



PERFORMANCE INDICATOR REPORT
End of Year Report for 2010/11

Amanda Bruce
Performance & Planning Manager

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VICTORIA AND ALBERT MUSEUM

PERFORMANCE INDICATOR REPORT

End of Year Report, April 2010 – March 2011

SUMMARY

This report covers all 41 V&A performance indicators (PIs). Over half of these are in the V&A's Funding Agreement with the DCMS (17 are DCMS mandatory PIs and 5 are PIs that the V&A volunteered to be included in the Funding Agreement). PIs in the Funding Agreement are outlined in bold.

A NOTE ON THE CALCULATION OF VISIT FIGURES

Visitor data is calculated primarily by applying 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.

The Museum's market research provider changed from MORI to Morris Hargreaves Macintyre (MHM) in October 2010. As a result, data for the first six months of this report (from April to September 2010) was calculated from MORI market research data whilst data for the last six months (October 2010 to March 2011) was calculated from MHM data.

From October 2010, V&A audience profiling has been procured in partnership with a number of other national museums and galleries. The approach to data collecting is therefore now the same at all partner sites, not only ensuring consistency but also allowing sector-wide benchmarking on key performance indicators and other areas. The partners are:

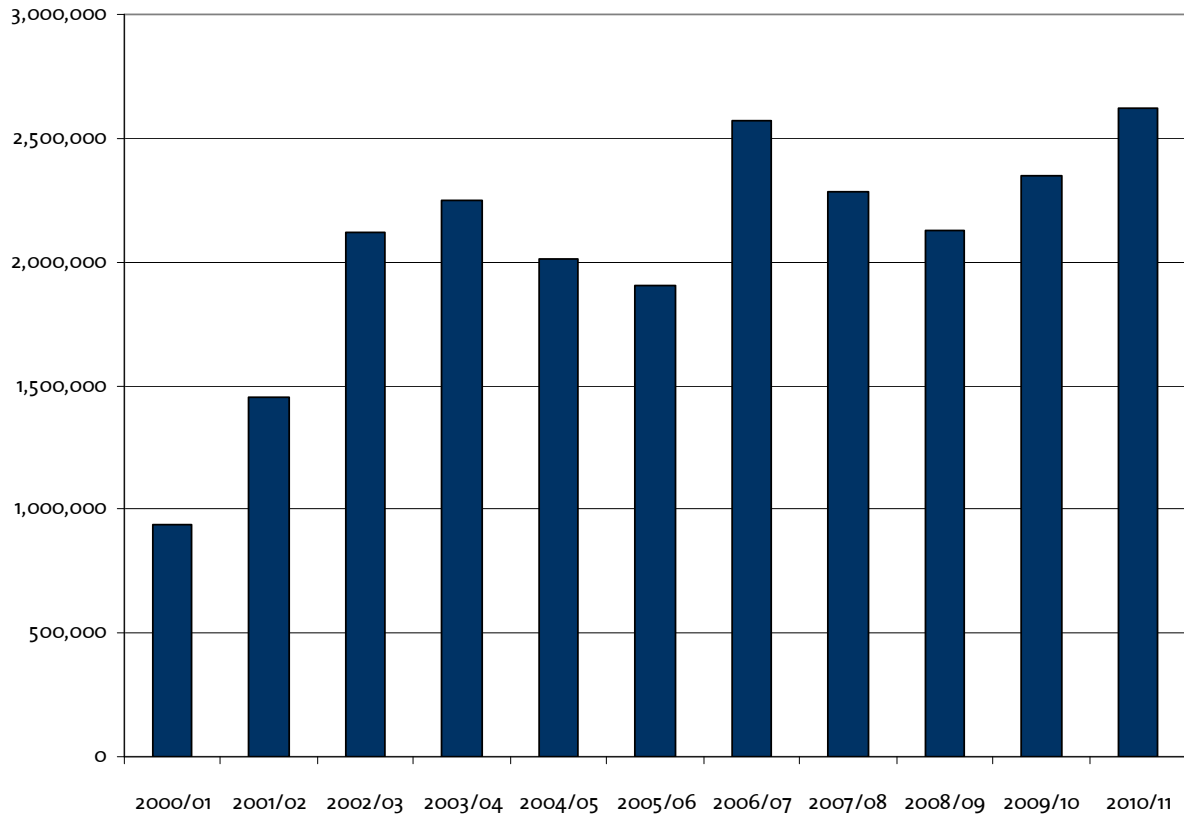
Victoria and Albert Museum
V&A Museum of Childhood
Tate (Britain and Modern)
National Portrait Gallery
National Gallery
British Library
Natural History Museum
Imperial War Museum (all five sites)

I. TOTAL VISITS, USERS, OVERSEAS, AND REPEAT VISITS:

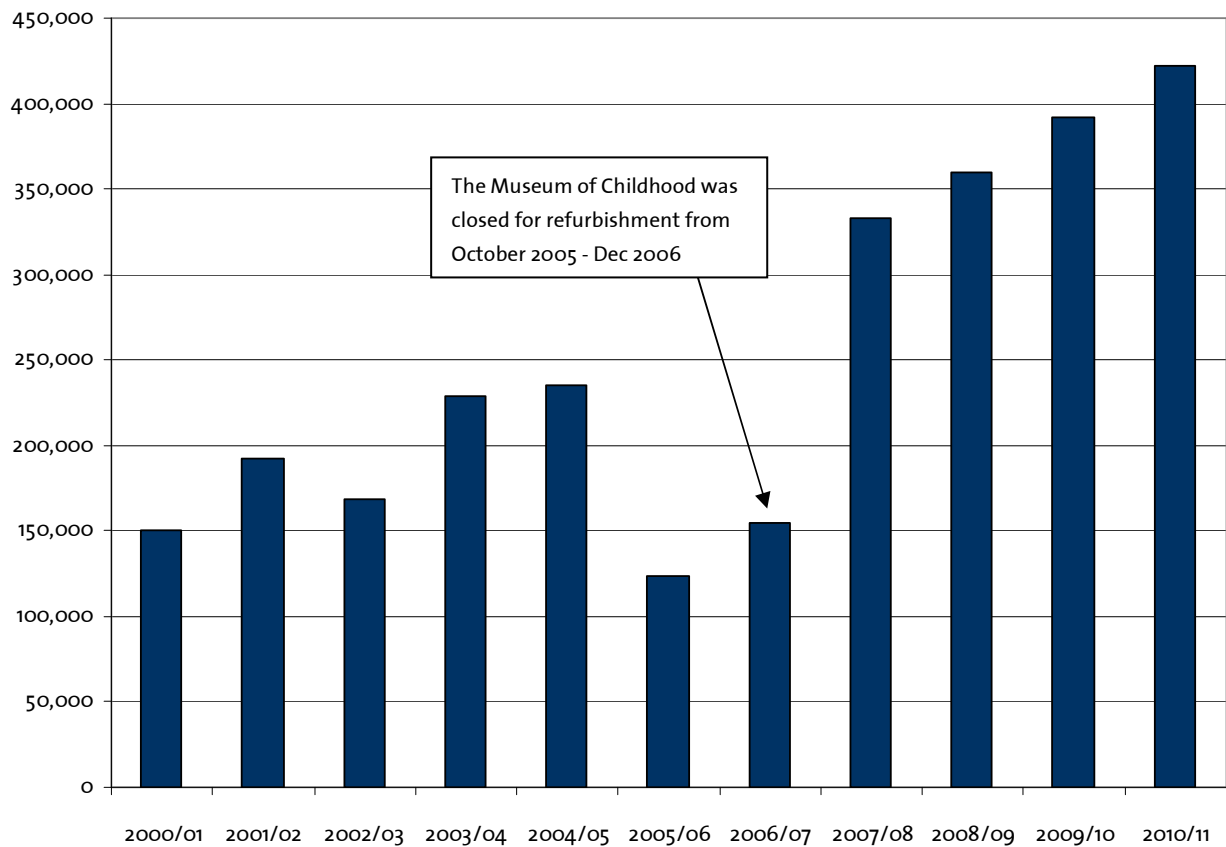
KPI 1 Number of visits to the museum		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	2,746,000	3,049,000	+11%
	1 st Qtr (Apr-Jun)	630,500	798,300	+27%
	2 nd Qtr (Jul-Sep)	662,800	807,800	+22%
	3 rd Qtr (Oct-Dec)	683,100	663,800	-3%
	4 th Qtr (Jan-Mar)	769,600	779,100	+1%
South Kensington	Total	2,351,300	2,619,600	+11%
	1 st Qtr (Apr-Jun)	535,900	696,400	+30%
	2 nd Qtr (Jul-Sep)	568,100	709,200	+25%
	3 rd Qtr (Oct-Dec)	588,800	565,000	-4%
	4 th Qtr (Jan-Mar)	658,500	649,000	-1%
Museum of Childhood	Total	391,800	422,600	+8%
	1 st Qtr (Apr-Jun)	93,900	97,400	+4%
	2 nd Qtr (Jul-Sep)	94,100	97,800	+4%
	3 rd Qtr (Oct-Dec)	93,400	98,000	+5%
	4 th Qtr (Jan-Mar)	110,400	129,400	+17%
Blythe House	Total	2,900	6,800	+134%
	1 st Qtr (Apr-Jun)	700	4,500*	+543%
	2 nd Qtr (Jul-Sep)	600	800	+33%
	3 rd Qtr (Oct-Dec)	900	800	-11%
	4 th Qtr (Jan-Mar)	700	700	0%

* The increase in the number of visits to Blythe House in the first quarter of 2010/11 is due to the Artangel exhibition 'The Concise Dictionary of Dress' which was on display at Blythe House from 28/04/10 – 27/06/10.

Total Visits to V&A South Kensington 2000/01-2010/11



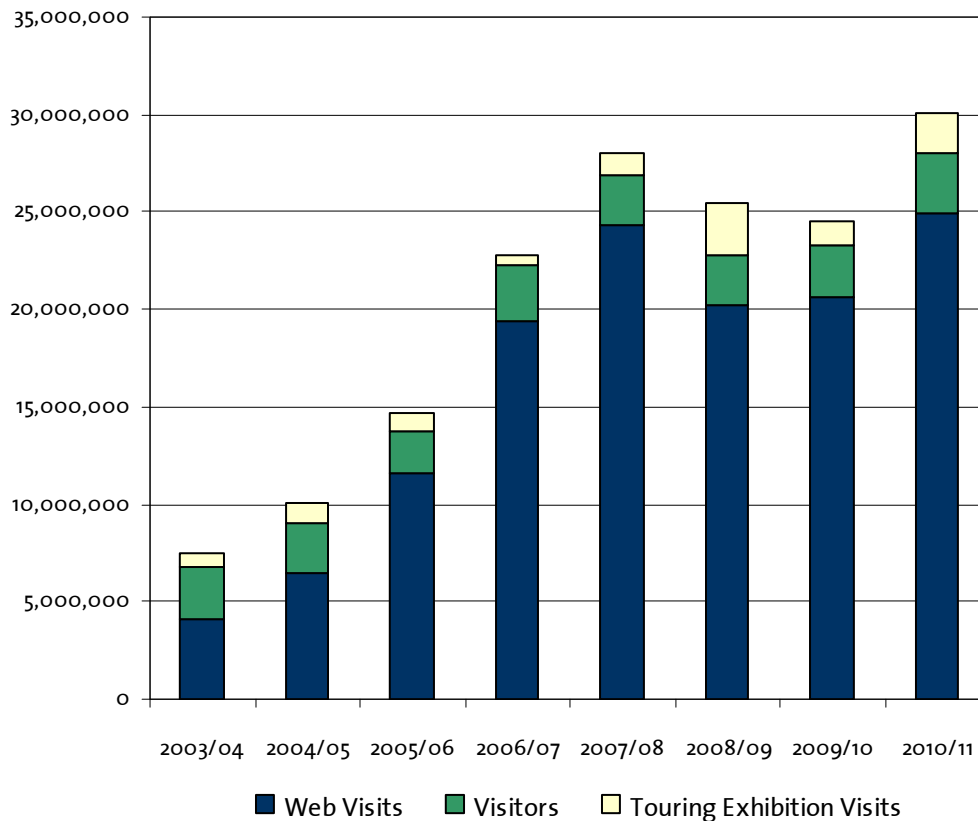
Total Visits to V&A Museum of Childhood 2000/01-2010/11



I. TOTAL VISITS, USERS, OVERSEAS, AND REPEAT VISITS:

KPI 2 Number of visits to V&A sites and touring exhibitions		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	4,102,100	5,058,700	+23%
	1 st Qtr (Apr-Jun)	817,100	1,269,300	+55%
	2 nd Qtr (Jul-Sep)	985,700	1,146,700	+16%
	3 rd Qtr (Oct-Dec)	1,013,000	1,498,000	+48%
	4 th Qtr (Jan-Mar)	1,286,300	1,144,700	-11%

KPI 3 Number of users (visits to V&A sites + touring exhibitions + web)		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	24,684,900	30,035,100	+22%
	1 st Qtr (Apr-Jun)	5,459,300	7,546,900	+38%
	2 nd Qtr (Jul-Sep)	5,069,100	6,981,800	+38%
	3 rd Qtr (Oct-Dec)	6,343,200	8,245,300	+30%
	4 th Qtr (Jan-Mar)	7,813,300	7,261,100	-7%



