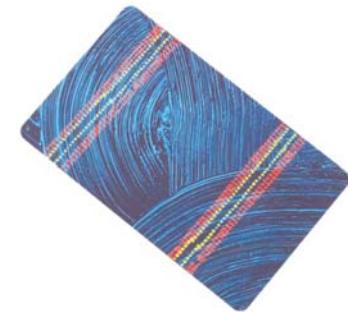
*Red Card -  
Under 26*



*Yellow Card -  
Contributing*



*Blue Card - Standard  
and Concessionary*



*The redesigned membership pack continues to help encourage Membership across all levels*

**STRUCTURE,  
GOVERNANCE  
*and*  
MANAGEMENT**

*The Friends of the V&A is a charitable company limited by guarantee, set up in 1976. It is an independent charity established with its main object, as stated above, to assist the Victoria and Albert Museum by providing financial donations and through voluntary work. It is governed by a Memorandum and Articles of Association which were last amended at the AGM in December 2007.*

*Royal College of Music students, performing at a Members-only Evening, 2015*

Applications for Trusteeship, that is membership of the Executive Committee, are sought through advertisement in the Members' Newsletter or through special introduction, and considered by a designated nominations sub-committee in the first instance. The Nominations and Governance Group (chaired by John Everett, and with

members Ken Draper, Elizabeth Hamilton and James Beardsworth) also conducts a regular Board review, and ensures good practice in all matters of governance.

Candidates for Trusteeship are sought for their specific skills and experience. Trustees serve as Executive Committee

members for a three-year period and may be re-elected for a further three-year period. The Trustees meet quarterly, or as required, overseeing the objectives set out above. In order to inform Trustees of their responsibilities, Trustees are circulated with the Charity Commission booklet 'Responsibilities of Trustees CC3' and a Trustees' Handbook prepared by the Membership Office. In view of the size of the trust and its resources, the Trustees are wary of devoting funds to expensive training programmes, but keep the need for trustee training under review and respond to any particular request that a trustee may have in this regard. The Committee is composed of a minimum of four members and four ex-officio members from the Museum.



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## *Our current trustees are*

**John Everett, Chairman** John Everett is a graduate in economics from University of London and an accountant. As a management consultant at Deloitte, John worked in Europe, the USA, Japan and Australia. He was appointed a partner in 1985, Managing Partner of the UK consultancy in 1992 and was appointed to the UK and Global Boards of Deloitte in 1994. John was senior partner from 1999 and retired from the firm in 2005. He is a trustee of three charities, non executive director of an advisory company, and chairs one pension fund.

**Phil Dowson, Treasurer** Phil Dowson is a graduate in engineering from Cambridge University and a chartered accountant. He has a wide range of international finance experience, through working for a number of multi-national companies including Motorola and BUPA. Phil has been the Chief Financial Officer of ExCeL London since 2005, playing a central role as it has developed into one of Europe's leading exhibition and conference centres. He is also Chairman of the Royal Docks Management Authority. Phil has a keen interest in the theatre and contemporary art.

**Tricia Bey** In her early career Tricia worked in the pre-internet world of patent information, researching patenting activity and patenting trends for global clients. She later spent 14 years with Deloitte Consulting building and leading different practice areas including two years as the Managing Partner of the Dutch consulting practice. She was later Managing Director of a London-based management development school. She now lives in Scotland running her own cheese making business. Tricia has an Engineering Science degree from Durham and an MBA from The London Business School.

**Kenneth Draper** Kenneth Draper is a retired architect, following a career spent in private practice, becoming a partner and subsequently chairman of BDP, the multi-disciplinary design consultancy. He worked primarily in London but also in West Africa, Korea, France, and Germany; projects included educational, cultural, commercial and corporate buildings. He lives in London, enjoys the cinema, walking, a range of music, and watching his local football team. He is a volunteer at the V&A, helping on the desk, in the office and with Members' Events. As a trustee of the Friends of the V&A, Kenneth has specific responsibility for Volunteers.

