

DCMS/V&A Funding Agreement 2005/06 – 2007/08
End of Year Report April 2007-March 2008

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17 June 2008

A large, stylized logo in orange, consisting of the letters 'V', '&', and 'A' in a serif font. The 'V' and 'A' are tall and narrow, while the '&' is smaller and more decorative. The entire logo is set against a light grey rectangular background.

DCMS/V&A FUNDING AGREEMENT 2005/06 – 2007/08**End of Year Report April 2007 - March 2008****Summary**

	2007/08 Target	2007/08 Outturn	% of target
Total number of actual visits to Museum site/s (excluding virtual visits)	2,550,000	2,623,100	103%
Number of children aged 15 and under attending the Museum site/s	320,000	371,900	116%
Number of children aged 15 and under in on- and off-site organised educational sessions	170,000	171,200	101%
Number of UK adults aged 16 and over from lower socio-economic groups attending the Museum sites (NS-SEC groups 5-8)	140,000	145,600	104%
Number of web-site visits (user sessions)	14,000,000	24,277,300	173%
Net income from trading	£4.834m	£5.357m	111%
Efficiency savings (cumulative, cash and non-cash)	£3.9m	£4m	103%

Visitor data is calculated primarily by applying MORI market research data (calculated at the 95% confidence level) to general visit figures. This is supplemented by internal surveys sampling group visits which are audited by a statistician to ensure they are robust. Some of the data is calculated using subsets of the audience sample.

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	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	71%	75%	73.5%

KPI2 Scope of acquisitions (number, value, significance)
<ul style="list-style-type: none"> • The V&A acquired 13,526 objects during 2007/08. 12,296 of these objects were donated. • The cost of the objects purchased was £759,686. V&A funds financed 42% of this and the remaining 58% 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 2007/08: <ul style="list-style-type: none"> - 'Scandal': a bronze relief signed and dated by the artist, Charles Sargeant Jagger (1885-1934). The relief, dated 1930 is the companion piece to the Melchett fire basket, also by Jagger, and acquired by the V&A in 2005. Both the relief and the fire basket were commissioned as a part of a decorative remodelling for Mulberry House, Smith Square, Westminster. The pieces are of outstanding aesthetic significance and are now reunited in the V&A's collections. - A pair of vases by E. W. Godwin (1833-1886). The vases are the only known examples of Godwin's designs for ceramics (other than tiles) and are consequently important pieces. They will be key exhibits in a major show devoted to Aestheticism at the V&A in 2010/11. - At Collect 2008, the Museum acquired 13 pieces of contemporary art and design for the following collections: Asia; Textiles and Fashion; Metalwork, Ceramics & Glass. - A rare Ottoman miniature from the 19th century depicting a high-ranking member of the Ottoman bureaucracy to be displayed in the Jameel Gallery of Islamic Art. - Speaker Bromley silver from the estate of Sir Walter Bromley Davenport: acceptance in lieu items allocated to the V&A in March 2008. These items have been on loan to the V&A since 1969 and are displayed in the Silver Galleries. The silver was originally owned by William Bromley (1663-1732) in his capacity as Speaker of the House of Commons from 1710-1713. - To celebrate the V&A's 150th anniversary of its opening in South Kensington the V&A asked leading designers, architects, photographers, fashion designers and artists to contribute a page to an anniversary album. This resulted in 212 contributions by artists and designers such as Manolo Blahnik, Lord Rogers, Julian Opie, Benjamin Zephaniah, Tracy Emin and Vivienne Westwood.

KPI3 Results and actions arising from annual audit of collections

- Continued progress was made in locating objects recorded as 'Not in place' (NIP). All offsite stores now have network access to CIS. Over 50% of South Kensington stores will have access to CIS by the end of June 2008 and the remaining stores are to be scheduled as soon as possible. This will improve records of object moves and locations and reduce the number of NIPs.
- An audit of objects at the Battersea Store was started as part of the Battersea Store Decant Project and will be completed in 2008/09. The Prints, Drawings and Paintings collections began an audit of all boxed material, and will have checked 25,000 items by the end of 2008/9.

KPI4 Progress in implementing security improvements: number of incidents of theft/damage

- During 2007/08 there were no incidents of object theft.
- The object stolen in March 2007 was recovered in September 2007.
- 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 2007/08 and included installation of new cameras and object specific and space alarms in galleries at South Kensington, including all new gallery developments and retro fitting of existing rooms. There are now in excess of 500 cameras deployed on the South Kensington site.
- Continued staff training and briefings, including refresher training from the Police.
- New gallery checks undertaken by Gallery Assistants now firmly bedded in to day to day routine and available as a clear audit trail.
- The employment of a new member of staff to support the Security Manager.
- 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.
 - Two members of the team attended a Project Argus event in February 2008. This is counter terrorism training given by the NaCTSO (National Counter Terrorism Security Office).
 - We will be hosting a Project Argus event ourselves in April 2008 and will involve more staff from the V&A and neighbouring organisations in an area specific training exercise.
 - We have continued to involve the police in new gallery planning and in staff training.
 - 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
<ul style="list-style-type: none">• The following gallery developments opened during 2007/08 as part of FuturePlan, the V&A's ambitious development plan to redisplay collections in a beautiful and accessible way:<ul style="list-style-type: none">- The final phase of the Dorothy and Michael Hintze Sculpture Galleries opened in July 2007. This completes the run of Sculpture galleries on the ground floor- Porter Gallery, for the V&A's programme of contemporary exhibitions and events, opened in November 2007• Much progress was made during the year on other FuturePlan gallery developments including:<ul style="list-style-type: none">- The Arts of Thailand Display, due to open in September 2008- A new display of late 20th century and 21st century design in the West Room of the National Art Library, due to open in December 2008- The Rosalinde and Arthur Gilbert Galleries, due to open summer 2009- Theatre and Performance Galleries, due to open in February 2009- The Sackler Centre for arts education at the V&A, due to open July 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 and the second phase in 2010- Exhibition Road Building
Temporary exhibitions and displays in 2007/08:
<ul style="list-style-type: none">• Headline exhibitions<ul style="list-style-type: none">- <i>Kylie - The Exhibition</i>, V&A, 8 February - 10 June 2007- <i>Surreal Things: Surrealism and Design</i>, V&A and touring, 29 March - 22 July 2007- <i>The Golden Age of Couture</i>, V&A, 22 September 2007 - 6 January 2008- <i>The Art of Lee Miller</i>, V&A and touring, 15 September 2007 - 6 January 2008- <i>China Design Now</i>, V&A, 15 March - 13 July 2008- <i>Thomas Hope: Regency Designer</i>, V&A, 21 March - 22 June 2008, developed in collaboration with the Bard Graduate Center, New York- <i>Space Age: Exploration, Design and Popular Culture</i>, Museum of Childhood, 24 November 2007 - 6 April 2008• Contemporary exhibitions and displays<ul style="list-style-type: none">- <i>Uncomfortable Truths – the shadow of slave trading on contemporary art and design</i>, V&A and touring, 20 February-17 June 2007 and associated gallery trails- <i>Out of the Ordinary: Spectacular Craft</i>, V&A and touring, 13 November 2007 - 17 February 2008, created in collaboration with the Crafts Council- <i>New York Fashion Now</i>, V&A, 17 April - 23 September 2007• Displays: South Kensington (free)<ul style="list-style-type: none">- <i>On the Threshold: The Changing Face of Housing</i>, V&A + RIBA, V&A, 2 November 2006-27 May 2007- <i>A Show of Emotion: Victorian Sentiment in Prints and Drawings</i>, V&A, 7 December 2006 - 10 September 2007- <i>Eugène Atget: Unintentional Surrealist?</i>, V&A, 29 January - 22 July 2007- <i>Asante Goldweights</i>, V&A, 1 February - 31 December 2007- <i>James Athenian Stuart 1713-1788: The Rediscovery of Antiquity</i>, V&A, 15 March-24 June, developed in collaboration with the Bard Graduate Center, New York- <i>Zero/Hans Schlegel – a Life of Design</i>, V&A, 22 March - 15 July 2007- <i>Inspired By...2007</i>, V&A, 19 May - 22 July 2007- <i>Watercolours of the Great Exhibition</i>, V&A, 9 June 2007 - 14 January 2008- <i>Miss Potter: A Life in Photographs</i>, V&A, 11 June - 10 September 2007- <i>Paper Movies: Graphic Design and Photography at Harper's Bazaar and Vogue, 1934 to 1963</i>, V&A, 2 August 2007 - 18 November 2007- <i>Beatrix Potter: Recent Discoveries</i>, V&A 10 September 2007 - 14 January 2008