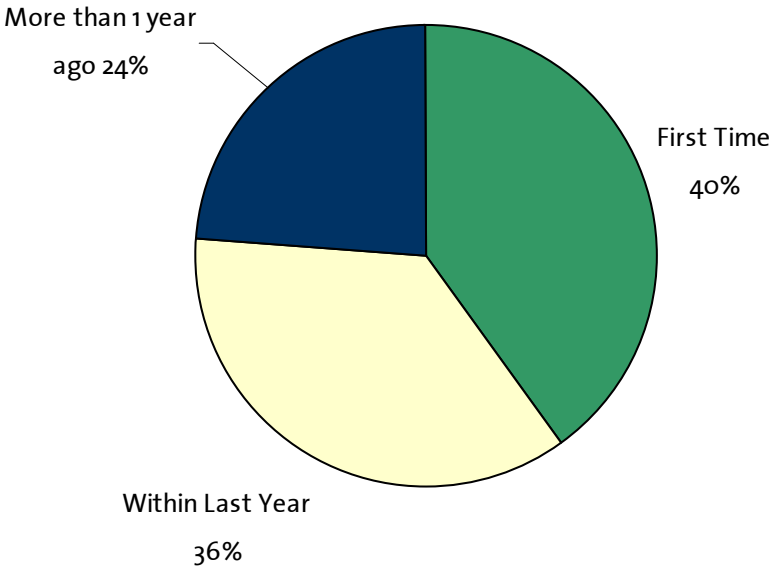
I. TOTAL VISITS, USERS, OVERSEAS, AND REPEAT VISITS:

KPI 4 Number of repeat visits:		2009/10	2010/11	% diff 10/11 v. 09/10
a) In the last 12 months				
TOTAL	Total	985,800	1,089,600	+11%
	1 st Qtr (Apr-Jun)	211,500	288,200	+36%
	2 nd Qtr (Jul-Sep)	188,300	283,100	+50%
	3 rd Qtr (Oct-Dec)	294,600	235,100	-20%
	4 th Qtr (Jan-Mar)	291,400	283,200	-3%
South Kensington	Total	814,100	946,400	+16%
	1 st Qtr (Apr-Jun)	162,700	250,200	+54%
	2 nd Qtr (Jul-Sep)	152,900	231,300	+51%
	3 rd Qtr (Oct-Dec)	261,200	203,700	-22%
	4 th Qtr (Jan-Mar)	237,300	261,200	+10%
Museum of Childhood	Total	171,700	143,200	-17%
	1 st Qtr (Apr-Jun)	48,800	38,000	-22%
	2 nd Qtr (Jul-Sep)	35,400	51,800	+46%
	3 rd Qtr (Oct-Dec)	33,400	31,400	-6%
	4 th Qtr (Jan-Mar)	54,100	22,000	-59%
b) At any time				
TOTAL	Total	1,492,300	1,774,300	+19%
	1 st Qtr (Apr-Jun)	328,700	462,200	+41%
	2 nd Qtr (Jul-Sep)	309,400	445,400	+44%
	3 rd Qtr (Oct-Dec)	406,500	406,400	0%
	4 th Qtr (Jan-Mar)	447,700	460,300	+3%
South Kensington	Total	1,274,700	1,569,700	+23%
	1 st Qtr (Apr-Jun)	273,300	410,600	+50%
	2 nd Qtr (Jul-Sep)	266,100	381,800	+43%
	3 rd Qtr (Oct-Dec)	362,700	358,400	-1%
	4 th Qtr (Jan-Mar)	372,600	418,900	+12%
Museum of Childhood	Total	217,600	204,600	-6%
	1 st Qtr (Apr-Jun)	55,400	51,600	-7%
	2 nd Qtr (Jul-Sep)	43,300	63,600	+47%
	3 rd Qtr (Oct-Dec)	43,800	48,000	+10%
	4 th Qtr (Jan-Mar)	75,100	41,400	-45%

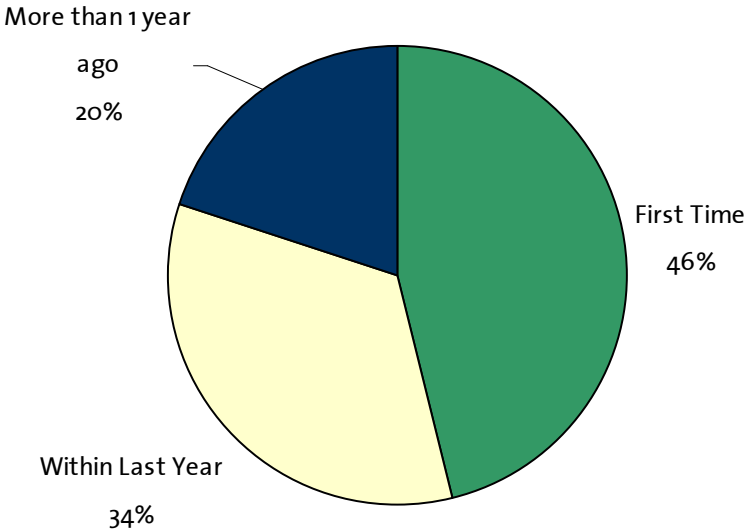
I. TOTAL VISITS, USERS, OVERSEAS, AND REPEAT VISITS:

South Kensington Repeat Visits

2010/11

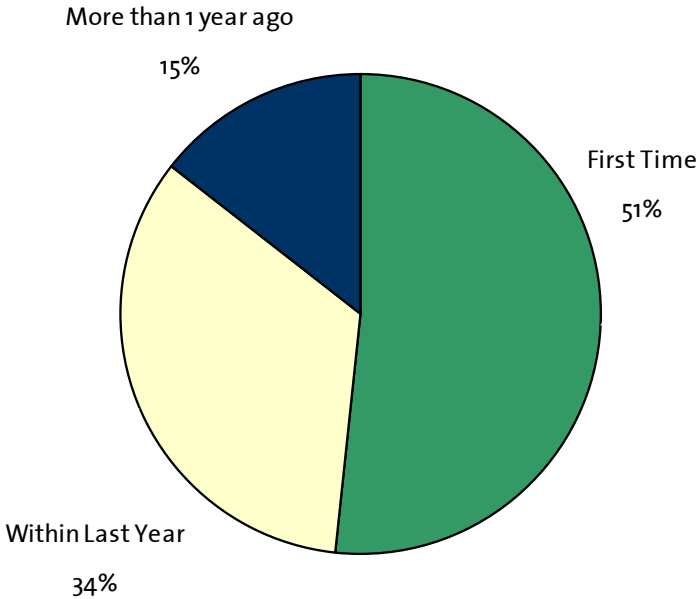


2009/10

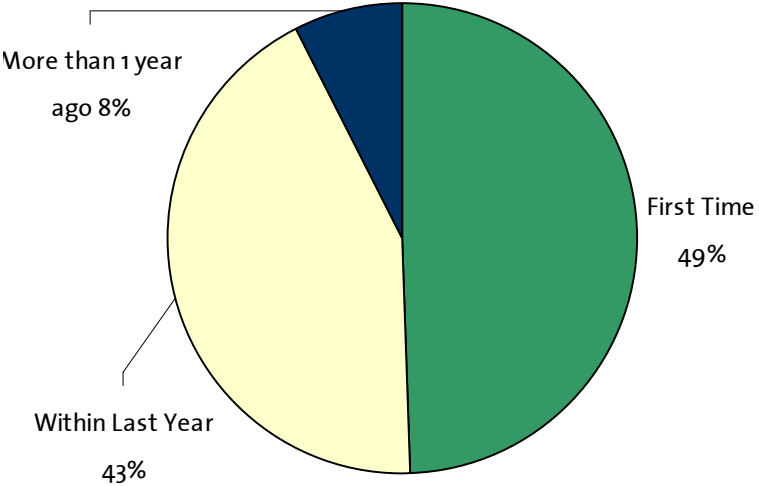


Museum of Childhood Repeat Visits

2010/11



2009/10

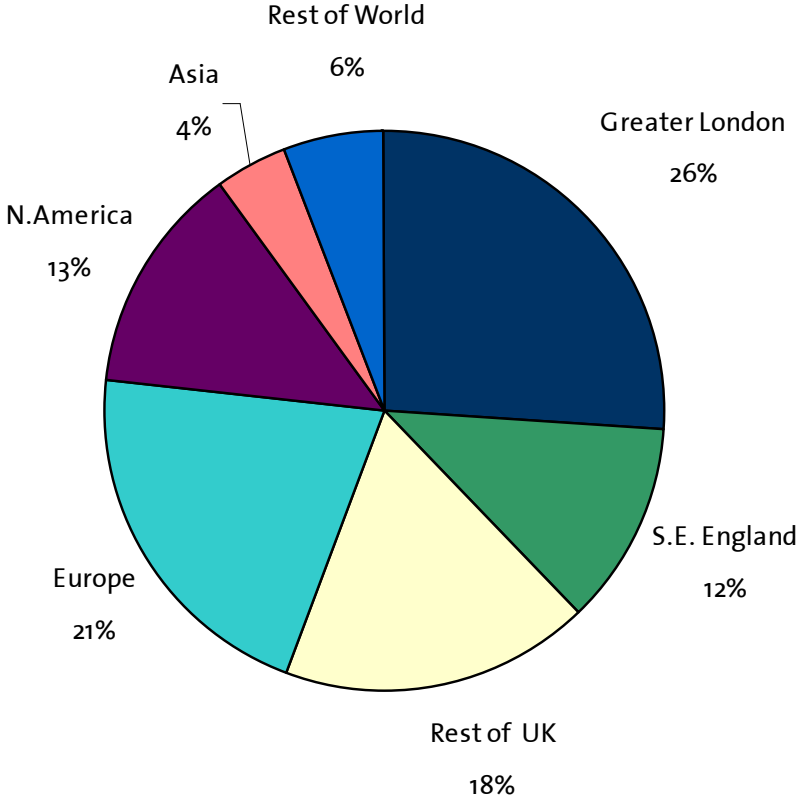


I. TOTAL VISITS, USERS, OVERSEAS, AND REPEAT VISITS:

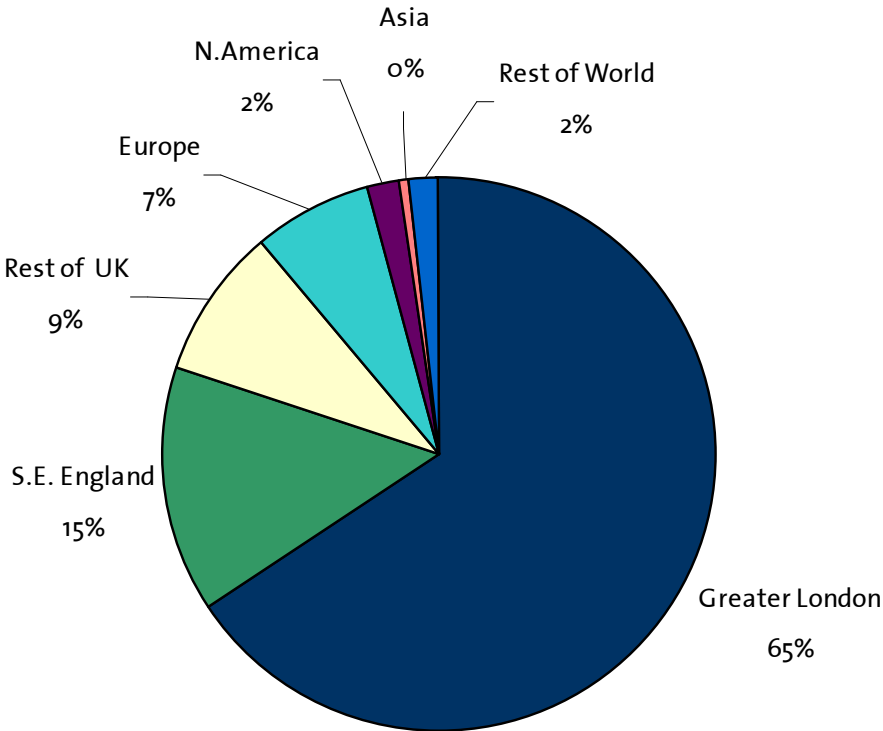
KPI 5 Number and % of UK and overseas visits		2009/10			2010/11			% diff 10/11 v. 09/10
TOTAL	Total	UK	1,553,200		UK	1,827,900	+18%	
		OS	1,190,000		OS	1,214,000	+2%	
	1 st Qtr (Apr-Jun)	UK	334,100		UK	431,600	+29%	
		OS	295,500		OS	362,200	+23%	
	2 nd Qtr (Jul-Sep)	UK	302,100		UK	450,300	+49%	
		OS	360,100		OS	356,800	-1%	
	3 rd Qtr (Oct-Dec)	UK	416,100		UK	416,400	0%	
		OS	266,100		OS	247,400	-7%	
4 th Qtr (Jan-Mar)	UK	500,600		UK	529,700	+6%		
	OS	268,300		OS	247,600	-8%		
South Kensington	Total	UK	1,218,600	52%	UK	1,452,500	55%	+19%
		OS	1,132,800	48%	OS	1,167,100	45%	+3%
	1 st Qtr (Apr-Jun)	UK	255,100	48%	UK	347,400	50%	+36%
		OS	280,800	52%	OS	349,000	50%	+24%
	2 nd Qtr (Jul-Sep)	UK	219,400	38%	UK	363,600	51%	+66%
		OS	348,700	62%	OS	345,600	49%	-1%
	3 rd Qtr (Oct-Dec)	UK	334,100	57%	UK	331,600	59%	-1%
		OS	254,700	43%	OS	233,400	41%	-8%
4 th Qtr (Jan-Mar)	UK	409,900	63%	UK	409,900	63%	0%	
	OS	248,600	37%	OS	239,100	37%	-4%	
Museum of Childhood	Total	UK	334,600	85%	UK	375,400	89%	+12%
		OS	57,200	15%	OS	46,900	11%	-18%
	1 st Qtr (Apr-Jun)	UK	79,100	84%	UK	84,100	86%	+6%
		OS	14,700	16%	OS	13,200	14%	-10%
	2 nd Qtr (Jul-Sep)	UK	82,700	88%	UK	86,700	89%	+5%
		OS	11,400	12%	OS	11,200	11%	-2%
	3 rd Qtr (Oct-Dec)	UK	82,000	88%	UK	84,800	87%	+3%
		OS	11,400	12%	OS	14,000	13%	+23%
4 th Qtr (Jan-Mar)	UK	90,700	82%	UK	119,800	93%	+32%	
	OS	19,700	18%	OS	8500	7%	-57%	