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**Janet Gough** Janet is a graduate in History and History of Art from Cambridge. Since 2008 Janet has been Director of the Cathedral and Church Buildings Division of the Archbishops' Council of the Church of England. The Church of England is responsible for 42 cathedrals and 16,000 parish churches, 12,500 of which are listed. Janet's team helps parishes and cathedrals conserve and develop their historic buildings and the treasures they contain, giving advice, running seminars, campaigning and fundraising on their behalf. Before that Janet worked for the Prince of Wales's Buildings Preservation Trust, spent ten years at Sotheby's and worked in corporate finance and in the City. Janet has been a Friend of the V&A for many years and for the last ten years a member of the V&A Director's Circle. Between 2002 and 2008 she was a volunteer guide at the Museum. Janet believes passionately in improving the visitor experience, attracting young people to engage with our collections and encouraging more proactive fundraising by a wider group of supporters.

**Elizabeth Hamilton** Elizabeth read French at the University of Kent and went on to work for Barclays Bank International in London and Brussels. As wife and mother, she pursued voluntary work for the visually impaired in Canada, the USA and Zimbabwe and here in London. Completion of a Diploma in the History of Art Studies led to becoming a V&A Volunteer Guide with a particular interest in tours for the visually impaired. For this she was awarded an MBE in 2011. She has long been a Friend of the V&A and serves on the Events Committee.

**Vivek Nanda** Vivek Nanda is an architect and urban planner, currently Principal at Aecom covering global emerging markets. He was a partner at Alan Baxter & Associates where he headed the Urban Design and Regeneration practice. Over the last decade as a practitioner, design champion and advisor, his project expertise has ranged from strategic level planning policy (addressing the government's housing growth agenda), major transport projects, urban regeneration, master planning of urban extensions, also including, historic town centres and the design of public spaces. He has authored good practice guidance in urban design and transport and pioneered new approaches towards understanding city regions. As an international consultant he has advised several agencies and practices in the US, Europe, Central Asia, the Balkans and India. He has taught and led major research projects at the University of Cambridge and University College London. He is visiting faculty and lectures extensively at several key institutions in the UK, USA, Europe and South Asia.

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**Jeremy Strachan** A barrister by profession, with law and science degrees from Cambridge University, Jeremy Strachan has held a number of senior positions in the public, private and third sectors. Primarily a business lawyer he was main board director responsible for the worldwide legal and intellectual property affairs of a pharmaceutical multinational. Subsequently he became chief executive of the British Medical Association. Part time roles have included trustee of the drug information charity Drugscope and non-executive director of the NHS Business Services Authority. He is a volunteer guide at the V&A and also supports the museum through membership of the Director's Circle and, together with his wife, sponsorship of its ceramics residency programme.

**Emma-Jane Skinmore** Emma-Jane Skinmore studied clothing production at London College of Fashion. She worked for approximately 15 years in the workplace design industry in the U.K and France, but currently splits her professional life between her school governance clerking business in West London and the teaching of needle-crafts to a wide range of age groups and backgrounds with a strong focus on recycling and sustainability. Past projects include community quilts/embroideries, Tudor black-work and a fabric graffiti-wall. She became a governor of an inner London state secondary school in 2012 and regularly undertakes outreach work to encourage people from disadvantaged backgrounds to participate in artistic pursuits and explore the wealth of free museums London has to offer.

*The day to day running of the organisation is delegated to the Head of Membership and his team, with strategic and financial decisions being considered and agreed by the Committee.*

*The Friends of the V&A is grateful for ongoing assistance from many V&A departments, notably Finance, Press and Marketing and Development.*

# RISK MANAGEMENT

The Friends of the V&A's systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- + A strategic plan and an annual budget approved by the Trustees;
- + Regular consideration by the Trustees of financial results, variance from budget, non-financial performance indicators and benchmarking reviews;
- + Delegation of authority and segregation of duties; and
- + Identification and management of risks.

The Trustees have implemented a formal risk management process designed to assess risks and implement risk management strategies. The risk register is formally reviewed annually, with the risk register being considered by the Trustees periodically.