- *Booker Prize Special Bindings*, V&A, 23 October 2007 - 4 January 2008
- *Central Asian Ikats from the Rau Collection*, V&A, 5 November 2007 - 30 March 2008
- *V&A Illustration Awards 2007*, 4 December 2007 - 18 March 2008
- *The Holiness of Beauty: G.F. Bodley (1827-1907) and his Circle*, V&A + RIBA, V&A, 1 November 2007 - 17 February 2008
- *Picasso: Histoire Naturelle*, Museum of Childhood, 31 March - 15 July 2007, an exhibition from National Touring Exhibitions, organised by the Hayward Gallery for the Arts Council of England complemented by objects from the Museum of Childhood's collections.
- The following V&A exhibitions toured in the UK and abroad:
 - *Vivienne Westwood*: Fine Arts Museum of San Francisco (De Young); Palazzo Reale, Milan
 - *Modernism*: Corcoran Gallery of Art, Washington
 - *Cinema India*: National Gallery of Victoria, Melbourne; Powerhouse, Sydney
 - *Domestic Idylls: Clementina, Lady Hawarden*: Oriel Davies Gallery, Newtown, Powys; Leamington Spa Art Gallery and Museum
 - *Masterpieces of Ukiyo-e from the V&A*: Ota Memorial Museum of Art, Tokyo; Ishikawa Prefectural Museum of Art; Hagi Uragami Museum; Matsuzakaya Art Museum, Nagoya; Kobe City Museum
 - *Medieval and Renaissance Treasures from the V&A*: Art Gallery of Ontario, Toronto; Norton Museum of Art, West Palm Beach; Speed Art Museum, Louisville
 - *The Art of Lee Miller*: Philadelphia Museum of Art
 - *Out of the Ordinary: Spectacular Craft*: Shipley Art Gallery, Tyne & Wear
 - *Surreal Things: Surrealism and Design*: Museum Boijmans Van Beuningen, Rotterdam; Guggenheim, Bilbao
 - *Uncomfortable Truths – the shadow of slave trading on contemporary art and design*: Salford Museum and Art Gallery; Ferens Art Gallery, Hull
 - *A Century of Olympic Posters*: Capital Museum, Beijing; Liaoning Museum, Shenyang, China
 - *Contemporary Photography: Recent Acquisitions from the V&A*: Sainsbury Centre for Visual Art, Norwich; Arts Depot, Finchley
 - *Where are We? Questions of Landscape*: Graves Art Gallery, Sheffield
 - *Masterpieces of Ceramics*: Korea Foundation Cultural Centre, Seoul
 - *Must-have Toys*: Royal Cornwall Museum, Truro; Museum of Childhood, Sudbury Hall, Ashbourne, Derbyshire
- Research was undertaken for future exhibitions and displays.

• Number of publications	49 (estimate)
- Of which, peer-reviewed	30 (estimate)
- Of which, published by V&A Enterprises	19

• Number of Research Fellowships, exchanges etc.	22
- Of which, into the V&A	19
- Of which, out of the V&A	3

• Number of externally-funded research projects	4
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• Number/proportion of successful research funding applications	
- 7 successful	
- 4 unsuccessful	

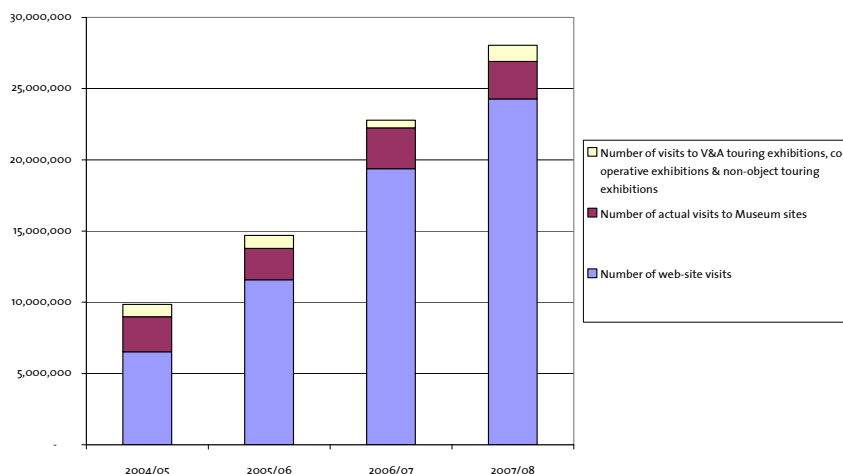
KPI6 Number of postgraduate students on collaborative programmes with the V&A	71
- Of which, on joint programmes with the Royal College of Art: History of Design; Conservation	At Oct '07 59 (40 MA; 19 MPhil/PhD)
- Of which, AHRC Collaborative PhD studentships with various universities	12
KPI7 Number of occasions of advice to public bodies (e.g. Capital Taxes Office, MLA, HLF)	181 cases covering 630 objects

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.