I. TOTAL VISITS, USERS, OVERSEAS, AND REPEAT VISITS:

South Kensington Visitor Origin 2010/11



Museum of Childhood Visitor Origin 2010/11



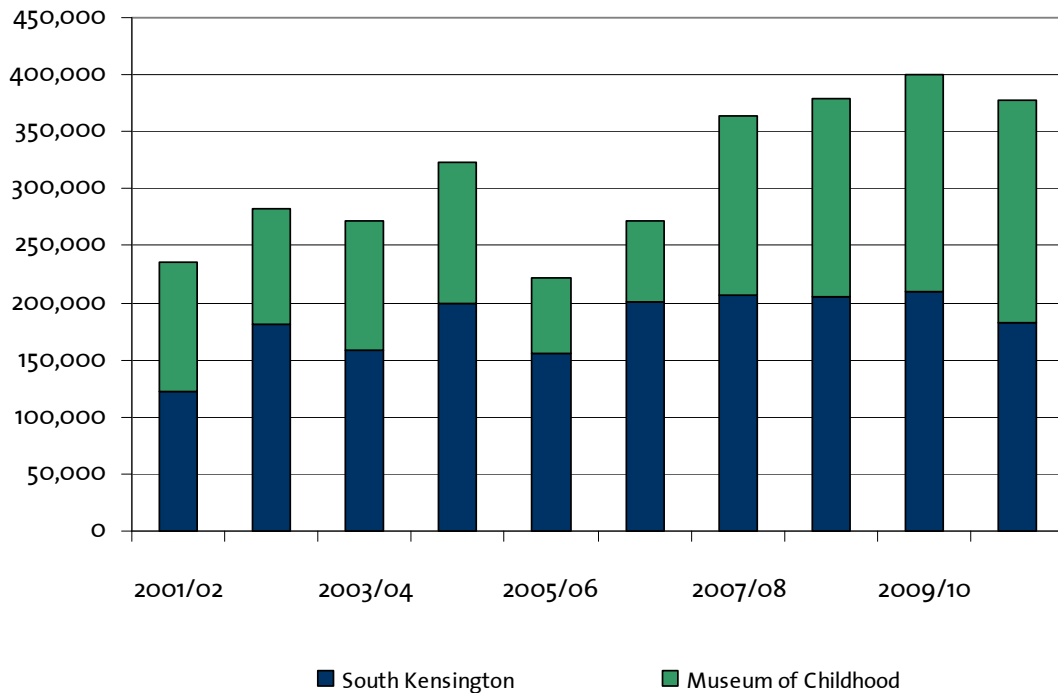
II. CHILDREN AND CHILD LEARNERS

KPI 6 Number of children aged 16 and under attending the Museum sites		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	402,000	378,200	-6%
	1 st Qtr (Apr-Jun)	83,300	78,300	-6%
	2 nd Qtr (Jul-Sep)	88,000	114,200	+30%
	3 rd Qtr (Oct-Dec)	93,800	104,700	+12%
	4 th Qtr (Jan-Mar)	136,900	81,000	-41%
South Kensington	Total	211,100	183,100	-13%
	1 st Qtr (Apr-Jun)	42,200	35,500	-16%
	2 nd Qtr (Jul-Sep)	43,500	61,400	+41%
	3 rd Qtr (Oct-Dec)	44,800	53,100	+15%
	4 th Qtr (Jan-Mar)	80,600	33,100*	-59%
Museum of Childhood	Total	190,900	195,100	+2%
	1 st Qtr (Apr-Jun)	41,100	42,800	+4%
	2 nd Qtr (Jul-Sep)	44,500	52,800	+19%
	3 rd Qtr (Oct-Dec)	49,000	51,600	+5%
	4 th Qtr (Jan-Mar)	56,300	47,900	-15%

* The outturn for quarter four in 2010/11 is down compared to the same period in 2009/10. Benchmarking shows that most other Museums and Galleries in the partnership experienced a drop in the number of child visits in quarter four 2010/11. This could be partly explained by the cold weather in week three. Also, Easter holidays did not fall in quarter four 2010/11 (but did fall in this quarter in 2009/10). The relandscaping of Exhibition Road may also have contributed to this low outturn.

II. CHILDREN AND CHILD LEARNERS

Total Child Visits (16 and under) 2001/12 – 2010/11



Number and proportion of child visits to South Kensington

	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11
Number	121,600	181,100	158,000	199,300	155,800	201,400	206,968	204,666	209,965	182,821
%	8%	9%	7%	10%	8%	8%	9%	10%	9%	7%

Number and proportion of child visits to Museum of Childhood

	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11
Number	114,500	101,100	113,300	124,000	66,400	69,800	157,500	174,800	190,900	195,100
%	60%	60%	49%	53%	54%	45%	47%	49%	49%	46%

II. CHILDREN AND CHILD LEARNERS

KPI 7 Number of facilitated and self-directed visits to the museum/gallery by children under 16 in formal education		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	101,300	100,700	-1%
	1 st Qtr (Apr-Jun)	21,700	17,800	-18%
	2 nd Qtr (Jul-Sep)	13,300	14,100	+6%
	3 rd Qtr (Oct-Dec)	33,100	34,900	+5%
	4 th Qtr (Jan-Mar)	33,200	33,900	+2%
South Kensington	Total	53,100	51,100	-4%
	1 st Qtr (Apr-Jun)	10,300 *	7,100	-31%
	2 nd Qtr (Jul-Sep)	8,800	9,200	+5%
	3 rd Qtr (Oct-Dec)	19,300	21,100	+9%
	4 th Qtr (Jan-Mar)	14,700	13,700	-7%
Museum of Childhood	Total	48,200	49,600	+3%
	1 st Qtr (Apr-Jun)	11,400	10,700	-6%
	2 nd Qtr (Jul-Sep)	4,500	4,900	+9%
	3 rd Qtr (Oct-Dec)	13,800	13,800	0%
	4 th Qtr (Jan-Mar)	18,500	20,200	+9%

- Excludes accompanying teachers and adults.

* In the first quarter of 2009/10, a large number of children under 16 in formal education visited the exhibition *Hats: An Anthology by Stephen Jones* as part of self guided groups (2,400). In the same period in 2010/11, fewer children under 16 in formal education attended exhibitions as part of self guided groups, for example 1,100 visited *Quilts 1700 – 2010*.

II. CHILDREN AND CHILD LEARNERS

KPI 8 Number of instances of children under 16 participating in onsite organised activities		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	90,900	114,200	+26%
	1 st Qtr (Apr-Jun)	22,200	24,100	+9%
	2 nd Qtr (Jul-Sep)	20,500	23,900	+17%
	3 rd Qtr (Oct-Dec)	23,200	32,400	+40%
	4 th Qtr (Jan-Mar)	25,000	39,900	+35%
South Kensington	Total	35,800	49,600	+39%
	1 st Qtr (Apr-Jun)	7,800	8,300	+6%
	2 nd Qtr (Jul-Sep)	7,600	8,600	+13%
	3 rd Qtr (Oct-Dec)	10,400	16,200*	+55%
	4 th Qtr (Jan-Mar)	10,000	16,500*	+65%
Museum of Childhood	Total	55,100	64,600	+17%
	1 st Qtr (Apr-Jun)	14,400	15,800	+10%
	2 nd Qtr (Jul-Sep)	12,900	15,300	+19%
	3 rd Qtr (Oct-Dec)	12,800	16,200	+27%
	4 th Qtr (Jan-Mar)	15,000	17,300	+15%

- Excludes accompanying teachers and adults.

* The outturn for South Kensington for quarters three and four in 2010/11 is high as a result of programmes that were run in 2010/11 but not 2009/10. For example 'Little Lights Theatre Gallery Plays' which ran during quarters three and four in 2010/11 and attracted over 5,000 instances of activity. In addition the extra capacity provided by a new full time member of staff in the Schools team in 2010/11 has led to an increase in instances of activity, especially the DesignLab programme.

II. CHILDREN AND CHILD LEARNERS

KPI 9 Number of instances of children under 16 participating in outreach activities outside the museum /gallery		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	1,900	1,000	-47%
	1 st Qtr (Apr-Jun)	*	400	-
	2 nd Qtr (Jul-Sep)		200	-
	3 rd Qtr (Oct-Dec)		300	-
	4 th Qtr (Jan-Mar)		100	-
South Kensington	Total	1,000	400	-60%
	1 st Qtr (Apr-Jun)	*	100	-
	2 nd Qtr (Jul-Sep)		200	-
	3 rd Qtr (Oct-Dec)		100	-
	4 th Qtr (Jan-Mar)		-	-
Museum of Childhood	Total	900	600	-33%
	1 st Qtr (Apr-Jun)	400	300	-25%
	2 nd Qtr (Jul-Sep)	-	-	-
	3 rd Qtr (Oct-Dec)	200	200	0%
	4 th Qtr (Jan-Mar)	300	100	-67%

- Excludes accompanying teachers and adults.

NB – This measure only includes figures for V&A organised events, NOT events organised by other institutions that the V&A has participated in.

* There is no quarterly breakdown for South Kensington in 2009/10 because only the annual figure was calculated.

KPI 10 Number of school pupils

NB This measure is the same as KPI 7.

III. ADULT LEARNERS

KPI 11 Number of instances of adults aged 16 and over participating in organised activities at the museum / gallery		2009/10	2010/11	% diff 09/10 v. 10/11
TOTAL	Total	163,500	159,100	-3%
	1 st Qtr (Apr-Jun)	34,000	34,500	+1%
	2 nd Qtr (Jul-Sep)	55,400	40,900	-26%
	3 rd Qtr (Oct-Dec)	28,800	39,300	+36%
	4 th Qtr (Jan-Mar)	45,300	44,400	-2%
South Kensington	Total	141,400	129,700	-8%
	1 st Qtr (Apr-Jun)	28,500	28,300	-1%
	2 nd Qtr (Jul-Sep)	47,800 *	32,300	-32%
	3 rd Qtr (Oct-Dec)	24,800	33,200	+34%
	4 th Qtr (Jan-Mar)	40,300	36,000	-11%
Museum of Childhood	Total	22,100	29,300	+33%
	1 st Qtr (Apr-Jun)	5,500	6,200	+13%
	2 nd Qtr (Jul-Sep)	7,600	8,600	+13%
	3 rd Qtr (Oct-Dec)	4,000	6,100	+53%
	4 th Qtr (Jan-Mar)	5,000	8,400	+68%

* In the second quarter of 2009/10 the *Ceramica* weekend (18-20 September 2009) attracted over 18,500 instances of adults aged 16 and over participating in organised activities at the museum. There was no event of a similar scale held in the second quarter of 2010-11, accounting for the apparent decrease in visits.

III. ADULT LEARNERS

KPI 12 Number of instances of adults aged 16 and over participating in outreach activities outside the museum / gallery		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	2,000	1,600	-20%
	1 st Qtr (Apr-Jun)	*	400	-
	2 nd Qtr (Jul-Sep)		600	-
	3 rd Qtr (Oct-Dec)		100	-
	4 th Qtr (Jan-Mar)		500	-
South Kensington	Total	1,000	800	-20%
	1 st Qtr (Apr-Jun)	*	200	-
	2 nd Qtr (Jul-Sep)		500	-
	3 rd Qtr (Oct-Dec)		100	-
	4 th Qtr (Jan-Mar)		100	-
Museum of Childhood	Total	1,000	700	-30%
	1 st Qtr (Apr-Jun)	-	200	+200%
	2 nd Qtr (Jul-Sep)	60	100	+66%
	3 rd Qtr (Oct-Dec)	-	-	-
	4 th Qtr (Jan-Mar)	900	400	-55%

NB – This measure only includes figures for V&A organised events, NOT events organised by other institutions that the V&A has participated in.