# FINANCIAL REVIEW

*Total income for the year amounted to £2,576,063 (2014: £2,239,373) and consists mainly of subscriptions and income from events.*

*Resources expended amounted to £2,203,411 (2014: £2,790,785), including £1,192,900 (2014: £1,849,308) for grants to the Museum and scholarships and £1,004,111 (2014: £935,227) supporting the members.*

*Total income for the year amounted to £2,576,063 (2014 £2,239,373) and consists mainly of subscriptions and income from events*

#### **Reserves**

The Trustees do not in general regard it as necessary or desirable to hold substantial reserves but to make donations to the V&A to assist it to purchase items or undertake projects as soon as requested. However, for reasons of prudence, the Trustees' opinion is that reserves should currently be

held at a minimum of £400,000. The reserves policy is reviewed on a yearly basis and in line with the growth in income. Reserves are also increased temporarily as necessary to meet known future funding requests from the Museum. Reserves at the end of March 2015 stood at £889,019 as a result of the successful Alexander

McQueen exhibition. The Trustees are currently working with the Museum to identify how the additional funds can be best applied to achieve the charitable aims.

#### **Investment policy**

The major part of the surplus funds is held in interest-bearing bank accounts, as are amounts waiting distribution to the Museum once approved by the Committee. The aim is to obtain as high an interest rate as is possible with minimum risk. Accounts with relatively speedy access are used, as funds for purchases are sometimes required at short notice. The Trustees consider it appropriate to retain a portion of the reserves in units of the M&G Charifund, a unit trust designed for and widely used by charities. This policy is regularly reviewed. The value of the units increased by 4.2% during the year.





## PLANS FOR THE FUTURE

- 1 To continue in our aims and objectives by working to increase and consolidate Membership numbers.
- 2 To continue our extensive and involving programme of events.
- 3 To ensure that all Members enjoy a fulfilling relationship with the V&A and the V&A Museum of Childhood.
- 4 To encourage Members to continue and extend their support of the Museum, whether financial, as volunteers, or as ambassadors for the V&A and the V&A Museum of Childhood.

*The Trustees are responsible for preparing their Trustees' Report and the financial statements in accordance with applicable law and regulations.*

## TRUSTEES' RESPONSIBILITIES

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of the affairs of the charitable company and of the surplus or deficit of the charitable company for that period. In preparing these financial statements the Trustees are required to:

- + Select suitable accounting policies and apply them consistently
- + Observe methods and principles in the Charities SORP
- + Make judgements and estimates that are reasonable and prudent
- + State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- + Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation

The Trustees are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- + there is no relevant audit information of which the company's auditors are unaware; and
- + the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

On behalf of the Trustees



Mr John Everett  
Chairman  
6 November 2015

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## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE FRIENDS OF THE V&A

*We have audited the financial statements of The Friends of the V&A for the year ended 31 March 2015 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).*

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditors**

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

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### **Opinion on financial statements**

In our opinion the financial statements:

- + give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of the charitable company's incoming resources and application of resources for the year then ended;
- + have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- + have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- + the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- + the charitable company financial statements are not in agreement with the accounting records and returns; or
- + certain disclosures of trustees' remuneration specified by law are not made; or
- + we have not received all the information and explanations we require for our audit; or
- + the trustees were not entitled to take advantage of the small companies exemption in preparing the Trustees' Annual Report incorporating the Strategic Report.

**Richard Weaver**  
Senior Statutory Auditor  
for and on behalf of haysmacintyre,  
Statutory Auditor

26 Red Lion Square  
London  
WC1R 4AG

*the FRIENDS OF THE V&A*  
**STATEMENT OF**  
**FINANCIAL ACTIVITIES**  
*(including Income and*  
*Expenditure Account)*  
**FOR THE YEAR ENDED**  
**31 MARCH 2015**

INCOME AND EXPENDITURE	Notes	2015	2014
		£	£
<b>Incoming resources</b>			
Incoming resources from generated funds:			
Voluntary income - donations and legacies		3,013	3,616
Investment income	2	7,267	12,580
Incoming resources from charitable activities			
Supporting members	3	2,565,783	2,223,177
<b>Total Incoming Resources</b>		<b>2,576,063</b>	<b>2,239,373</b>
<b>Resources expended</b>			
Charitable activities:			
Supporting the V&A Museum	4	1,192,900	1,849,308
Supporting Members	5	1,004,111	935,227
<b>Governance costs</b>	6	<b>6,400</b>	<b>6,250</b>
<b>Total resources expended</b>		<b>2,203,411</b>	<b>2,790,785</b>
<b>Net (outgoing)/incoming resources for the year</b>		<b>372,652</b>	<b>(551,412)</b>
Other recognised gains and losses:			
Unrealised gain on investments		4,385	10,076
<b>Net (outgoing)/incoming resources</b>		<b>377,037</b>	<b>(541,336)</b>
Balance brought forward at 1 April 2014		511,982	1,053,318
<b>Balance carried forward at 31 March 2015</b>		<b>889,019</b>	<b>511,982</b>

The notes on pages 29 to 35 form part of these accounts.