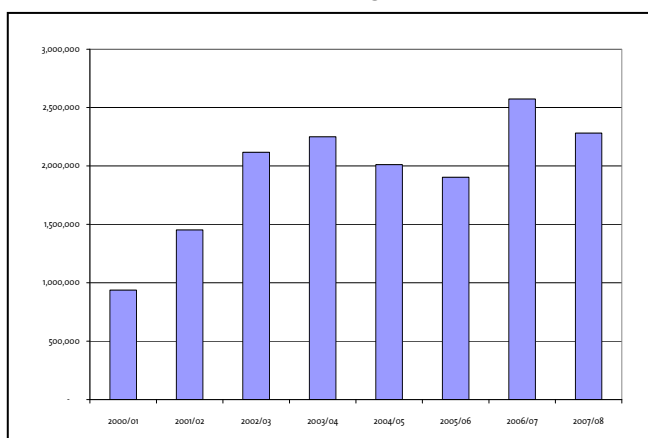
KPI26 Number of users (actual + web + touring exhibitions)	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	14,693,700	22,808,500	28,038,100

Total Number of Users 2004/05 – 2007/08

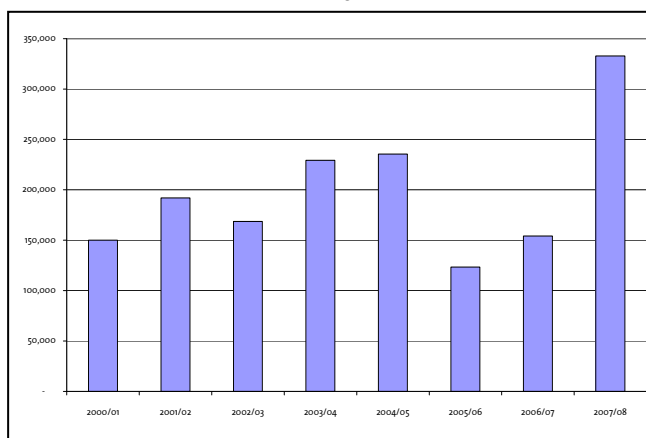


KPI8 Total number of actual visits to Museum sites (excluding virtual visits)	2005/06 Outturn	2006/07 Outturn	2007/08 Target	2007/08 Outturn	% of target
Total	2,195,500	2,874,700	2,550,000	2,623,100	103%
South Kensington	1,902,600	2,573,100		2,280,800	
Theatre Museum	166,700	144,500		6,800	
Museum of Childhood	123,400	154,200		332,800	
Blythe House	2,800	2,900		2,600	

Total visits to V&A South Kensington 2000/01 – 2007/08



Total visits to V&A Museum of Childhood 2000/01 – 2007/08



KPI11 Number of children aged 15 and under attending the Museum sites	2005/06 Outturn	2006/07 Outturn	2007/08 Target	2007/08 Outturn	% of target
Total	250,900	299,800	320,000	371,900	116%
South Kensington	155,800	201,400		211,500	
Theatre Museum	28,700	28,600		2,900	
Museum of Childhood	66,400	69,800		157,500	

KPI12 Number of children aged 15 and under in on- and off-site organised educational sessions	2005/06 Outturn	2006/07 Outturn	2007/08 Target	2007/08 Outturn	% of target
Total	128,200	148,100	170,000	171,200	101%
<i>Onsite</i>	-	137,500		169,500	
<i>Offsite</i>	-	10,600		1,700	
South Kensington	59,400	77,300		77,400	
<i>Onsite</i>	-	74,400		76,900	
<i>Offsite</i>	-	2,900		500	
Theatre Museum	21,400	30,000		3,300	
<i>Onsite</i>	-	26,100		2,700	
<i>Offsite</i>	-	3,900		600	
Museum of Childhood	47,400	40,800		90,500	
<i>Onsite</i>	-	37,000		89,900	
<i>Offsite</i>	-	3,800		600	

- Excluding accompanying teachers and adults.
- The 2006/07 and 2007/08 outturns for the Theatre Museum are slightly higher than the outturn for the total number of children because some children attended more than one educational session during one visit and each attendance is counted.

KPI31 Number of visits to museum sites by school pupils	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	67,900	70,600	106,000
South Kensington	33,900	38,900	45,000
Theatre Museum	12,900	10,400	2,700
Museum of Childhood	22,000	21,300	58,300
<ul style="list-style-type: none"> • Excluding accompanying teachers and adults 			

KPI18 KPI19	Number of learners in on- and off-site educational programmes	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total		491,300	403,600	351,300
	<i>Onsite</i>	-	390,400	348,500
	<i>Offsite</i>	-	13,200	2,800
South Kensington		388,200	305,300	235,300
	<i>Onsite</i>	-	299,900	234,500
	<i>Offsite</i>	-	5,400	800
Theatre Museum		52,200	48,200	2,000
	<i>Onsite</i>	-	44,300	1,400
	<i>Offsite</i>	-	3,900	600
Museum of Childhood		50,900	50,100	114,000
	<i>Onsite</i>	-	46,200	112,600
	<i>Offsite</i>	-	3,900	1,400
<ul style="list-style-type: none"> Beware of direct comparisons between years as figures were calculated on a slightly different basis each year. 				

KPI13	Number of adult visits	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total		1,944,600	2,574,900	2,251,200
South Kensington		1,746,800	2,371,700	2,069,300
Theatre Museum		138,000	115,900	3,900
Museum of Childhood		57,000	84,400	175,300
Blythe House		2,800	2,900	2,600

KPI14	Number of over-60s visits	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total		376,200	565,900	395,400
South Kensington		344,000	533,300	375,700
Theatre Museum		26,800	21,800	0
Museum of Childhood		5,400	10,800	19,700

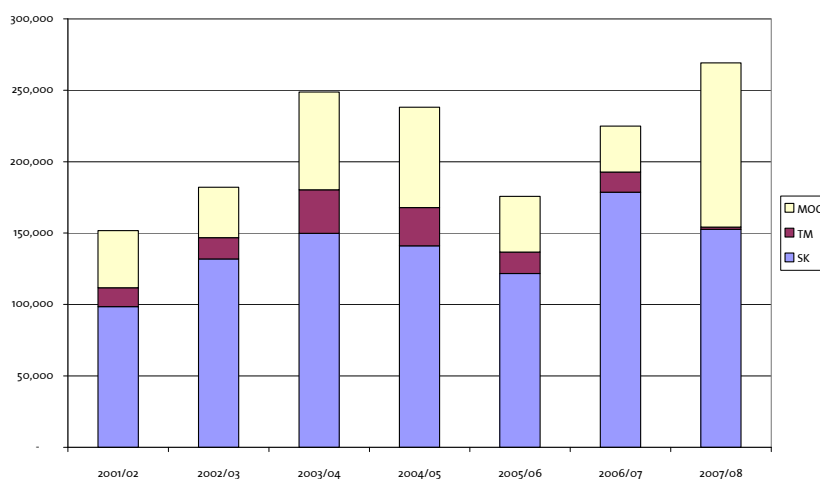
KPI15	Number of repeat visits in the last 12 months	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total (Repeat visits in last 12 months)		-	965,700	936,800
Total (all repeat visits)		1,203,700	1,590,600	1,481,700
South Kensington	repeat visits in last 12 months	649,700	874,000	790,500
	all repeat visits	1,084,200	1,463,000	1,289,100
Theatre Museum	repeat visits in last 12 months	-	16,100	900
	all repeat visits	43,400	28,900	1,900
Museum of Childhood	repeat visits in last 12 months	-	75,600	145,400
	all repeat visits	76,100	98,700	190,700

- 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 sites	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	175,700	224,900	269,100 <i>16% of total UK visits</i>
South Kensington	121,700 <i>11% of total UK visits</i>	178,600 <i>11% of total UK visits</i>	152,600 <i>11% of total UK visits</i>
Theatre Museum	15,000	14,200	1,600 <i>33% of total UK visits</i>
Museum of Childhood	39,000	32,100	114,900 <i>37% of total UK visits</i>

- 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.