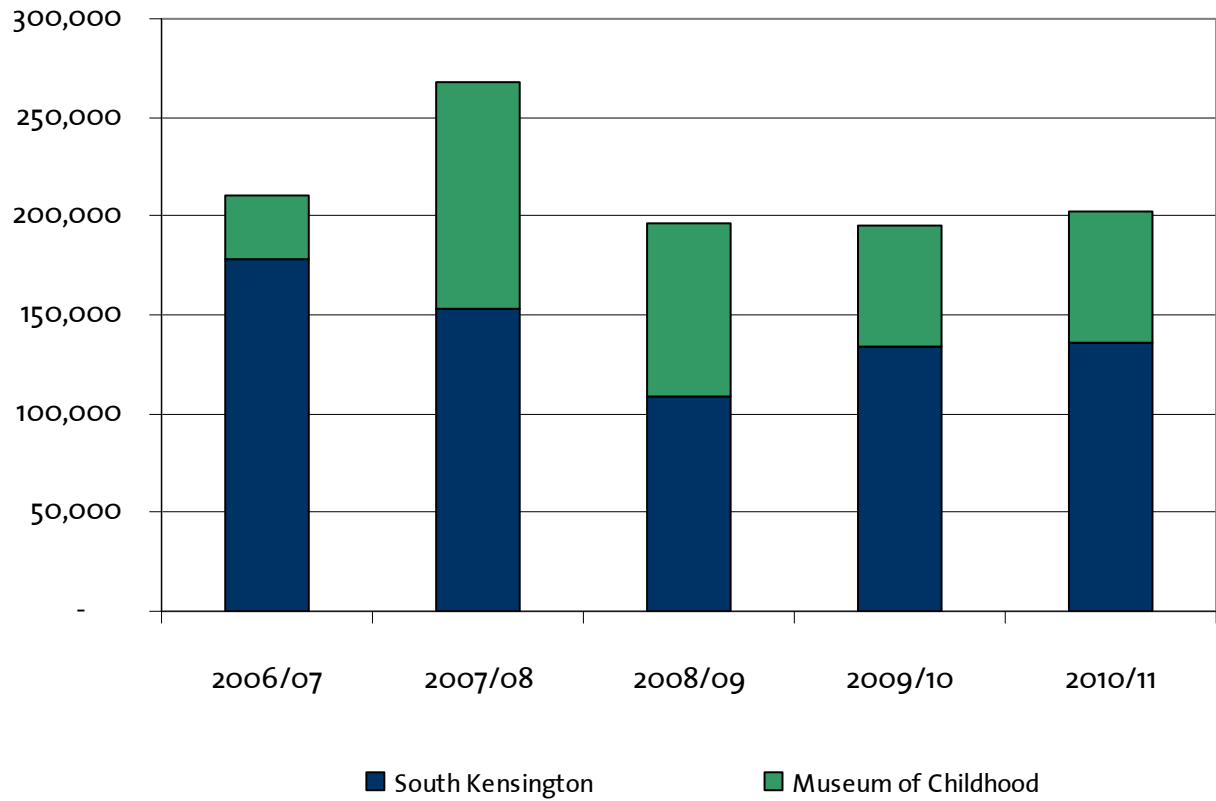
* There is no quarterly breakdown for South Kensington in 2009/10 because only the annual figure was calculated.

IV. LOWER SOCIO-ECONOMIC

KPI 13 Number and % of all UK visits from NS-SEC groups 5-8		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	195,700 <i>13% of UK visits</i>	202,700 <i>11% of UK visits</i>	+4%
	1 st Qtr (Apr-Jun)	40,000 <i>12% of UK visits</i>	53,500 <i>12% of UK visits</i>	+34%
	2 nd Qtr (Jul-Sep)	45,200 <i>15% of UK visits</i>	52,200 <i>12% of UK visits</i>	+15%
	3 rd Qtr (Oct-Dec)	43,500 <i>10% of UK visits</i>	46,100 <i>11% of UK visits</i>	+6%
	4 th Qtr (Jan-Mar)	67,000 <i>13% of UK visits</i>	50,900 <i>10% of UK visits</i>	-24%
South Kensington	Total	134,300 <i>11% of UK visits</i>	135,500 <i>9% of UK visits</i>	+1%
	1 st Qtr (Apr-Jun)	26,500 <i>10% of UK visits</i>	38,100 <i>11% of UK visits</i>	+44%
	2 nd Qtr (Jul-Sep)	31,000 <i>14% of UK visits</i>	33,900 <i>9% of UK visits</i>	+9%
	3 rd Qtr (Oct-Dec)	27,600 <i>8% of UK visits</i>	33,100 <i>10% of UK visits</i>	+20
	4 th Qtr (Jan-Mar)	49,200 <i>12% of UK visits</i>	30,400 <i>7% of UK visits</i>	-38%
Museum of Childhood	Total	61,400 <i>18% of UK visits</i>	67,200 <i>18% of UK visits</i>	+9%
	1 st Qtr (Apr-Jun)	13,500 <i>17% of UK visits</i>	15,400 <i>18% of UK visits</i>	+14%
	2 nd Qtr (Jul-Sep)	14,200 <i>17% of UK visits</i>	18,300 <i>21% of UK visits</i>	+29%
	3 rd Qtr (Oct-Dec)	15,900 <i>19% of UK visits</i>	13,000 <i>15% of UK visits</i>	-18%
	4 th Qtr (Jan-Mar)	17,800 <i>20% of UK visits</i>	20,500 <i>17% of UK visits</i>	+15%

IV. LOWER SOCIO-ECONOMIC

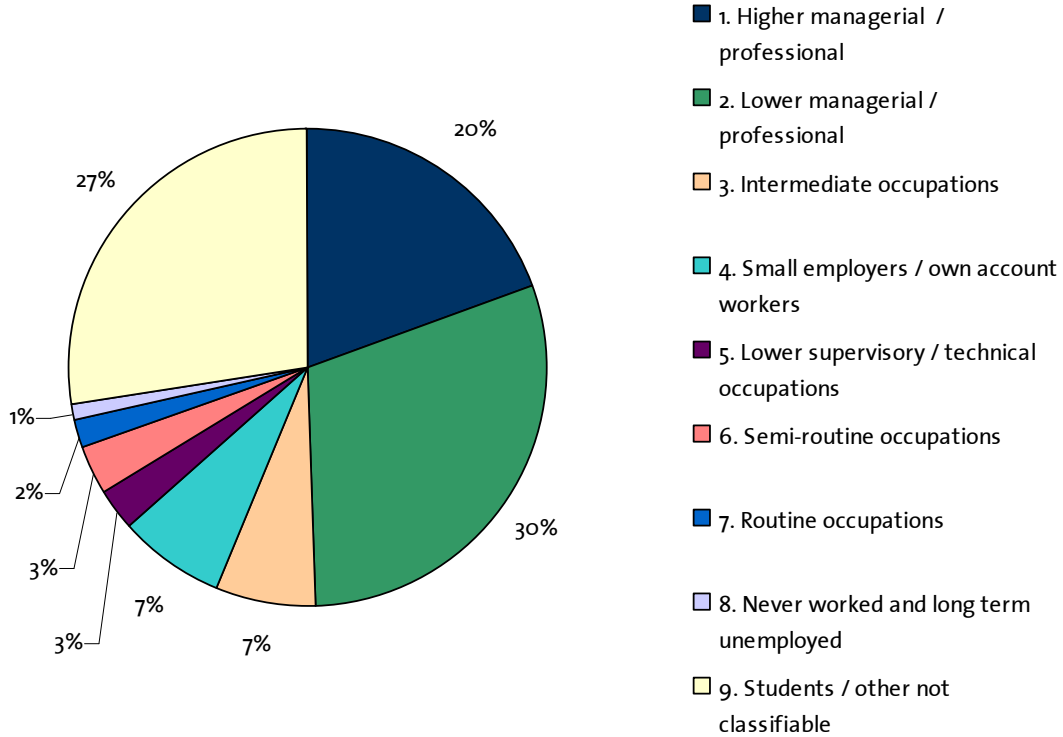
Total UK visits from NS-SEC groups 5-8 (2006/07 – 2010/11)



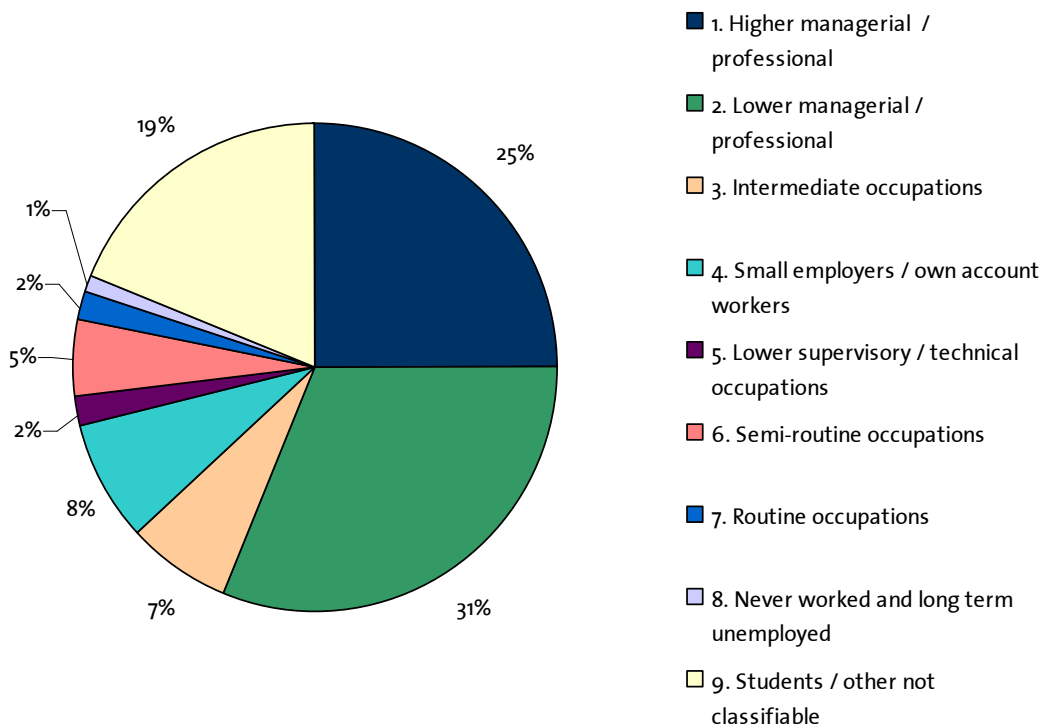
South Kensington	06/07	07/08	08/09	09/10	10/11
Number of UK Visitors from Lower Socio-Economic Categories Attending the Museum	178,600	152,600	109,000	134,300	135,500
% of UK Visitors from Lower Socio- Economic Categories Attending the Museum	11%	11%	8%	11%	9%

IV. LOWER SOCIO-ECONOMIC

UK Visitors to South Kensington Social Class Breakdown 2010/11



UK Visitors to South Kensington Social Class Breakdown 2009/10



IV. LOWER SOCIO-ECONOMIC

KPI 14 Number and % of visits by UK adult visitors aged 16 and over from NS-SEC groups 5-8		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	129,900 <i>10% of UK over 16s</i>	156,600 <i>10% of UK over 16s</i>	+21%
	1 st Qtr (Apr-Jun)	28,100 <i>10% of UK over 16s</i>	43,500 <i>11% of UK over 16s</i>	+55%
	2 nd Qtr (Jul-Sep)	29,300 <i>12% of UK over 16s</i>	38,100 <i>10% of UK over 16s</i>	+30%
	3 rd Qtr (Oct-Dec)	32,200 <i>10% of UK over 16s</i>	34,900 <i>10% of UK over 16s</i>	+8%
	4 th Qtr (Jan-Mar)	40,300 <i>10% of UK over 16s</i>	40,100 <i>8% of UK over 16s</i>	0%
South Kensington	Total	102,300 <i>9% of UK over 16s</i>	124,600 <i>9% of UK over 16s</i>	+22%
	1 st Qtr (Apr-Jun)	21,900 <i>9% of UK over 16s</i>	35,900 <i>11% of UK over 16s</i>	+64%
	2 nd Qtr (Jul-Sep)	22,200 <i>12% of UK over 16s</i>	30,000 <i>9% of UK over 16s</i>	+35%
	3 rd Qtr (Oct-Dec)	25,500 <i>9% of UK over 16s</i>	30,100 <i>10% of UK over 16s</i>	+18%
	4 th Qtr (Jan-Mar)	32,700 <i>9% of UK over 16s</i>	28,600 <i>7% of UK over 16s</i>	-13%
Museum of Childhood	Total	27,600 <i>16% of UK over 16s</i>	32,000 <i>14% of UK over 16s</i>	+16%
	1 st Qtr (Apr-Jun)	6,200 <i>14% of UK over 16s</i>	7,600 <i>14% of UK over 16s</i>	+23%
	2 nd Qtr (Jul-Sep)	7,100 <i>16% of UK over 16s</i>	8,100 <i>18% of UK over 16s</i>	+14%
	3 rd Qtr (Oct-Dec)	6,700 <i>16% of UK over 16s</i>	4,800 <i>10% of UK over 16s</i>	-28%
	4 th Qtr (Jan-Mar)	7,600 <i>17% of UK over 16s</i>	11,500 <i>14% of UK over 16s</i>	+51%