All gains and losses arising in the year are included in the Statement of Financial Activities and arise from continuing operations.

the FRIENDS OF THE V&A  
BALANCE SHEET AT  
**31 MARCH 2015**

	Notes	2015	2014
		£	£
<b>FIXED ASSETS</b>			
Tangible assets	9	7,952	12,104
Investments	10	108,532	104,147
		116,484	116,251
<b>CURRENT ASSETS</b>			
Debtors	11	141,039	143,425
Cash at bank and in hand	12	1,489,601	535,210
		1,630,640	678,635
<b>CREDITORS: amounts falling due within one year</b>	13	(833,105)	(270,904)
<b>NET CURRENT ASSETS</b>		797,535	407,731
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		914,019	523,982
<b>Creditors falling due after one year</b>	13	(25,000)	(12,000)
		889,019	511,982
<b>FUNDS</b>			
Unrestricted funds (Including revaluation reserve £59,324 2014: £54,939)	14	889,019	511,982

The financial statements were approved and authorised for issue by the Committee  
and were signed below on its behalf by:



**Philip Dowson**  
Trustee  
6 November 2015

The notes on **pages 29 to 35** form part of these accounts.

the FRIENDS OF THE V&A  
NOTES TO THE  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
**31 MARCH 2015**

## 1 ACCOUNTING POLICIES

### **Basis of preparation**

The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value, and in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005), applicable accounting standards and the Companies Act 2006.

### **Going concern**

It is the intention of the Trustees to transfer the Friends of the V&A assets to the V&A Museum by the end of financial year 2015/16. The assets and activities will be transferred as a going concern. No impairment is required to the figures presented in the financial statements.

### **Incoming resources**

#### ***Subscriptions and donations***

All subscriptions and donations, including life subscriptions, are accounted for on a receipts basis.

#### ***Investment income***

Dividends and interest are included in the accounts on a receipts basis.

#### ***Other income***

Other income is accounted for in the period in which it falls due.

Income received in advance for events is treated as deferred income and included in creditors.

### **Resources expended**

Resources expended are included in the Statement of Financial Activities (SOFA) on an accruals basis, inclusive of any VAT which cannot be recovered. Costs are allocated directly to functional headings wherever possible.

#### ***Cost of generating funds***

Costs of generating funds are all costs involved in obtaining generated funds.

#### ***Charitable activities***

Charitable activities are those costs relating to the core purposes of the charity.

***Governance costs***

Governance costs are those costs relating to the strategic direction of the charity and of regulatory compliance.

***Support costs***

Support costs are those costs which are common to the range of charitable activities. These have been allocated on the basis of time spent by staff in each area.

**Pension costs**

Pension costs are paid under a defined contribution scheme. The assets of the scheme are invested and managed independently of the finances of the Organisation. The pension costs charge represents contributions paid in the year.

**Grants and Scholarships**

Grants and scholarships are accounted for at the time they are approved.

**Fixed assets**

Individual fixed assets costing more than £1000 are capitalised at cost. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life. The estimated life used is 4 years for each asset.

**Investments**

Investments are stated at market value at the balance sheet date. Net gains and losses arising on revaluations and disposals are charged or credited to the SOFA.

**Stocks**

Stocks of goods for resale are included at the lower of their cost or net realisable value.

**Funds**

Unrestricted funds may be applied to any of the charitable objects at the discretion of the trustees. Designated funds are unrestricted funds which have been set aside by the trustees for particular purposes.