UK Lower Socio-Economic Visits 2001/02 – 2007/08

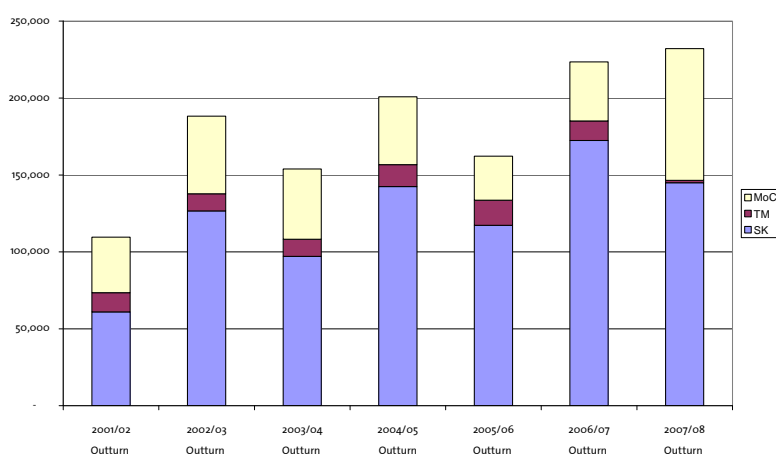


KPI10 KPI21	Number and % of UK adults aged 16 and over from lower socio-economic groups attending Museum sites	2005/06 Outturn	2006/07 Outturn	2007/08 Target	2007/08 Outturn	% of target
Total		126,900 <i>12% of total UK adults aged over 16</i>	168,700 <i>10% of total UK adults aged over 16</i>	140,000	145,600 <i>10% of total UK adults aged over 16</i>	104%
	South Kensington	105,200 <i>11% of total UK adults aged over 16</i>	148,900 <i>10% of total UK adults aged over 16</i>		111,300 <i>9% of total UK adults aged over 16</i>	
	Theatre Museum	7,700 <i>15% of total UK adults aged over 16</i>	8,200 <i>11% of total UK adults aged over 16</i>		300 <i>10% of total UK adults aged over 16</i>	

Museum of Childhood	14,000 24% of total UK adults aged over 16	11,600 14% of total UK adults aged over 16		34,000 22% of total UK adults aged over 16	
<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 was the first year the NS-SEC data was collected at all sites, with groups 5-8 being the lower socio-economic categories. 					

KPI28 Number of UK black and ethnic minority visitors attending Museum sites	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	162,200 <i>(13% of UK visits)</i>	223,600 <i>(12% of UK visits)</i>	232,100 <i>(14% of UK visits)</i>
South Kensington	117,300 <i>(11% of UK visits)</i>	172,500 <i>(11% of UK visits)</i>	145,000 <i>(10% of UK visits)</i>
Theatre Museum	16,300 <i>(16% of UK visits)</i>	12,700 <i>(14% of UK visits)</i>	1,500 <i>(26% of UK visits)</i>
Museum of Childhood	28,600 <i>(25% of UK visits)</i>	38,400 <i>(25% of UK visits)</i>	85,600 <i>(28% of UK visits)</i>

UK BAME Visits 2001/02 – 2007/08



KPI9 Number of web-site visits (user sessions)	2005/06 Outturn	2006/07 Outturn	2007/08 Target	2007/08 Outturn	% of target
Total	11,580,600	19,397,700	14,000,000	24,277,300	173%

KPI16 % of collections internet accessible	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
New methodology	32%	32%	33%
<ul style="list-style-type: none"> The 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. c.29,000 objects (3.7% of the collections) are accessible via the <i>Search the Collections</i> facility, the main vehicle for digital collections access. 			

KPI17 % time open	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
South Kensington	71%	69%	71%
Museum of Childhood	34%	20%	65%
<ul style="list-style-type: none"> 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. 			

KPI22 Number of UK venues to which objects from the collections are loaned	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	278	287	252
<ul style="list-style-type: none"> 2,823 V&A objects on loan throughout the UK (2,365 through loans; 458 through touring exhibitions) 			

KPI23 Number of overseas venues to which objects from the collections are loaned	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	112	116	136
<ul style="list-style-type: none"> 2,207 V&A objects on loan overseas (659 through loans; 1,548 through touring exhibitions) 			

KPI24 Number of venues in England to which objects from the collections are loaned	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	258	267	234
<ul style="list-style-type: none"> 458 V&A objects on loan in England 			

KPI29 Number of visits to V&A touring exhibitions and co-operative exhibitions	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	917,600	536,100	1,066,800
<ul style="list-style-type: none"> In addition there were non-object shows (ie shows using reproductions of historic photographs and graphic displays) which were visited by 71,000 visits: <ul style="list-style-type: none"> UK 2 shows, 2 venues, 30,000 visits Overseas 3 venues, 41,000 visits 			

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"> <i>Where Are We? Questions of Landscape</i> photography exhibition was shown at the Graves art Gallery, attracting 13,800 visits. Plans progressed for forthcoming exhibitions: <i>Vivienne Westwood, Medieval & Renaissance Treasures</i>,

Out of the Ordinary: Spectacular Craft and Space Age.

- Discussions took place with Sheffield City Council about the future of the Partnership after its first ten years in 2009, including funding arrangements.
- An SGMT staff member spent a few days in the V&A Photography Department looking at digital asset management, spring 2007.
- 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 Image & Identity 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).
 - *Image & identity*: 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 2007/08 was slavery.
 - T&W and MCG continued to the long-running V&A competition for adult learners in arts and crafts, Inspired By (see PSA3 report below).
 - In addition to V&A exhibitions in Sheffield, *Out of the Ordinary: Spectacular Craft* opened at Shipley Art Gallery (T&W) and runs until June 2008.
 - Several staff of BMAG are enrolled on the V&A accredited Technical NVG scheme.
 - The V&A training department ran a customer care programme with B&H.
 - The V&A was a major lender to the successful exhibition at Manchester Art Gallery, *Art Treasures in Manchester 150 Years On*.
 - A group of 18 staff from all across the V&A visited Manchester to see *Art Treasures in Manchester* and also visited Urbis in December 2007.
 - A V&A curator is on the Acquisitions Panel of the Shipley Art Gallery (T&W).
 - A joint bid was re-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.
 - The V&A was a major lender and provided curatorial advice to B&H for the exhibition, *Chinese Whispers: Chinoiserie in Britain 1650 – 1930*, which opened on 3 May 2008.
 - The V&A Head of Planning undertook a week-long placement at T&W.
 - V&A UK Partner staff attended various internal V&A Training and Development events.
- Potential New V&A UK Partnerships: the V&A participated in two formal feasibility studies commissioned by regional bodies to examine the case for new collaborative venues. The first concerns a possible National Museum of Performing Arts (working title) in Blackpool, and the second is a contemporary design venue in Dundee. These will report in 2008. In addition, the V&A responded to numerous other contacts about potential partnership and collaboration, notably with bodies in Portsmouth, East of England, York and Bath.
- 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 training workshops. The V&A participates in a number of other SSNs.
- One hundred non-national museums, galleries, archives and specialist libraries throughout England and Wales received grants totalling £1 million from the MLA/V&A Purchase Grant in 2007/08 to help them to acquire objects for their collections. The total value of the grant-aided works was £3.5 million.