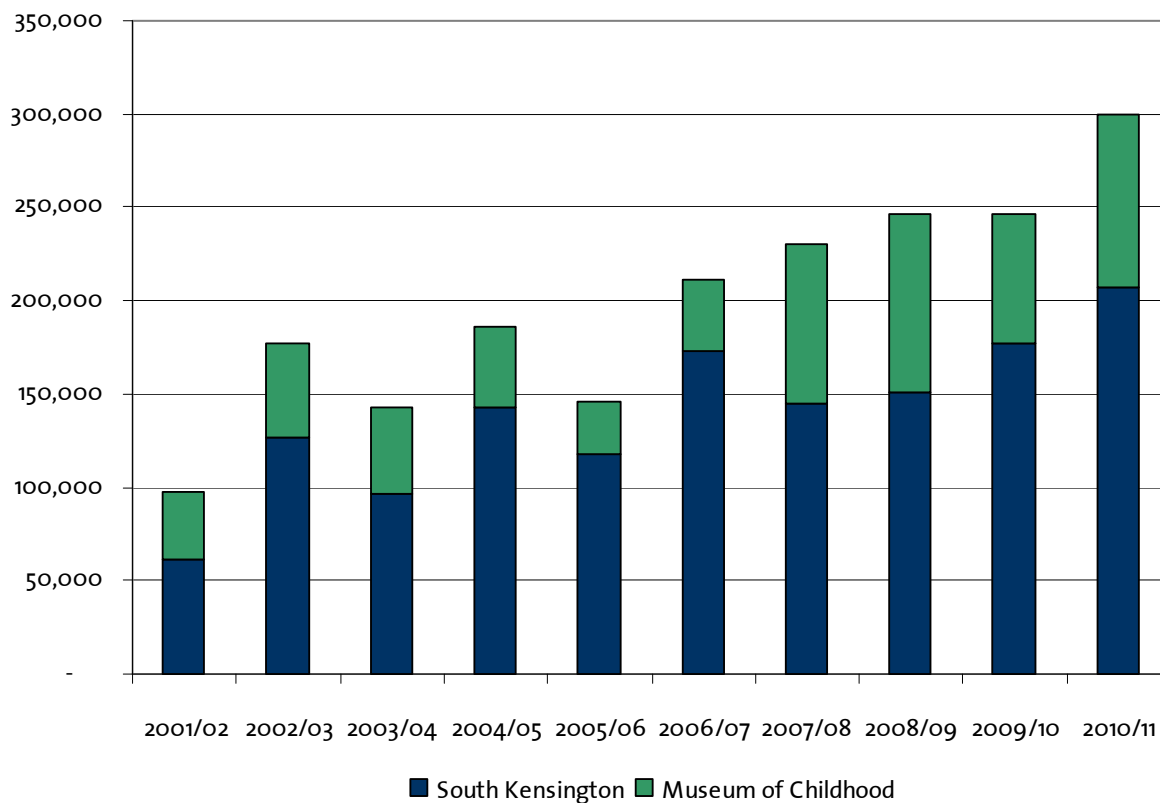
V. BAME (BLACK, ASIAN, AND MINORITY ETHNIC)

KPI 15 Number and % of all UK BAME visits		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	246,500 <i>16% of UK visits</i>	300,100 <i>16% of UK visits</i>	+22%
	1 st Qtr (Apr-Jun)	72,500 <i>22% of UK visits</i>	69,400 <i>16% of UK visits</i>	-4%
	2 nd Qtr (Jul-Sep)	55,000 <i>18% of UK visits</i>	55,900 <i>12% of UK visits</i>	+2%
	3 rd Qtr (Oct-Dec)	46,600 <i>11% of UK visits</i>	88,400 <i>21% of UK visits</i>	+90%
	4 th Qtr (Jan-Mar)	72,400 <i>14% of UK visits</i>	86,400 <i>16% of UK visits</i>	+19%
South Kensington	Total	177,400 <i>14% of UK visits</i>	207,200 <i>14% of UK visits</i>	+17%
	1 st Qtr (Apr-Jun)	52,900 <i>21% of UK visits</i>	45,000 <i>13% of UK visits</i>	-15%
	2 nd Qtr (Jul-Sep)	37,900 <i>17% of UK visits</i>	39,600 <i>11% of UK visits</i>	+4%
	3 rd Qtr (Oct-Dec)	28,500 <i>9% of UK visits</i>	65,600* <i>20% of UK visits</i>	+130%
	4 th Qtr (Jan-Mar)	58,100 <i>14% of UK visits</i>	57,000 <i>14% of UK visits</i>	-2%
Museum of Childhood	Total	69,100 <i>21% of UK visits</i>	92,900 <i>25% of UK visits</i>	+34%
	1 st Qtr (Apr-Jun)	19,600 <i>25% of UK visits</i>	24,400 <i>29% of UK visits</i>	+24%
	2 nd Qtr (Jul-Sep)	17,100 <i>21% of UK visits</i>	16,300 <i>19% of UK visits</i>	-5%
	3 rd Qtr (Oct-Dec)	18,100 <i>22% of UK visits</i>	22,800 <i>27% of UK visits</i>	+26%
	4 th Qtr (Jan-Mar)	14,300 <i>16% of UK visits</i>	29,400 <i>25% of UK visits</i>	+106%

* The high outturn for South Kensington in quarter three in 2010/11 is the result of a very high number of visitors who identified themselves as Chinese. The public programme in this quarter included the exhibition *Imperial Chinese Robes from the Forbidden City*.

IV. BAME (BLACK, ASIAN, AND MINORITY ETHNIC)

Number of UK BAME Visits to All Sites 2001/02 – 2010/11

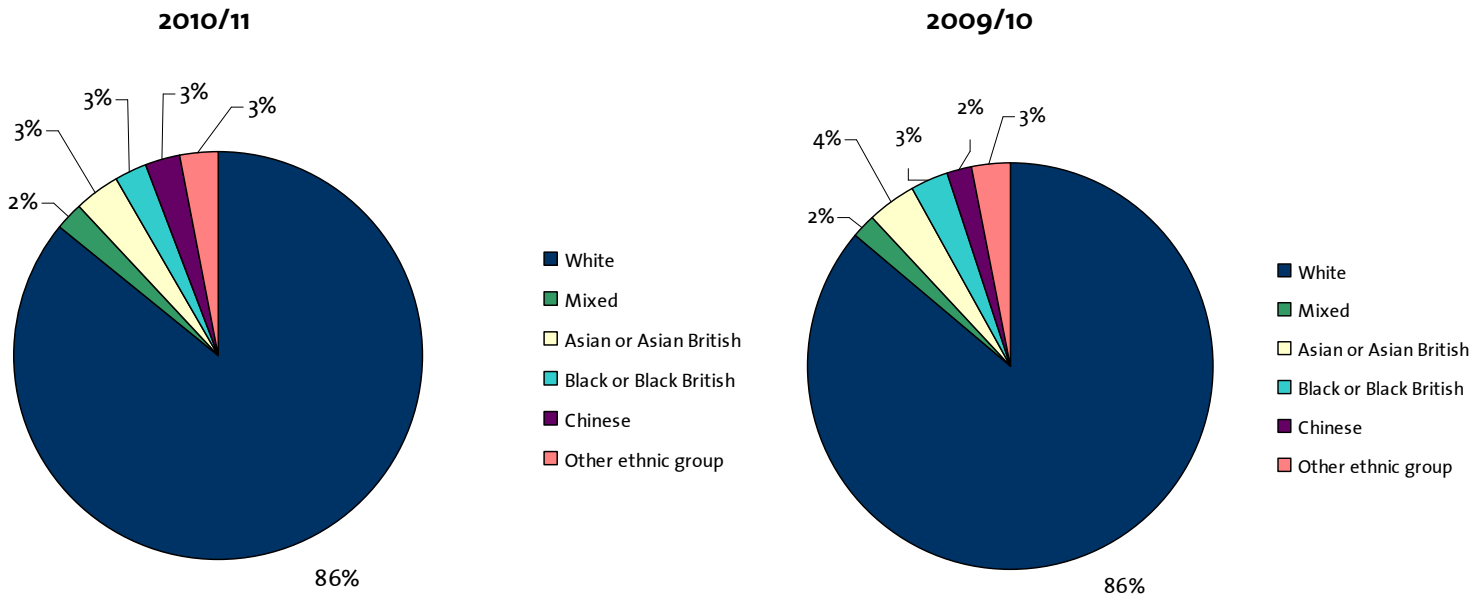


Number and proportion of UK BAME visits to South Kensington

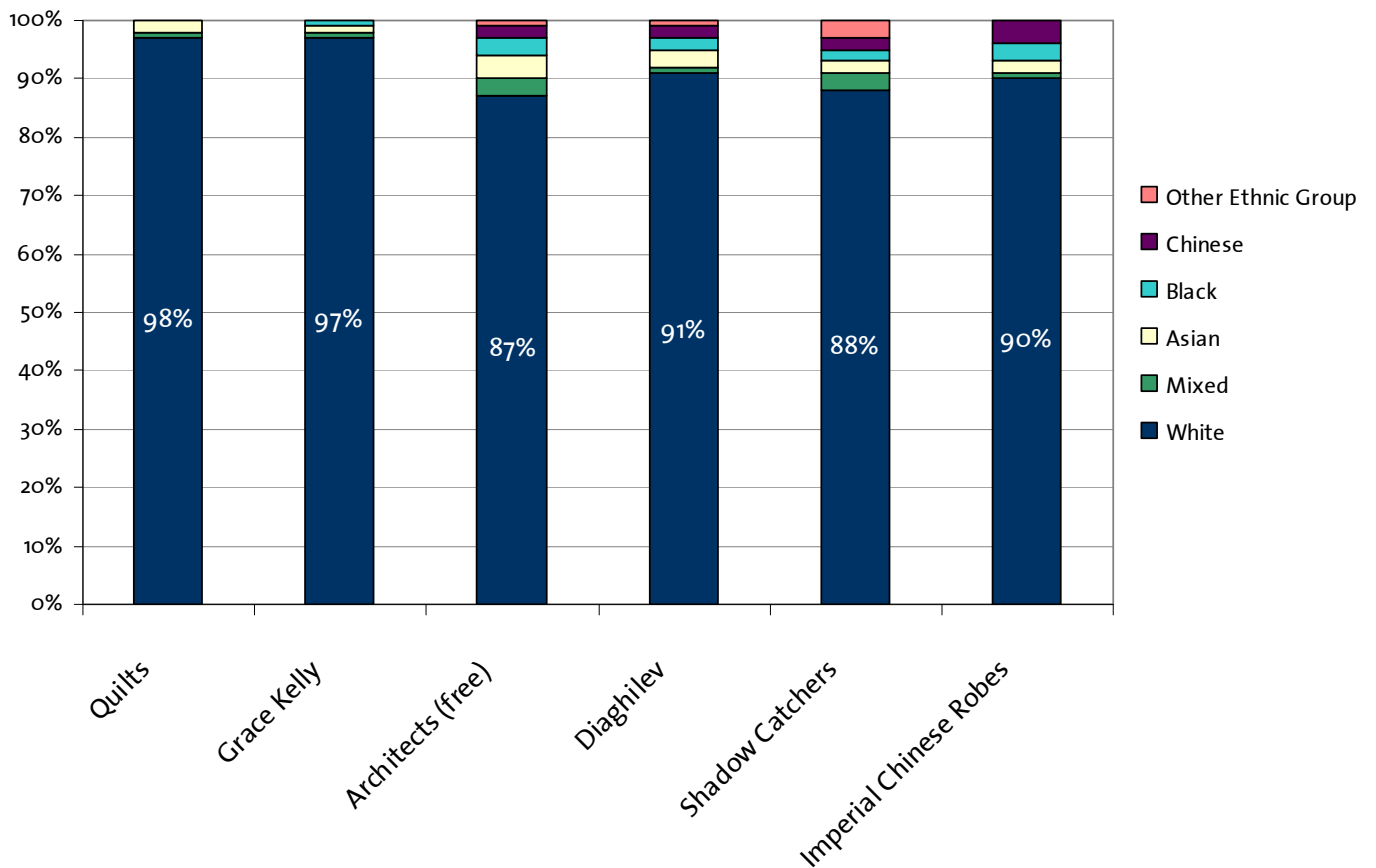
	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11
Number of UK BAME Visits	126,700	97,000	142,400	117,300	172,400	145,000	150,500	177,400	207,200
% of UK BAME Visits	9%	7%	11%	11%	11%	10%	11%	14%	14%

IV. BAME (BLACK, ASIAN, AND MINORITY ETHNIC)

V&A South Kensington UK Visitors BAME Breakdown



V&A South Kensington Ethnicity Profile of Temporary Exhibitions 2010/11



IV. BAME (BLACK, ASIAN, AND MINORITY ETHNIC)

KPI 16 Number and % of visits by UK adult visitors aged 16 and over from an ethnic minority background		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	165,400 <i>13% of UK over 16s</i>	212,200 <i>13% of UK over 16s</i>	+28%
	1 st Qtr (Apr-Jun)	47,700 <i>17% of UK over 16s</i>	51,100 <i>13% of UK over 16s</i>	+7%
	2 nd Qtr (Jul-Sep)	36,800 <i>16% of UK over 16s</i>	37,500 <i>10% of UK over 16s</i>	+2%
	3 rd Qtr (Oct-Dec)	32,200 <i>10% of UK over 16s</i>	61,600 <i>18% of UK over 16s</i>	+91%
	4 th Qtr (Jan-Mar)	48,700 <i>12% of UK over 16s</i>	62,000 <i>13% of UK over 16s</i>	+27%
South Kensington	Total	141,900 <i>13% of UK over 16s</i>	174,000 <i>13% of UK over 16s</i>	+23%
	1 st Qtr (Apr-Jun)	40,300 <i>17% of UK over 16s</i>	40,000 <i>12% of UK over 16s</i>	-1%
	2 nd Qtr (Jul-Sep)	29,000 <i>15% of UK over 16s</i>	31,200 <i>10% of UK over 16s</i>	+8%
	3 rd Qtr (Oct-Dec)	26,100 <i>9% of UK over 16s</i>	53,600* <i>18% of UK over 16s</i>	+105%
	4 th Qtr (Jan-Mar)	46,500 <i>13% of UK over 16s</i>	49,200 <i>12% of UK over 16s</i>	+6%
Museum of Childhood	Total	23,500 <i>14% of UK over 16s</i>	38,200 <i>17% of UK over 16s</i>	+63%
	1 st Qtr (Apr-Jun)	7,400 <i>17% of UK over 16s</i>	11,100 <i>20% of UK over 16s</i>	+50%
	2 nd Qtr (Jul-Sep)	7,800 <i>18% of UK over 16s</i>	6,300 <i>14% of UK over 16s</i>	-19%
	3 rd Qtr (Oct-Dec)	6,100 <i>14% of UK over 16s</i>	8,000 <i>17% of UK over 16s</i>	+31%
	4 th Qtr (Jan-Mar)	2,200 <i>5% of UK over 16s</i>	12,800 <i>16% of UK over 16s</i>	+482%

* The high outturn for quarter three in 2010/11 is the result of a very high number of visitors who identified themselves as Chinese. The public programme in this quarter included the exhibition *Imperial Chinese Robes from the Forbidden City*.