	2015	2014
	£	£
<b>2 Investment Income</b>		
Interest receivable	2,481	8,003
Dividends received	4,786	4,577
	<b>17,267</b>	<b>12,580</b>
<b>3 Income from Supporting Members</b>		
Subscriptions	2,405,923	2,054,523
Friends events	159,860	168,654
	<b>2,565,783</b>	<b>2,223,177</b>
<b>4 Supporting the V&amp;A Museum</b>		
Grants to the Victoria and Albert Museum (11 awards; 2014: 9)	1,127,500	1,821,000
Scholarships and grants to Museum staff (4 awards; 2014: 3)	65,400	28,308
	<b>1,192,900</b>	<b>1,849,308</b>
<b>5 Supporting Members</b>		
Direct costs		
Member support	275,708	254,985
Magazine/newsletter	213,580	217,200
Friends events	57,726	72,705
	<b>547,014</b>	<b>544,890</b>
Support costs		
Staff costs (note 7)	395,724	336,206
Other costs (note 8)	61,373	54,131
	<b>1,004,111</b>	<b>935,227</b>

2015 2014

	£	£
<b>6 Governance Costs</b>		
Audit fee	6,400	6,250

No trustees were reimbursed for expenses during the year (2014: None)  
No committee member received any remuneration from the charity (2014: None).

### 7 Staff Costs

Staff recharged by V&A Museum / V&A Enterprises Ltd	347,577	313,468
Temporary staff	47,547	21,239
Recruitment costs	600	1,499
	395,724	336,206

The average number of employees during the year was 10.5 (2014: 9),  
all of whom were recharged from V&A Museum / V&A Enterprises Ltd.  
No member of staff received remuneration in excess of £60,000 (2014: Nil)

### 8 Other Support Costs

Depreciation	4,152	5,676
Bank and related charges	27,148	31,058
Printing, postage, stationery and telephone	17,646	14,420
Other costs	12,427	2,977
	61,373	54,131

<b>9 Fixed Assets</b>		£
<b>Cost</b>		
At 1 April 2014	62,627	
Additions	–	
At 31 March 2015	62,627	
 <b>Depreciation</b>		
At 1 April 2014	50,523	
Charge for the year	4,152	
At 31 March 2015	54,675	
 <b>Net Book Value</b>		
At 31 March 2015	7,952	
At 31 March 2014	12,104	

All assets are used by the charity in pursuance of its charitable objectives.  
There were no capital commitments at 31 March 2015.

2015      2014

	£	£
<b>10 Investments</b>		
<b>Quoted investments</b>		
Market value at 1 April 2014	104,147	94,071
Unrealised investment gain	4,385	10,076
<b>Market value at 31 March 2015</b>	<b>108,532</b>	<b>104,147</b>
<b>Historical costs as at 31 March 2015</b>	<b>49,208</b>	<b>49,208</b>
Total unrealised gains included in unrestricted funds	59,324	54,939

Investments consist of M&G Charifund Units.

**11 Debtors**

Prepayments and accrued income	96,291	10,935
Recoverable taxes	44,748	132,490
	141,039	143,425

**12 Cash and Bank Balances**

Interest bearing accounts	1,481,361	338,142
Current account and cash	8,240	197,068
	1,489,601	535,210

**13 Creditors**

Trade creditors	673,631	81,448
Accruals and advances received	142,152	189,456
Other taxes and social security	17,322	-
	833,105	270,904
Amounts falling due after one year	25,000	12,000

**14 Movement in Funds**

	<b>At 1 April 2014</b> £	<b>Movement In Funds</b> £	<b>Transfers</b> £	<b>At 31 March 2015</b> £
<b>Unrestricted funds</b>				
General	511,982	377,037	–	889,019
	511,982	377,037	–	889,019

**15 Commitments**

No commitments have been made in respect of future periods.

**16 Related Party**

The Friends of the V&A have a very close working relationship with the Victoria and Albert Museum. During the year the Friends incurred liabilities to the Museum for management charges and other expenses totalling £78,774 (2014: £64,353) and made sales of £9,735 (2014: £17,565).

The Friends paid £1,202,900 of grants to the Museum (which included accrued awards from 2013-14). At 31 March 2015 a total of £548,467 (2014: £5,763) was owed to the Museum of which £119,148 (2014: nil) relates to sales made on behalf of the Victoria and Albert Museum. A total of £62,661 (2014: £9,984) was due from the Museum of which £51,776 (2014: nil) relates to sales made by the Victoria and Albert Museum on behalf of the Friends.

In addition, £81,903 (2014: £28,506) was owed to V&A Enterprises Limited, a subsidiary of the Victoria and Albert Museum, in respect of staff salaries. During the year £278,163 was payable to V&A Enterprises Limited in respect of staff salaries.