KPI25 % of visitors who thought the Museum overall was good/very good	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
South Kensington	97%	94%	97%

KPI32 Progress towards a more diverse personnel			
Employee headcount @ Dec '07	728 (of which 33 externally funded)	Full time equivalent @ Dec '07	672.58 (of which 25 externally funded)
<ul style="list-style-type: none"> The V&A continued its rolling programme of equality proofing current HR policies and procedures to take account of changes in anti-discrimination legislation; in particular revisions were made to a range of Family Leave and Flexible Working policies, procedures and standard practice, to reflect the Work and Families Act 2007. With the launch of Online Performance Management, links have been made between employee's core objectives around access, inclusion and diversity and online learning materials to support their achievement. In-depth reporting on the diversity profile of the Museum's workforce has continued through quarterly reports to Staffing Committee and externally we have reported to MLA and the Museums Association on the diversity of our paid workforce. The Museum has further developed its pay and reward strategy through the introduction during May 2007 of on-line Total Reward benefits statements to highlight the range and breadth of benefits available to staff. Future changes will be designed to respond to the interests and needs of an increasingly diverse workforce. Working in partnership with the Job Centre, 7 out of 15 applicants through the START programme for the long-term unemployed have been successfully appointed as Gallery Assistants. A partnership has been established with STATUS employment, an agency that supports mental health service users to re-enter work. The V&A was re-assessed successfully for Investors in People. The final report highlighted the Diversity Audit and the Young Graduates in Museums and Galleries programme as examples of good practice. 			
Full Time @ Dec '07	579	Part-time @ Dec '07	149
<ul style="list-style-type: none"> The proportion of part-time staff has increased by 2% since 2006. Part-time working arrangements remain more common in the general administrative and junior professional roles. Of the V&A's part-time staff, c.45% 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. 			
Female @ Dec '07	61%	Male @ Dec '07	39%
<ul style="list-style-type: none"> Females have historically represented the majority of the workforce. Females represent 50% of the workforce at senior management level. A Lesbian, Gay, Bisexual and Transgender (LGBT) and Questioning Network met on a regular basis in 2007. A Career Break policy was drafted and consulted on and will be launched in spring 2008. The V&A's gender equality scheme was published in October 2007 following consultation with key stakeholders. 			
Ethnicity @ Dec '07	White 84%	Black or Minority Ethnic (BME) 12%	Undeclared 3%
<ul style="list-style-type: none"> The BME profile of the Museum has increased by 1% since December 2006, including within curatorial and education roles. When comparing the population profiles of the permanent and fixed-term/casual workforce, ethnic 			

profiles are broadly similar with BAME staff representing c.12% of our fixed-term, permanent and total workforce.

- The V&A continued 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.

	V&A workforce BAME % @ Dec '07	UK population BAME % (from 2001 census)
Locally recruited (South East)	21 (5% increase from Dec '06)	16
Nationally recruited (England & Wales)	11 (4% increase from Dec '06)	8

- A banner on-line advert in the ethnic press was piloted throughout 2007.
- The V&A hosted 12 students on the Young Graduates in Museums programme for 2 week placements in August.
- The Inspire Fellow placement in the Contemporary Team is in its second year and will be renewed with the Arts Council for 2008.

Staff who declared themselves as having a disability	6%
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- The V&A remains an employer that is Positive about Disabled People (“Two Ticks Symbol”)
- The Museum worked in partnership with Access to Work to successfully recruit and retain employees with disabilities during 2007.
- The Staff Disability Forum (SDF), met regularly to consult with and involve staff interested in disability issues e.g. contributing to the development of the V&A’s Disability Action Plan, published in April 2007.
- A sub-group of the SDF has developed a specific resource for managers and staff relating to return to work from absences due to long-term health problems and disability relating to mental health.
- V&A PeopleBank, our online recruitment portal, can filter disabled candidates automatically ensuring that commitments under the guaranteed interview scheme are fulfilled.
- The V&A, with the help of Employer’s Forum on Disability, has developed guidance to assist managers when line-managing staff with disabilities.
- A partnership has been established with STATUS employment, an agency that supports individuals who are mental health service users, to re-enter work. The V&A anticipates strengthening this relationship during 2008 as it launches its policy and initiatives to help manage psychological health at work.

Training and Development Initiatives

- The V&A hosted a Museums Association Diversify placement for four months in 2007.
- Staff have attended a cued speech course to enable them to work with hearing impaired colleagues.
- Diversity case studies are included in the Assistant Curator Development Programme & The Line Manager Development Programme .
- The Line Manager Programme of 5 modules ran three times for 60 managers and covered all aspects of diversity and inclusion for which managers need to take responsibility.
- Training was provided for Gallery Educators on how to write descriptive text for visually impaired visitors.
- Training on use of appropriate terminology in collections records.
- Training for Word and Image curators developed with the Dystonia Society
- The V&A, MLA, Wallace Collection and Tate Modern hosted workshops which aided the development of sector specific training on mental health issues.
- Front of House Development Programme - all front of house staff attend modules on visitor care and disability awareness.
- 9 members of staff successfully completed a year-long programme of British Sign Language training and have been awarded the Level 2 qualification.

- The HLF Programme *Capacity Building and Cultural Ownership* developed a range of training and leadership events for black and ethnic individuals and organisations (further information under PSA 3 'Cultural Diversity'). 80 leaders of BAME arts organisations attended an event in May 2007 at the V&A.
- Hackney Recruitment Partnership - the V&A continues to work with young people with learning disabilities. The Museum supported two six-week work placements in the Shop and Gallery Services.

BUSINESS EXCELLENCE AND EFFICIENCY

KPI33 Net income from trading	2005/06 Outturn	2006/07 Outturn	2007/08 Target	2007/08 Outturn	% of target
Total	£2.745m	£4.977m	£4.834m	£5.357	111%
<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. • 2007/08 outturn figures are based on the draft unaudited Management Accounts for 31 March 2008. 					

KPI34 Efficiency savings (cumulative, cash and non-cash)	2005/06 Outturn	2006/07 Outturn	2007/08 Target	2007/08 Outturn	% of target
Total	£2.3m	£3.5m	£3.9m	£4m	103%

KPI35 Grant-in-aid (GIA) per user (actual + web + touring exhibitions)	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	£2.60	£1.71	£1.49

KPI36 Grant-in-aid per visit (actual)	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	£17.41	£13.61	£15.93

KPI37 Revenue generated from sponsorship and donations etc per visit (actual)	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	£5.43	£4.35	£5.33
<ul style="list-style-type: none"> • 2007/08 outturn figures are based on the draft unaudited Management Accounts for 31 March 2008. 			

KPI38 Non-GIA income (total-GIA) per visit (actual)	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	£12.08	£12.21	£11.69
<ul style="list-style-type: none"> • 2007/08 outturn figures are based on the draft unaudited Management Accounts for 31 March 2008. 			