NB – The outturn for the Museum of Childhood in quarter four of 2009/10 was very low (5% of UK over 16's). The outturn in the same period in 2010/11 is 16% of UK over 16's. This apparent increase is a return to the overall trend.

VI. DISABLED ACCESS

KPI 17 Number and % of visits by UK adult visitors aged 16 and over who consider themselves to have a limiting long-term illness, disability or infirmity		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	37,200 <i>3% of UK over 16s</i>	76,300 <i>5% of UK over 16s</i>	+105%
	1 st Qtr (Apr-Jun)	10,800 <i>4% of UK over 16s</i>	15,600 <i>4% of UK over 16s</i>	+44%
	2 nd Qtr (Jul-Sep)	7,600 <i>3% of UK over 16s</i>	16,100 <i>4% of UK over 16s</i>	+112%
	3 rd Qtr (Oct-Dec)	8,600 <i>3% of UK over 16s</i>	16,100 <i>5% of UK over 16s</i>	+72%
	4 th Qtr (Jan-Mar)	10,200 <i>3% of UK over 16s</i>	28,500 <i>6% of UK over 16s</i>	+87%
South Kensington	Total	26,900 <i>2% of UK over 16s</i>	61,600 <i>5% of UK over 16s</i>	+129%
	1 st Qtr (Apr-Jun)	6,600 <i>3% of UK Over 16s</i>	11,200 <i>3% of UK over 16s</i>	+70%
	2 nd Qtr (Jul-Sep)	4,300 <i>2% of UK Over 16s</i>	13,400 <i>4% of UK over 16s</i>	+212%
	3 rd Qtr (Oct-Dec)	6,400 <i>2% of UK Over 16s</i>	13,400 <i>5% of UK over 16s</i>	+109%
	4 th Qtr (Jan-Mar)	9,600 <i>3% of UK Over 16s</i>	23,600 <i>6% of UK over 16s</i>	+146%
Museum of Childhood	Total	10,300 <i>6% of UK over 16s</i>	14,700 <i>6% of UK over 16s</i>	+43%
	1 st Qtr (Apr-Jun)	4,200 <i>9% of UK Over 16s</i>	4,400 <i>8% of UK over 16s</i>	+5%
	2 nd Qtr (Jul-Sep)	3,300 <i>8% of UK Over 16s</i>	2,700 <i>6% of UK over 16s</i>	-18%
	3 rd Qtr (Oct-Dec)	2,200 <i>6% of UK Over 16s</i>	2,700 <i>6% of UK over 16s</i>	+23%
	4 th Qtr (Jan-Mar)	600 <i>1% of UK Over 16s</i>	4,900 <i>6% of UK over 16s</i>	+717%

NB – The outturn for the Museum of Childhood in quarter four of 2009/10 was very low (1% of UK over 16's). The outturn in the same period in 2010/11 is 6% of UK over 16's. This apparent increase is a return to the overall trend.

VII. CREATIVE INDUSTRIES

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.

KPI 18 Number and % of visits by professionals, teachers and students in creative industries	2009/10	2010/11
South Kensington		
Creative Industries	508,200 22% of total visits	746,400 28% of total visits

NB the creative industries are defined as follows:

- Design (e.g. practitioners in product, interior, graphics, illustration, fashion, textiles, architecture and those in the associated buying/retail function)
- Performing Arts (music, theatre, dance)
- Digital Media (e.g. web designers)
- Marketing, Advertising and PR
- TV, Film and Video
- Arts and Crafts (e.g. ceramics, glass, jewellery)
- Fine Arts and Antiques
- Publishing
- Cultural Institutions (e.g. museums, galleries, libraries, Arts Council etc)

Events programme

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.

- Exhibitions and Displays (South Kensington)
 - *Decode: Digital Design Sensations*, 8 December 2009 – 11 April 2010, 94,500 visits.
 - *Grace Kelly: Style Icon*, 17 April – 26 September 2010, 211,200 visits.
 - *1:1 Architects Build Small Spaces*, 15 June – 30 August 2010, 139,600 visits.
 - *Shadow Catchers: Camera-less Photography*, 13 October 2010 – 20 February 2011, 62,000 visits.
 - *The Architecture of Hope: Maggie's Cancer Caring Centres*, 26 February – 8 May 2011.
 - *Magic Lantern by Mat Collishaw*, 26 November 2010 – 27 March 2011.

VII. CREATIVE INDUSTRIES

- *Inspired by ... 2010*, 2 October - 21 November 2010.
- *V&A Illustration Awards 2010*, 22 June 2010 – 5 January 2011
- Touring Exhibitions
 - *Hats: An Anthology by Stephen Jones*, Queensland Art Gallery, Brisbane, 249,800 visits.
 - *Jameel Prize for Contemporary Islamic Art*:
 - National Museum, Damascus, 6,400 visits;
 - Beiteddine Palace, Lebanon, 15,000 visits;
 - Sharjah Museum of Islamic Civilization, 9,200 visits;
 - Sakip Sabanci Museum, Istanbul, 14,400 visits;
 - La Villa des Arts, Casablanca, 2,400 visits.
 - *Something that I'll never really see. Contemporary Photography from the V&A*, Dr Bhau Daji Lad, Mumbai, 13,800 visits.
 - *Decode: Digital Design Sensations*:
 - CAFA Art Museum, Beijing, 15,600 visits;
 - The GARAGE Center for Contemporary Culture, Moscow, 61,700 visits.
 - *Street Art: The Herbert, Coventry, and The Civic, Barnsley*, 17,600 visits.
 - *Space Age: Exploration, Design and Popular Culture*: South Shields Museum, Newcastle and New Walk Museum, Leicester, 99,600 visits.
 - *The Birth of British Rock: Photographs by Harry Hammond*: Portsmouth City Museum, Leamington Spa Art Gallery and Museum, Pocklington Arts Centre, York, and The Lowry, Salford, 69,800 visits.
 - *My Generation: The Glory Years of British Rock, photographs by Harry Goodwin*: Grundy Art Gallery, Blackpool and Wales Millenium Centre, Cardiff, 85,900 visits.
- Fashion in Motion: Free full-scale catwalk shows. Featured designers in 2010/11 were: Osman Yousefzada, 21 May 2010; Stéphane Rolland, 10 December 2010; KENZO, 12 November 2010.
- The V&A hosted the 2010 London Design Festival, 18-26 September 2010. The V&A became the Hub for London's annual festival of contemporary design. It was a successful and exciting collaboration that brought the contemporary design world to the heart of the V&A. As the Festival Hub, the V&A was the first point of call for many visitors. The Sackler Centre was also home to the Design Embassy where international design and business delegates met, mingled, conducted business meetings and enjoyed the beautiful and inspiring surroundings of the museum. Highlights included:
 - Displays and installations throughout the V&A e.g. *Innovation Greenhouse*, in the tunnel entrance;
 - Daily FT Breakfast Talks on the business of design;
 - Designer talks and tours;
 - Gallery talks by V&A curators;
 - Drop-in events in the Sackler Centre studios;
 - *Blow and Roll*, an installation by Oskar Zieta in the Madjeski Garden.
- Museum of Childhood
 - *Doll Face*, 3 September 2010 – 27 March 2011
 - *Institute of Play*, 6 November 2010 – 13 March 2011
 - *Cut it, Fold it: Build it with Paper*, 9 October 2010 – 9 January 2011

VII. CREATIVE INDUSTRIES

- Learning & Interpretation, V&A
 - *Creative Quarter*: an insight into the creative industries for 13-19 year olds. At this free one-day event students have the opportunity to meet professionals within the creative industries, take part in workshops, drop-in activities, talks and demonstrations.
 - *DesignLab*: this series of workshops allows students to respond to briefs set by creative industry practitioners e.g. jewellery, animation, print design etc
 - *Archilab*: this series of workshops allow students to explore the V&A and RIBA architectural collections
 - *TheatreLab*: these workshops allowed students to explore the creative process of performance
 - *Drop-in Design*: A popular new programme for families, e.g.
 - Friday night Lecture Theatre Programme of talks featuring renowned designers, artists, writers and critics e.g. Alain de Botton, A. S. Byatt, Edmund de Wall, Renzo Piano, Jurgen Teller, Julien Macdonald and Philip Treacy.
 - *Create!* This programme of workshops, courses, and events for 11–19 year olds included design workshops and activities on digital, creative design, theatre set, costume and graphic design
- Friday Late programme
 - Held on the last Friday of every month (except December), when the museum is open from 10.00 to 22.00, Friday Late includes a mixture of live performances, cutting edge fashion, debates, one-off displays, special guests, bar and food, guest DJs, and late-night exhibition opening. Admission is free to the museum, although some events may be ticketed. Friday Lates attract on average 2,300 visits (entering the V&A after 7.30 pm). Examples of the 2010/11 programme include:
 - *Escape* (June 2010): Celebrating the exhibition '1:1 - Architects Build Small Spaces', the V&A collaborated with The Architecture Foundation for an evening of workshops and installations, special screenings and intimate talks around design and architecture, to coincide with the city-wide London Festival of Architecture.
 - *Summer Camp* (July 2010): a two-day celebration of the virtues of self-reliance and resourcefulness that can come through design and making. Featured a sleepover at the Serpentine Gallery Pavilion designed by Jean Nouvel.
 - *Catching Shadows* (October 2010): An evening of performances and installations, talks and film screenings exploring the process of 'camera-less' photography.
- Museum Residency Programme
 - The Museum's Residency Programme gives designers, artists, writers and makers the opportunity to have a studio in the V&A's Sackler Centre for Arts Education. 2009/10 saw residencies by the following artists:
 - Automata Artist in Residence Laurence Kavanagh
 - Fashion Designer in Residence Juliana Sissons
 - Photography Artist in Residence Bettina von Zwehl
 - Ceramics Artist in Residence Phoebe Cummings

KPI 19 Commissions and other work with practitioners from the creative industries

In addition to showcasing the Creative Industries through its programme, 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:

- The V&A commissions top architects and designers for its FuturePlan developments and activities including:
 - OPERA Amsterdam for the Ceramics Study Galleries (Ceramics Phase 2)
 - Timorous Beasties for the refurbishment of the Board Room
 - Pippa Nissen Design Studio for the refurbishment of the Lecture Theatre
- Over the past year V&A Design have worked on a number of FuturePlan projects including:
 - Sculpture in Europe 1300 – 1600
 - refurbishment of Gallery 47, Asia
- As plans for FuturePlan Phase 2 develop the V&A has appointed a number of architects to progress designs. These include:
 - Amanda Levete Architects for Exhibition Road
 - 6a Architects for the renovation of Gallery 40, Fashion
 - Haworth Tompkins for the Clothworkers' Centre for Textiles and Fashion Study and Conservation at Blythe House
 - NORD Architecture for the Furniture Galleries
 - Metaphor and Julian Harrap Architects for the refurbishment of the historic Cast Courts
- Awards that the V&A has won in 2010/11 include:
 - The Medieval and Renaissance Galleries won the Design Week 2011 award
 - The Medieval and Renaissance Galleries won the Civic Trust Award 2011
 - The V&A has been short listed for the European Museum of the year Award 2011
- V&A is an important contributor to fulfilling the Museum's mission for working with and inspiring creative design. It works with a number of artists and designers to develop new product ranges for its shop and through licensing. V&A Images are active in supporting the creative industries. V&A Publishing launched 27 new titles, four new paperback editions, and 16 reprints.

Contemporary Commissions:

- In 2010/11 the V&A commissioned, as part of the exhibition *1:1 - Architects Build Small Spaces*, seven architects to construct immersive spaces to be located in throughout the Museum. The architects were Helen & Hard (Norway), Rintala Eggertsson (Norway), Terunobu Fujimori (Japan), Studio Mumbai (India), Sou Fujimoto (Japan), Rural Studio (USA) and Vazio S/A (Brazil).
- In 2010/11 the V&A commissioned a number of contemporary commissions and installations:
 - Paul Cocksedge's A Gust of Wind, for the September 2010 Friday Late, 'Two's a Pair'.
 - Floris Neusüss' lattice window at Lacock Abbey, for the exhibition *Shadow Catchers: Camera-less Photography*.
 - Troika's Palindrome, a new sign for the tunnel entrance.
 - Mat Collishaw's Magic Lantern.
 - Onkar Kular's and Noam Toran's installation I Cling to Virtue for the London Design Festival.

VIII. WEB ACCESS

KPI 20 Number of unique web visits		2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	Total	20,582,800	24,976,400	+21%
	1 st Qtr (Apr-Jun)	4,642,200	6,277,600	+35%
	2 nd Qtr (Jul-Sep)	4,083,400	5,835,100	+43%
	3 rd Qtr (Oct-Dec)	5,330,200	6,747,300	+27%
	4 th Qtr (Jan-Mar)	6,527,000	6,116,400	-6%

KPI 21 % of collection internet accessible	2009/10 Outturn	2009/10 Outturn (revised method)	2010/11 Outturn
% of collection internet accessible	64%	89%	89%
Size of the Collection (including object, archival and bibliographic items)	2,729,754	2,074,787 ^{NB}	2,118,418*

* In 2010/11 a revised method has been used to calculate the size of the Museum's collection. The Museum has approximately 763 archival collections which contain multiple items. The previous method counted individual objects within an archive. The revised method counts the number of archival collections at 'archival collection description' level, rather than the individual objects within these archives. This revised method is in line with UK public sector practice. The apparent decrease in the size of the collection in 2010/11 is due to this revised method.