KPI39 Average number of days lost in sickness absence per employee, excluding long-term.	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	5.52	5.67	6.3

KPI40 Number of overseas visits	2005/06 Outturn	2006/07 Outturn	2007/08 Outturn
Total	931,600	1,027,700	917,200
South Kensington	856,900 (Of total visits: 45% Overseas 55% UK)	973,400 (Of total visits: 38% Overseas 62% UK)	892,300 (Of total visits: 39% Overseas 61% UK)
Theatre Museum	64,900 (Of total visits: 39% Overseas 61% UK)	51,200 (Of total visits: 35% Overseas 65% UK)	2,000 (Of total visits: 29% Overseas 71% UK)
Museum of Childhood	9,800 (Of total visits: 8% Overseas 92% UK)	3,100 (Of total visits: 2% Overseas 98% UK)	22,900 (Of total visits: 7% Overseas 93% UK)

KPI41 Scope of activities to promote, support and develop the creative industries (CI)		
<p>Showcasing the best contemporary art and design and making it accessible to all was one of the founding missions of the V&A and this aim is still at the heart of the Museum. One of the V&A's key strategic aims is 'to promote, support and develop the UK creative economy by inspiring designers and makers, and by stimulating enjoyment and appreciation of design.' Through its exhibitions and programmes, acquisitions and commissions the V&A continues to inspire new generations of makers and consumers, contributing to the success and growth of the UK creative economy. During 2007/08 the V&A engaged with over 400 people from the creative industries for many different aspects of its business.</p>		
Number of visits by CI professionals and teachers (South Kensington)	388,000	17% of total audience
Number of visits by students (South Kensington)	394,900	17% of total audience
<p>Events programme</p> <p>While all of the V&A's programmes are 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 comprehensive.</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>Out of the Ordinary: Spectacular Craft</i>, 13 Nov 2007 - 17 Feb 2008 created in collaboration with the Crafts Council. Many artists showing their work in the UK for the first time. - <i>China Design Now</i>, 15 Mar-13 Jul 2008 • Displays (South Kensington) <ul style="list-style-type: none"> - <i>New York Fashion Now</i>, 16 Apr-23 Sep 2007, looking at 20 New York based designers who launched their own labels between 1994-2004 - <i>Inspired By...2007</i>, V&A, 19 May - 22 July 2007 - <i>Collaborators: UK Design for Performance, 2003-2007</i>, 21 Nov 2007 - 18 Nov 2008. A collaboration between the V&A and the Society of British Theatre Designers - <i>V&A Illustration Awards</i>, 4 Dec 2007 - 18 Mar 2008 - <i>Designer Bookbinders: Bindings for the Man Booker Prize Shortlisted Novels 2007</i>, 23 Oct 2007 - 4 Jan 2008 - <i>V&A Sculpture Prize Display</i>, 1 May-1 Aug 2007 - <i>Swarm chandelier</i> by Zaha Hadid • Touring Exhibitions 		

- *Vivienne Westwood*: Fine Arts Museums of San Francisco (De Young); Palazzo Reale, Milan. To date the exhibition has been seen by a total of 860,400 people around the world.
- *Contemporary Photography: Recent Acquisitions from the V&A*: Sainsbury Centre for Visual Art, Norwich; Arts Depot, Finchley. Total 12,100 visits.
- *Uncomfortable Truths - The shadow of slave trading on contemporary art and design*: Salford Museum and Art Gallery; Ferens Art Gallery, Hull. Total 54,200 visits.
- Fashion in Motion
 - Free full-scale catwalk shows. Featured designers in 2007/08 were:
 - Gareth Pugh, 15 June 2007
 - Manish Arora, 7 September 2007, part of India Now, a London-wide season centring on the capital's interaction with India's rapidly-growing economy and exploring India's culture.
- Museum of Childhood
 - *Design in Focus: Play+Soft*, 28 Apr - 28 Oct 2007, outlining the design process for a new range of children's furniture and play equipment
 - *Dreams of Flying by Jan von Holleben*, 14 Jul - 21 Oct 2007, his first solo photography exhibition in London.
 - *Old Skool, New School*: A project about the school wear of the future which involved Foundation and Product Design students from the London College of Fashion, primary school and BTEC students and ESOL/Childcare students from Tower Hamlets College.
 - MoC was the launch venue for The Big Draw in September 2007. Quentin Blake opened the event and over 2,500 people took part in drawing activities at the Museum.
 - *Creative Minds* programme for people of all ages, funded primarily by the Foundation for Sport & the Arts and the Jack Petchey Foundation. This included: Wondertots, weekly sessions for under 5s and their parents or carers exploring fashion and puppetry; Art Breakers club on Saturdays for 11-14 year olds; adult craft workshops.
 - Comic making courses for teenagers with professional artists and writers.
- Learning & Interpretation, V&A
 - *Creative Quarter*: Following last year's successful event, this one-day Exhibition Road project, led by the V&A, took place again. The aim of the day was give an insight into the creative industries to 13-19 year olds through workshops, demonstrations and presentations. At the V&A the focus was on design industries with presentations by Christopher Frayling, Zandra Rhodes and Merlin Crossingham from Aardman Animation. 1,300 young people took part (30% increase on the previous years event).
 - *Free Art Fun* for families: 2,800 family visitors took part in the spring half-term activities and 3,800 took part in the autumn half term activities.
 - *Old Roots-Nu Shoots* Photo journalism and film making project, October 2007. This youth inclusion project was funded by the British Council in partnership with the Museum of London (24 Hour Museum) and East Potential. It introduced participants to new skills in museum research, stills photography and film making and the results were shown on the 24 Hour Museum and East Potential websites as well as being screened at the V&A.
 - *Young People's Fashion Summer School*: Three summer schools gave an introduction to fabric design, garment design and making for 11-18 year olds led by professional designers and makers.
 - *Summer in the City* programme: A series of practical and art history courses for adults.
 - Symposia e.g. *Moving Forward: New Directions in Transport Design*, May 2007, organised with the RCA
 - *V&A Screen*.
 - *ReachOut* RCA+V&A Workshops for Schools: A pilot programme bringing resources of the V&A and RCA together to introduce school students to original creative art and design practice and higher education pathways as well as introduce them to the V&A's collections in the context of MA students' practice.
 - Talks, interviews and debates with internationally renowned designers, artists, writers and critics including Marc Newson, Will Self, Iain Sinclair, Katherine Hamnett, Grayson Perry and Tod Papageorge.
 - Practical workshops inspired by *The Golden Age of Couture* exhibition:
 - Gloves, Cuffs and Collars: Embellishment, Structure and Haute Couture Stitching*
 - Glamorous Corsages*
- Friday Late programme:

- Held on the last Friday of each month (except December), Friday Late events include a mixture of live performances, cutting edge fashion, debates, one-off displays, special guests, bar and food, guest DJs and late-night opening. Events are attended by an average of 3,000 visits (entering the V&A after 5.30pm). Examples include:
 - o The annual *Village Fete*: Over 30 of the most dynamic creative individuals working in the UK put together an extraordinary array of stalls.
 - o *India Now*: This event, part of the India Now season, showcased the best in contemporary Indian art, fashion, film and design.
 - o *Create*: This was the first Friday Late to be held at the Museum of Childhood. It coincided with the London design festival and explored the playful side of design.
 - o *Crafting Couture, One of a Kind* (in collaboration with the Crafts Council) and *Collaborate* related to *The Golden Age of Couture, Out of the Ordinary: Spectacular Craft* and *Collaborators: UK Design for Performance* respectively.
- The Contemporary Programme's six commissions as part of the Friday Late evenings at the V&A were supported by Arts Council England in conjunction with Lottery Funding.
- 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. It recently supplied images for a new series of CDs with EMI and has a service which allows members of the public to buy V&A prints including images on canvas.
 - V&A Images manages commercial filming for feature films, television documentaries, interviews, commercials and photoshoots e.g. feature films *Franklyn* and the *Oxford Murders* and a photoshoot in Marie Claire.
 - Throughout 2007/08, the V&A operated its pioneering initiative to allow free use of images by non-commercial users.
 - 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. New relationships have been developed directly with retailers including in the UK, Debenhams held its press launch for the first V&A range, which will be introduced into its stores in Spring 2008. The new license with Wild and Wolf for garden tools featuring William Morris designs has proved extremely successful.
- Other
 - To celebrate the V&A's 150th anniversary of its opening in South Kensington 150 leading designers, architects, photographers, fashion designers and artists were invited to contribute a page to an anniversary album. Contributors included work by Manolo Blahnik, Lord Rogers, Julian Opie, Benjamin Zephaniah, Tracy Emin and Vivienne Westwood. The original pages were displayed in the main entrance (June - September 2007) and published on the web <http://www.vam.ac.uk/vastatic/slideshow/150anniversary/>
 - COLLECT: 25-29 January 2008: This was the fifth annual contemporary applied arts fair organised in collaboration with the Crafts Council. Objects were purchased and donated to public collections (including the V&A) and several important private collections. Over 10,000 visits.
 - Homes & Gardens Classic Design Awards (competition and display).
 - V&A Illustration Awards (competition and display).
 - *Masterpieces of the East*, BBC4 6 part TV series exploring some of the greatest artefacts of the Indian subcontinent in the V&A's collections. Transmitted Jun-Jul 2007.
 - The V&A is supplying image content to the University of Dundee's project: Fashion and Apparel Browsing for Inspirational Content (FABRIC). This three-year project, funded by the Technology Strategy Board, Department for Business, Enterprise & Regulatory Reform (BERR), (formerly DTI), is investigating a novel image browsing technique to support the textile industry.

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 Sackler Centre for arts education at the V&A.
- Eva Jiricna Architects for the William and Judith Bollinger Jewellery Gallery.
- MUMA for the Medieval and Renaissance Galleries.
- Stanton Williams for the Ceramics Galleries.
- Block Architecture for the Porter Gallery. Commended in the Museums, Galleries and Visitor Attractions Award section of the Design Week Awards 2008 and shortlisted for a RIBA Architecture Award.
- The V&A Museum Café, by Muma, won the Design Week award for Hospitality Environments.
- Exhibition design:
 - Metaphor (3D) and Robert and Lucie (graphics) for *Surreal Things*
 - Land Design for *The Golden Age of Couture*. Shortlisted in the Temporary Exhibition Design category in the Design Week Awards 2008
 - Event Communications for *Kylie – The Exhibition*
 - Jamie Fobert (architecture) and Sara De Bondt (graphics) for *Out of the Ordinary*
 - Tomkin Liu and Hybrid Design for *China Design Now*
- V&A commissions designers to create merchandise inspired by its permanent collections and objects in temporary exhibitions.
- The V&A commissioned:
 - Boudicca (the first independent British fashion house to be officially invited to become a guest member of Haute Couture in Paris) to design its 2007 Christmas Tree
 - Campana Brothers installation in the John Madejski Garden
 - *The Anti Room of the Mae Queen* by Simon Periton, installation in the Tunnel Entrance, 26 January 2006-27 January 2007

KPI42 Progress towards long-term sustainability targets including:

Energy consumption reduced by 25% by 2010

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

Note: 'Carbon-neutral' is no longer considered a useful term so the V&A is reviewing its measures and targets for sustainable carbon management.

Compared to the 2005/06 baseline, the Museum has achieved a 20% reduction in its energy carbon footprint through cutting both consumption and emissions. The most significant factor was the installation of a more efficient combined heat and power system (shared with the Natural History Museum). Other steps included installing low-energy lighting, and we using FuturePlan developments to continually improve performance. In 2007/08 work began on a comprehensive energy metering system that will permit much more detailed monitoring and analysis of carbon usage, leading to better management and further efficiencies.

The V&A is signed up to the DCMS Climate Change project. One strand of the first phase, which reported in March 2008, aimed to provide a consistent assessment of participating NDPBs' carbon footprint. A measure used was 'total energy carbon footprint per employee' and the V&A (and National maritime Museum) had the lowest outturn of the 11 DCMS-sponsored museums, galleries and libraries).

The V&A Sustainability Group was set up in 2007 to oversee sustainability work across the Museum. The priorities for future work will be: reducing the travel carbon footprint, covering movement of both people and objects; extending recycling from paper to include metals and glass; reducing water consumption; and initiating a staff awareness campaign.

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

- The Access, Inclusion and Diversity (AID) Strategy and Implementation Groups met quarterly, monitored the progress of the AID Implementation Plan 2005 – 2008 and developed a revised implementation plan for 2008 – 2011.
- Representatives of the V&A AID Strategy Group reported to the Management Board on key findings from the Museum-wide Diversity Audit undertaken by all departments. Key recommendations have been fed into the revised Diversity Implementation Plan 2008- 2011.
- In anticipation of the new Sackler Centre for Arts Education at the V&A the Learning and Interpretation Department has been restructured to ensure diversity is embedded across all programmes and a cross Museum Diversity Unit has been established.

V&A Workforce

See above KPI32: 'Progress towards a more diverse personnel'

Disability

- The Access group of specialist organisations – RNIB, RNID, MENCAP etc met twice to advise the V&A on issues of policy and practice.
- A focus group of visually impaired visitors advised on how audio descriptive text could be integrated into audios located in the galleries.
- A further focus group of visually impaired people, advised on the selection of touch objects and accompanying interpretative text for the Medieval and Renaissance Gallery.
- 15 staff from the V&A's Projects and Design team visited the RNIB's Tactile Image Unit in Peterborough to view the latest techniques on making collections accessible.
- For the fifth year, the V&A hosted MENCAP's *Snap* exhibition, displaying 50 photos taken by or of people with a learning disability.
- Tactile images of Lee Miller's most iconic photos were made accessible to visually impaired visitors, with audio description integrated into the exhibition audio guide.
- Monthly talks in British Sign Language continued to attract deaf visitors. The talks covered exhibitions such as *Kylie, Surrealism* and *New York Fashion*.
- Monthly talks and handling sessions covering the V&A's special exhibitions, continued to provide access to visually impaired visitors.
- Two series of art workshops for mental health service users were based on *Surreal Things* and *The Golden Age of Couture* and were well attended (64 people).
- The V&A continued to host *Outside In* (formally Pathways to Learning) for young people with learning disabilities.
- The Museum of Childhood (MoC) launched a year long outreach programme of weekly teaching sessions in special needs schools and hospital schools across London.