At 31 March 2011 the number of items in the V&A Collection was 2,118,418. This includes:

- 1,165,946 museum objects and works of art
- 951,709 library items
- 763 archival collections measuring an estimated 658 cubic meters

At 31 March 2011 the Museum had 1,880,164 items (or 89%) accessible online. This comprises:

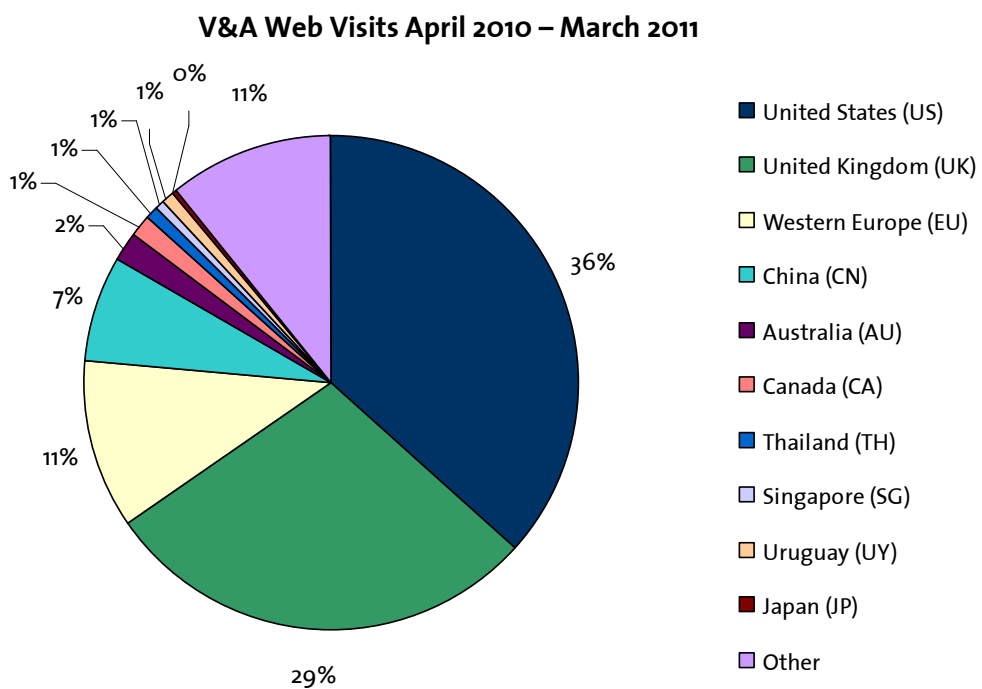
- 1,055,135 objects and works of art accessible online via 'Search the Collections'.
- 824,377 library items and 652 archival collection description level catalogue records accessible online via the Library catalogue.

NB – The outturn for 2009/10 has been recalculated, using the revised method of calculating the size of the Museum's collection described above*. This is to enable comparison between 2009/10 and 2010/11.

VIII. WEB ACCESS

KPI 22 International web usage

Where visitors are coming from to visit the V&A website. The statistics for the location of web users based upon the location of their internet provider is indicated in the chart overleaf. Please note that a user in one country may be using a provider in another country, making it look like they live elsewhere.



United States (US)	9,144,300	36.61%	Russian Federation (RU)	102,300	0.41%
United Kingdom (UK)	7,154,100	28.64%	Mauritius (MU)	76,700	0.31%
Western Europe (EU)	2,757,500	11.04%	Poland (PL)	76,700	0.31%
China (CN)	1,726,100	6.91%	India (IN)	69,800	0.28%
Australia (AU)	502,200	2.01%	Mexico (MX)	67,400	0.27%
Canada (CA)	330,200	1.32%	Hong Kong (HK)	65,100	0.26%
Thailand (TH)	218,600	0.88%	South Africa (ZA)	53,500	0.21%
Singapore (SG)	183,700	0.74%	New Zealand (NZ)	44,200	0.18%
Uruguay (UY)	160,400	0.64%	United Arab Emirates (AE)	39,500	0.16%
Japan (JP)	118,600	0.47%	Top 20	22,995,500	92.07%
Korea (South) (KR)	104,600	0.42%	Other	1,980,900	7.93%
Total			24,976,400		

VIII. WEB ACCESS

Visitor information page in other languages

Another way of looking at International use is by looking at the 'Your Visit' page which we provide in various languages.

Web visitors to Your Visit page by language		
English	447,109	85.54%
Spanish	12,344	2.36%
Italian	11,080	2.12%
French	10,406	1.99%
Japanese	10,020	1.92%
Arabic	9,599	1.84%
German	8,341	1.60%
Russian	6,915	1.32%
Polish	6,902	1.32%
Total non-English	75,607	14.46%

X. LOANS & TOURING EXHIBITIONS

In 2010/11 a total of 4,283 V&A objects were loaned throughout the UK (2,842) and Overseas (1,561)
NB UK and overseas figures don't add up to the total as the same 120 objects went to venues in UK and overseas and the total figure doesn't double count.

2,612 objects were loaned to other museum's exhibitions or displays (1,961 in the UK; 651 overseas)
1,671 were loaned in V&A touring exhibitions (881 in the UK; 910 overseas)

KPI 24 Number of UK Loan Venues	2009/10 Outturn	2010/11 Outturn	% diff 2010/11 vs. 2009/10
TOTAL	254	241	-5%

Of loaned objects to other museum's exhibitions or displays 1,702 were on long-term loan and 910 were on short term loan. 97% of long term loans were to UK venues and 34% of short-term loans were to UK venues.

KPI 25 Number of visits to V&A touring exhibitions (UK and overseas)	2009/10	2010/11	% diff 10/11 v. 09/10
TOTAL	1,356,100	2,009,700*	+48%
including exhibitions comprising reproductions of historic photographs or displays with non original museum objects	Total	1,356,100	2,009,700*
	1 st Qtr (Apr-Jun)	186,600	471,000
	2 nd Qtr (Jul-Sep)	322,900	338,900
	3 rd Qtr (Oct-Dec)	329,900	834,200
	4 th Qtr (Jan-Mar)	516,700	365,600

Of the 2,009,700 visits 464,300 were to 13 venues in the UK and 1,542,900 were to 17 venues overseas.

*This figure includes 682,900 visits to *India: the Art of the Temple*, a collaborative touring exhibition with the British Museum. It does not include 2.06 million visits to the exhibition *The World Expo Museum*, at the new Expo Museum in Shanghai. The V&A was the largest lender to the exhibition with 32 objects on display.

KPI 26 Number of loan venues (UK (KPI 24) and overseas)	2009/10 Outturn	2010/11 Outturn	% diff 2010/11 vs. 2009/10
TOTAL	354	363	+3%

XI. RESEARCH

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

Gallery developments:

2010/11 marked the start of Future Plan Phase II. A number of high-profile projects were realised and much work was undertaken to progress other projects as part of FuturePlan Phase II.

- The following projects were completed in 2010/11:
 - The Ceramics Study Galleries (Ceramics Phase 2), opened June 2010
 - Aston Webb Facade Cleaning, completed June 2010
 - Sculpture 1300-1600, opened November 2010
- Much progress was made during the year on other FuturePlan gallery developments including:
 - The Fashion Gallery
 - Furniture Galleries
 - Refurbishment and reinterpretation of the Cast Courts
 - The Clothworkers' Centre for Textiles and Fashion Study and Conservation
 - Europe 1600-1800
 - The Exhibition Road project, designed by Amanda Levete Architects

Temporary exhibitions and displays in 2010/11:

- **Headline exhibitions**
 - *Diaghilev and the Golden Age of the Ballets Russes, 1909 – 1929*, 25 September 2010 – 9 January 2011
 - *Quilts 1700 – 2010*, 20 March – 4 July 2010
 - *Raphael: Cartoons and Tapestries for the Sistine Chapel*, 8 September – 24 October 2010 (free)
 - *Horace Walpole and Strawberry Hill*, 6 March – 4 July 2010
 - *Grace Kelly: Style Icon*, 17 April – 26 September 2010
 - *Imperial Chinese Robes from the Forbidden City*, 7 December 2010 – 27 February 2011
- **Contemporary exhibitions**
 - *1:1 - Architects Build Small Spaces*, 15 June – 30 August 2010 (free)
 - *Shadow Catchers: Camera-less Photography*, 13 October 2010 – 20 February 2011
- **Displays: South Kensington (free)**
 - *'We are all mad here': Alice in popular culture*, 5 March - 12 June 2010
 - *Art & Design at Faber and Faber*, 17 April – 30 May 2010
 - *Design For Life*, 26 April – 6 June 2010
 - *My Generation: The Glory Years of British Rock*, 30 April – 2 September 2010
 - *Modern Masters: Matisse, Picasso, Dali and Warhol*, 1 May – 23 June 2010
 - *The Other Britain Revisited: Photographs from New Society*, 14 May – 26 September 2010
 - *Richard Slee: From Utility to Futility*, 5 June 2010 – 3 April 2011
 - *Architectural Studies for the V&A*, 21 June – 19 September 2010
 - *Fashion Fantasies: fashion plates and fashion satire, 1775-1925*, 21 June 2010 – January 2011

Temporary exhibitions and displays in 2009/10 (continued):

- *V&A Illustration Awards Display 2010*, 22 June 2010 – 5 January 2011
- *Peter Rabbit: the tale of The Tale*, 3 July 2010 – 8 January 2011
- *The Lumley Inventory and Pedigree, and the Roxburghe Club*, 10 August – 19 September 2010
- *Space & Light: Edward Gordon Craig*, 11 September 2010 – 13 March 2011
- *I Cling to Virtue*, 17 September – 10 October 2010
- *Inspired by...* 2 October – 21 November 2010
- *Underground Journeys: Charles Holden's designs for London Transport*, 2 October 2010 – 13 February 2011
- *A History of Camera-less Photography*, 13 October 2010 – 23 March 2011
- *Designer Bookbinders: Man Booker Prize bindings 2010*, 8 November 2010 – 31 January 2011
- *Walter Crane: A Revolution in Nursery Picture Books*, 9 November 2010 – 3 April 2011
- Museum of Childhood
 - *Doll Face*, 3 September 2010 – 27 March 2011
 - *Institute of Play*, 6 November 2010 – 13 March 2011
 - *Cut it, Fold it: Build it with Paper*, 9 October 2010 – 9 January 2011
 - *Bling: Jewellery Stories from the East End*, 26 June – 7 November 2010
 - *Sit Down: Seating for Kids*, 6 February – 5 September 2010
 - *A Child from Everywhere*, 7 May – 30 August 2010
 - *Use Your Imagination*, 28 November 2009 – 13 June 2010
 - *Wendy's World*, 13 February – 25 April 2010
- The following V&A exhibitions toured in the UK and abroad:
 - *Hats: An Anthology by Stephen Jones*: Queensland Art Gallery, Brisbane, Australia
 - *Indian Life and Landscape by Western Artists: Paintings and Drawings from the V&A 1790 – 1927*: National Gallery of Modern Art, Bangalore
 - *Jameel Prize for Contemporary Islamic Art*: National Museum, Damascus; Beiteddine Palace, Lebanon; Sharjah Museum of Islamic Civilization; Sakip Sabanci Museum, Istanbul ; La Villa des Arts, Casablanca
 - *Maharaja: The Splendour of India's Royal Courts*: Kunsthalle der Hypo-Kulturstiftung, Munich; Art Gallery of Ontario, Toronto
 - *The Golden Age of Couture: Paris and London 1947-1957*: Frist Center for the Visual Arts, Nashville
 - *Olympic Posters*: Dr Bhau Daji Lad, Mumbai; Sutton Central Library
 - *Owen Jones: Islamic Design, Discovery and Vision*: Nasjonalmuseet for Kunst, Arkitektur, og Design, Oslo
 - *Something that I'll never really see. Contemporary Photography from the V&A*: Dr Bhau Daji Lad, Mumbai
 - *Decode: Digital Design Sensations*: CAFA Art Museum, Beijing; GARAGE Center for Contemporary Culture, Moscow
 - *Constable: Oil Sketches from the Victoria and Albert Museum*: Kumu Art Museum, Tallinn, Estonia
 - *India: the Art of the Temple*: Shanghai Museum (joint exhibition with British Museum)
 - *Street Art: The Herbert*, Coventry, The Civic, Barnsley

XI. RESEARCH

Temporary exhibitions and displays in 2009/10 (continued):

- *Space Age: Exploration, Design and Popular Culture*: South Shields Museum, Newcastle; New Walk Museum, Leicester
- *The Birth of British Rock: Photographs by Harry Hammond*: Portsmouth City Museum; Leamington Spa Art Gallery and Museum; Pocklington Arts Centre, York; The Lowry, Salford
- *Reg Wilson: Capturing the Moment*: Playhouse Theatre
- *My Generation: The Glory Years of British Rock, photographs by Harry Goodwin*: Grundy Art Gallery, Blackpool; Wales Millennium Centre, Cardiff
- *The Half: Photographs by Simon Annand*: The Playhouse Theatre
- Research was undertaken for future exhibitions and displays

KPI 27 Number of publications	2008/09	2009/10	2010/11
TOTAL	44	49	57
- Of which, peer-reviewed *	35	30	30
- Of which, published by V&A Enterprises	9	19	27

* For the purposes of the report and in line with guidelines set out by the UK Funding Councils (AHRC and HEFCE), 'peer-reviewed' publications and articles are those which have been accepted by journals and publishers with international academic standing, properly constituted editorial boards and a clear system of external reviewing. Staff publish in a wide range of scholarly and accessible formats that fall beyond the traditional 'peer-review' definition, for example in the V&A's Online Journal. In order to encourage further publication, especially by younger staff, the Research Department have recently launched a curatorial scholarship programme, providing mentoring and guidance in placing collections-based articles.