Social Inclusion

- The Social Inclusion Group (formerly the C2DE Working Group), attended by staff from across the V&A, continued to meet.
- The *Kylie* exhibition proved extremely successful in attracting UK visits from lower socio-economic groups (21% of visits to *Kylie* were from NS-SEC groups 5-8 whereas the total audience to the Museum during the same period consisted of 13% from NS-SEC groups 5-8).
- *Talk and Take Part* monthly workshops were organised to promote the Word and Image collections to people who had previously not had access e.g. young people at risk, the homeless.
- *Inspired By* – the competition for part time adult learners to make works inspired by the V&A leading to a display has been taken up by six regional museums – Manchester Art Gallery, Tyne and Wear Museums, Bodelwyddan Castle, Sudley House, National Museums Liverpool and Potteries Museum and Art Gallery. Also Brandts Museum, Denmark has joined the partnership.
- Born out of the V&A's *Inspired By* competition, *Inspire Inside* was a joint project with STRETCH, an organisation which works with prisons. Two films were commissioned to show the V&A's collection to prisoners who cannot access the internet. The project was launched at the V&A in July 2007 with a display of art work produced by inmates from the 5 participating prisons.
- *Old Roots-Nu Shoots* was a British Council supported programme which enabled participants from East Potential, a charity working with vulnerable people, to research their heritage through the V&A collections and produce and edit a short film.
- During May and June 2007 the MoC ran weekly recycled toy making workshops for local schools and families in partnership with Tower Hamlets Waste Education Project.
- The MoC's Front Room Gallery, dedicated to profiling the work of artist and artist-led community responses to the collections showed '*Old Skool New School*'. This display featured schoolwear for tomorrow's child designed by London School of Fashion students based on design briefs from local primary school children.
- The MoC planned and promoted a St Georges Festival (April 2008), developed in association with Tower Hamlets Arts, which was aimed at attracting white working class visitors and other communities.
- The MoC hosted '*Even Sparrows Can Sing*' on 6 June, a performance by Hackney school choirs as part of the Mayor of London's Sing London Campaign.
- A MoC summer festival of live music, dance, walkabout acts, art activities, stalls, food and games was targeted at a local non-traditional audience and attracted 2,500 visitors.
- The MoC was one of the launch venues for the annual *Big Draw* event in September 2007. Pre-launch workshops for *Big Draw Goes East* took place in local primary schools.

Cultural Diversity

- The contemporary exhibition/installation *Uncomfortable Truths – the shadow of slave trading on art and design* continued until the end of June 2007.
- A Friday Late of international music and visual culture exploring the depth and breadth African Diaspora rituals and traditions attracted 3,300 visitors.
- The *Image and Identity* Project and its 5 regional partners worked with the theme of *Remembering Slavery*, exploring the work of contemporary black artists and making their own creative responses to the concepts of slavery and freedom.
- *India Now* (GLA festival of contemporary Indian culture) was celebrated through a fashion show of leading Indian designer, Manish Arora (1,300 visitors; a Friday Late of contemporary Indian artwork, film, discussion & installation attracting 1,500 visitors and a family day developed with Bridging Arts focusing on the British Sari and a Bengali music recital (4,000 visitors).

- *Vaisakhi*, the Sikh spring festival was celebrated through storytelling, music and dance performances/workshops attracting both Sikh and non-Sikh audiences.
- *Chinese Mid Autumn Festival* attracted more people than previous years including families, young people, senior citizens and Chinese community schools. The Chinese New Year celebrations in February 2008 launched the *China Design Now* exhibition (March - July 2008) to the Chinese and other communities.
- The MOC ran 3 collaborative courses (ESOL (English for Speakers of Other Languages) Pathway into Care and Childcare) per week with Tower Hamlets College. Designed to develop ESOL and creative skills, the students made use of the Museum's collections and displayed their work in the Front Room Gallery.
- The MOC worked with refugee organisations, ESOL groups and local primary schools including those with a high percentage of white working class (NS SEC groups 5-8) on workshops for exhibition *Sweet*, which explored the impact of colonial trade on architecture. This resulted in a series of buildings made of sweets which were displayed in the Front Room Gallery. The project also encouraged interaction between different communities.
- A grant from the Barings Foundation allowed the V&A to appoint an ESOL and Arts Education Officer to develop work with refugees and migrants from May 2007 across both sites including tours for ESOL students. The V&A is planning a series of events for Refugee Week in June 2008.
- Under the HLF funded Programme *Capacity Building and Cultural Ownership – working with diverse communities* the following initiatives were progressed:
 - 400 objects, from across the V&A's collections, relevant to the African Diaspora, were researched and have been photographed and made available to Museum staff and on the website.
 - *Ghana 50* festival included a contemporary visual arts display, a fashion show, t-shirt printing and card making workshops, storytelling, a display of Asante goldweights and a tour, *Traces of the Trade* which explored the legacy for contemporary Black British artists today (950 visitors).
 - *Freedom & Inspiration Day*, along with *Songs of Freedom* commemorated slavery past and present.
 - *Dutty Mass* event explored the cultural, economic, political and spiritual themes related to slavery through Kalinda, an early form of Carnival.
 - *King Gesar of Ling* was performed at the V&A by a traditional Tibetan Dance troupe as the first event of their UK tour (180 visitors).
 - A Darbar Asian Musical Recital was held in the Nehru Gallery of Indian Art in March 2008.
 - An intercultural Peace and Environment Weekend was held in October 2007 and a Festival of Light Weekend in November 2007.
 - The intercultural-interfaith tours delivered by people from diverse backgrounds continued to attract young people and adults from Muslim, Hindu, Ismaili, Christian, Jewish, Buddhist and intercultural groups.
 - A second run of the training programme for Black and Asian cultural/heritage organisations and individuals was delivered in 2007. Sessions included Partnership Working; Documentation; Oral History Collecting and Digitisation. Over 200 people and 54 organisations have now participated in these workshops. In addition to this the V&A also organised a well-attended conference *Which Way Forward? – Developing Black, Asian and Minority Leadership in the Cultural & Heritage Sector*. The Museum is planning to open up the NVQ Heritage training at the V&A to the Black and Asian cultural sector in liaison with Kensington and Chelsea College.
 - Under the *Watching, Making, Shaping* programme:
 - The Theatre Museum has completed the recording of five contemporary, culturally diverse performing arts productions including an Asian production of a *Midsummer's Summer Night's Dream* at the Roundhouse performed in 7 different languages from the Indian sub-continent.
 - 40 members of the public, including a high percentage of BAME participants, have been trained in the collection of intangible heritage.

- The V&A is planning an exhibition based on an initiative with the University of Reading to record Chinese Opera in the UK, which will open at the Round House in July 2008.
- o Development of the *World in the East End* Gallery at the MOC has continued with a broader approach to diversity and addressing the changing demographics of the area. Oral history interviews which have been conducted with three generations of selected families formed the basis of the new display which opened in July 2007. The first phase of oral history interviews and related material is on the V&A website.
- o The V&A worked with the GLA on the high profile Kulture 2 Couture which showcased black fashion designers and associated workshops over a Friday evening and week-end in November 2007.