KPI 28 Number of externally-funded research projects	2008/09	2009/10	2010/11
	6	5	9

KPI 29 Number of research fellowships and exchanges	2008/09	2009/10	2010/11
TOTAL	18	16	15
- Of which, into the V&A	15	13	12
- Of which, out of the V&A	3	3	3

XI. RESEARCH

KPI 30 Number of postgraduate students on collaborative programmes based at the V&A	2008/09	2009/10	2010/11
TOTAL	71	71	67
- Of which, on joint programmes with the Royal College of Art: History of Design; Conservation	55	56	49
- Of which, AHRC Collaborative PhD studentships with various universities	16	15	18

KPI 31 Number of occasions of advice to public bodies (e.g. Capital Taxes Office, MLA, HLF)		
2008/09	2009/10	2010/11
27 cases (covering 137 objects)	35 cases (covering 377 objects)	43 cases (covering 463 objects)

XII. ACQUISITIONS

KPI 32 Scope of acquisitions

The V&A has 2.1 million objects in its collections. Continually increasing the V&A's collections is essential to maintaining the Museum's status as the world's pre-eminent museum of art and design. It is important that the collections represent the best of historic and contemporary design and reflect changing societies.

During 2010/11, the V&A acquired over 7,000 objects. Over 4,000 of these objects were donated, a significant amount of which were to the Word and Image Department and archives.

The cost of objects purchased was £1.8 million. V&A funds financed 58% of this and the remaining 42% was funded by external funding sources such as The Art Fund, the Friends of the V&A, National Heritage Memorial Fund (NHMF) and private donations.

The V&A strives to collect the best of contemporary art and design, and continue to build on historic and cultural collections. During 2010/11, the V&A's collecting has spanned from a 16th century Ottoman Jade Tankard, to a ready-to-wear ensemble from Alexander McQueen's last collection. A significant amount of collecting this year has driven by forthcoming exhibitions, including *Postmodernism: Style and Subversion 1970-1990* and *British Design 1948 – 2012*.

Acquisition highlights for 2010/11 demonstrate the breadth of recent V&A collecting:

- *Ottoman gem-set jade tankard, c.1550 to 1650 with 19th century mounts*: An Ottoman gem-set jade tankard and lid decorated with gold wire inlay and rubies and emeralds in raised collets, with decoration on the main body of three sprays of floral stems inlaid in gold, the blooms formed of gemstone settings.
- *The Launch of a Galleon, Filippo di Liagno ca.1617-22*: This impressive drawing by Filippo di Liagno depicts the launching of a galleon. It is one of a series of sketches and drawings of ships in Livorno (Leghorn) made by the artist in Tuscany for Cosimo II de' Medici in 1617-22.
- *Sir Edwin Landseer, Eleven sheets of ecorché drawings of dogs and cats, made between 1817 and 1821*: These eleven sheets representing the muscles and bone structure of dogs and cats are the brilliant results of Landseer's early researches, made when he was still in his teens, and document his attainment of knowledge.
- *The Edwin Davies Gift of Japanese cloisonné enamels*: A fine collection of 89 Japanese cloisonné enamels, mostly from the 'Golden Age' (c.1880–1910). The V&A collection of cloisonné enamels is now the largest and most comprehensive in any world museum outside of the USA.
- *Mickey Mouse rocker by Lines Bros, 1937-38*: This version of a child's rocker, depicting a 'ride on' Mickey Mouse, was produced by the British toy company, Lines Bros. under their Tri-ang toys trade name. It first appeared in their 1937-38 product catalogue however, production ceased during the war, making this potentially a limited edition piece and an unusual acquisition.

XII. ACQUISITIONS

KPI 32 Scope of acquisitions (Continued)

- *Kangaroo' Rocking Chair, Designed by Ernest Race RDI FSIA, Manufactured by Race Furniture Ltd, 1953*: The Kangaroo chair is one of the most important examples of Ernest Race's work. It not only represents the most brilliant of his bent steel furniture designs but was also created for one of the most important buildings commissioned in London during the 1950s – the Time Life Building designed by Michael Rosenauer. This chair will feature in the exhibition *British Design 1948-2012*.
- *Costume worn by Rudolf Nureyev, Design by Carl Toms*: Costume worn by Rudolf Nureyev as Prince Siegfried in Act 3 of Swan Lake, Royal Ballet at the Royal Opera House, Covent Garden, 1963. This black velvet tunic is decorated with gold braid and has an attached false white cotton shirt and frilled cuffs.
- *Presentation drawing for the AT&T Building, New York, Philip Johnson, 1978*: Characterised by the addition of a 'chippendale' style pediment, the AT&T building is considered one of the most iconic buildings of the postmodern era. No design material relating to this project has previously been found in any public collection, and this will be on display in the exhibition *PostModernism: Style and Subversion 1970-1990*.
- *Bel Air Chair, Peter Shire, 1984*: The iconic Bel Air was the most important contribution of the American designer and ceramist Peter Shire to the Italian design group Memphis. The chair is pure postmodernism: bright colours, cartoon forms, and witty quotations. This chair will feature in the exhibition *PostModernism: Style and Subversion 1970-1990*.
- *Five Chemigrams by Pierre Cordier, 1958-2001*: A chemigram is an image-making technique that combines the physicality of painting and the chemistry of photography without the use of a camera. Five chemigrams were acquired by the V&A and displayed in the exhibition *Shadow Catchers: Camera-less Photography*.
- *Rakker met gouden tranen, 'Rascal with golden tears', Carolein Smit, 2009*: Frequently exploring themes of humanity, Carolein Smit's works are often of quasi-religious character. The poignant *Rakker met gouden tranen* (Rascal with golden tears), earthenware with coloured glazes and lustre, was acquired from COLLECT 2010.
- *South African Photography*: Fourteen prints from six contemporary South African photographers have been acquired for the 2011 exhibition *Figures and Fictions: Contemporary South African Photography*.
- *Alexander McQueen, Autumn/ Winter 2010-11*: This ready-to-wear ensemble is from Alexander McQueen's last collection, Autumn/ Winter 2010-11. The silk-jacquard dress, crystal-studded ankle boots and knuckle-duster clutch bag are of a high-quality finish and reflect McQueen's preoccupation with death. The dress incorporates imagery from Hieronymus Bosch; the trademark shoes incorporate skulls, while the ring clutch melds jewellery and function.

XIII. FINANCIAL

KPI 33-35 Self Generated income	2007/08 Outturn	2008/09 Outturn	2009/10 Outturn	2010/11 Outturn	% diff 2010/11 vs. 2009/10
TOTAL	£35,745k	£34,842k	£33,393k	£31,127k	-7%
KPI 33) Admissions	£2,731k	£2,737k	£3,118k	£3,511k	+13%
KPI 34) Trading Income	£10,713k	£8,894k	£10,539k	£12,301k	+17%
KPI 35) Fundraising					
a) Capital	£13,281k	£15,779k	£13,307k	£8,141k	-39%
b) Revenue	£6,027k	£4,348k	£3,867k	£4,839k	+25%
Other	£2,993k	£3,084k	£2,561k	£2,335	-9%

NB These figures are subject to audit adjustments

KPI 36 Progress against value for money saving programme

This measure is no longer reported against.

KPI 37 Proportion of total income that is self-generated	2007/08 Outturn	2008/09 Outturn	2009/10 Outturn	2010/11 Outturn
TOTAL	46%	44%	43%	41%

KPI 38 Grant in Aid per visit	2007/08 Outturn	2008/09 Outturn	2009/10 Outturn	2010/11 Outturn	% diff 2010/11 vs. 2009/10
a) GIA per actual visit to all V&A sites	£15.93	£17.53	£16.30	£14.54	-11%
b) GIA per physical visit (all sites and touring exhibitions)	£11.11	£8.36	£10.91	£8.76	-20%
b) GIA per user (physical and web)	£1.49	£1.71	£1.81	£1.48	-18%

XIV. SUSTAINABILITY

KPI 39 Carbon footprint reduction (energy and transport/travel)

Saving energy is a priority for the V&A. The Museum is pioneering new low energy methods to create the right environmental conditions to preserve its collections. Recent FuturePlan gallery redevelopments optimise the use of daylight and control the environment by minimising solar gain, using intelligent ventilation and heating strategies, without humidification or cooling plant. These are expected to achieve 71kg CO₂/m² p.a.

During the year the V&A continued to participate in sustainability discussions via the BIZOT group of international museum directors. Topics included building and refurbishing museums and galleries using low energy methods to create the right environmental conditions to preserve the collections and revising guidelines for the use of couriers when loaning objects.

In June 2010 the V&A won a Platinum Green 500 award for its work to reduce its carbon footprint.

The Museum published further information on the work it was undertaking to become a more sustainable organisation on its website:

http://www.vam.ac.uk/about_va/sustainability/index.html

XVI. WORKFORCE

KPI 40 Average number of days sickness absence per employee	2008 Outturn	2009 Outturn	2010 Outturn	% diff 2010 vs. 2009
TOTAL (excludes long term absence of 3 weeks or more)	5.00	4.94	4.97	+0.6 %

- Average number of days sickness absence per employee, excluding long-term absences, as at 31 December of each year.

KPI 41 Workforce diversity (quantitative and qualitative)			
Employee headcount @ Dec 2010	732 (of which 50 externally funded) (14 less than Dec 2009)	Full time equivalent @ Dec 2010	659 (of which 41 externally funded) (28 fte less than Dec 2009)
<ul style="list-style-type: none"> ▪ In order to reduce salary spend, the Museum has continued to apply strict controls on recruitment resulting in a reduction in the number of staff employed. 			
Full Time @ Dec 2010	74% (5% decrease of total from Dec 2009)	Part-time @ Dec 2010	26% (5% increase of total from Dec 2009)
<ul style="list-style-type: none"> ▪ There has been an increase in the proportion of staff working part-time. The Museum considers all requests for staff wishing to change their hours from full-time to part-time using the framework of the Flexible Working policy which requires the Museum to balance its business needs with those of the individual. Requests for part-time working are made for numerous reasons including caring for dependants (whether a child or elderly relative) and to enable flexible early retirement where an individual is able to take their accrued occupational pension whilst remaining in work on a part-time basis. 			

KPI 41 Workforce diversity (Continued)			
Female @ Dec 2010	65%	Male @ Dec 2010	35%
	(1% increase from Dec 2009)		(1% decrease from Dec 2009)
<ul style="list-style-type: none"> As in previous years, the Museum employs a predominantly female workforce. Following a 1% increase in the proportion of males employed during 2009, the percentage split by gender has returned to 2008 levels. 			
Ethnicity @ Dec 2010	White	Black and Minority Ethnic (BAME)	Undeclared
	83%	9%	8%
	(1% decrease from Dec 2009)	(no change from Dec 2009)	(1% increase from Dec 2009)
<ul style="list-style-type: none"> 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. For example, the Museum expects to recruit locally 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 2010	UK population BAME % (from 2001 census)	
Locally recruited (South East)	14% (1% BAME decrease from Dec 2009). Within this pool of locally recruited staff, 8% have not declared their ethnicity.	16%	
Nationally recruited (England & Wales)	4.5% (0.5% decrease from Dec 2009) Within this pool of nationally recruited staff, 8% have not declared their ethnicity.	8%	
Staff who declared themselves as having a disability		6% (no change from Dec 2009)	
<ul style="list-style-type: none"> The V&A remains an employer that is Positive about Disabled People (“Two Ticks Symbol”) The Staff Disability Forum (SDF), meet regularly to consult with and involve staff interested in disability issues. 			

- **KPI 41 Workforce diversity (Continued)**

- Training and Development Initiatives:

- The V&A has successfully offered 30 Culture Quarter Internships, each running for 6 months through the Future Jobs Fund Scheme (targeted at unemployed 18-24 year olds), with 48 NVQs being provided. The Culture Quarter Programme, led by the Royal Opera House, is a partnership of ten arts and cultural organisations based in Central London and the funding enables new jobs to be created across a diverse range of roles. Four interns have continued working for the V&A on either permanent or temporary contracts.
- The V&A continued to be a key partner in the Young Graduates for Museums and Galleries Programme providing eleven placements for 16-19 year olds.
- The V&A has continued to work with young people with learning disabilities offering one placement through its collaboration with the Hackney Recruitment Partnership.
- The V&A has delivered NVQs for eleven Cultural Apprentices (16-24 year olds).
- Ten V&A induction programmes focussing on Visitor Care and Diversity Awareness have been run covering 120 staff.
- The V&A delivered a new Diversity and Leadership Module for the Innovative Management and Leadership Programme using the V&A film "Making it Happen".
- During this period, two Line Manager Programmes attended by 30 managers have been run by the V&A with case studies on the new Equality Act and also diversity awareness.
- The V&A continues to provide a module on Mental Health Awareness as part of the Well Being Strategy and Training Plan.