

# VICTORIA AND ALBERT MUSEUM

## ACHIEVEMENTS AGAINST THE DCMS/V&A FUNDING AGREEMENT 2001-2004

### End of year report, April 2002 – March 2003

#### 1 Introduction

- 1 i 2002/03 was a highly successful year for the V&A family of Museums, evidenced by the record number of visits. At South Kensington, visits topped two million for the first time. This exceptional performance had its foundations in the introduction of free entry in November 2001 and the simultaneous opening of the flagship British Galleries, but was built up through an extraordinarily diverse and rich public programme throughout 2002/03. The Museum successfully rose to the challenge of attracting both popular and critical acclaim. The continuing challenge is to maintain this balance of scholarship, preservation and accessibility to cater for the needs of different audiences in the more difficult economic climate that prevails at the start of 2003/04. To this end, the Museum has begun to implement a raft of plans that will help it to understand its audiences better, to involve them more and to target key groups such as the creative industries, students, school groups and under-served audiences.
- 1 ii This report details some of the Museum's achievements in 2002/03. However, it does not represent all of the Museum's activities, but reports against the specific performance targets in the DCMS/V&A Funding Agreement 2001-2004. For instance, visits to international touring exhibitions are not included: 636,000 visits were made to V&A touring exhibitions in Japan, the US and Europe. Another example is the performance measure for under-served audiences, where the focus is on African-Caribbean communities and disabled people, although much work has also been undertaken with other groups. Furthermore, diversity is an issue not just about audiences, but also about the organisation's human resources and the Museum has launched a Diversity Working Group to improve its practices.
- 1 iii There were significant changes to the public face of the V&A during 2002/03, with major building developments at the Museum of Childhood and at South Kensington under the FuturePlan. These are physical manifestations of an ambition to open up the Museum, also expressed through visitor-focused initiatives such as Front-of House training, Text Guidelines and the Essential Services Review. As well as projects that culminated in 2002/03, the Museum continued to progress other high-profile projects for the future. 2003/04 will see the opening of several new galleries, the launch of improved signage and a competition to develop the Garden. The Museum of Childhood will, subject to funding, enter Phase 2 of its re-development, improving the entrance and education/community spaces as well as further gallery refurbishment. Looking further ahead, the major gallery development project at South Kensington is the suite of Medieval & Renaissance Galleries, alongside an innovative Learning Centre and realisation of The Spiral building. The Theatre Museum will, subject to funding, embark upon a complete transformation of its Covent Garden site.
- 1 iv Underpinning all it has done in 2002/03, the V&A has striven to establish an identity across all of its sites, including the website, as a place where everyone can find something to interest and inspire them. People may experience the V&A in a variety of ways: as staff, volunteer, member, donor or visitor; on site, off-site or via the internet; for pleasure, study or business. The numbers and range of people who have encountered the V&A in the past year, their reactions and the plaudits the Museum has attracted, show that considerable progress has been made and this bodes well for future success. However, as described above at 1i, there were particular factors that helped in 2002/03 and the Museum does not underestimate the challenge of sustaining this progress in the next Funding Agreement period.

## 2. Core targets

No. (Obj/SP)	Indicator		
	2001/02 outturn	2002/2003 target	April 2002-March 2003 outturn
<b>1.2</b>	<b>Number of loans to other institutions</b>		
	<b>292</b>	<b>310</b>	<b>315</b> Lending is primarily a reactive process. The number of loan venues was 347.
<b>2.2</b>	<b>Number of visits to V&amp;A sites</b>		
<b>TOTAL</b>	<b>1,862,534</b>	<b>1,650,000</b>	<b>2,539,671</b> Visits increased by 36% compared to 2001/2.
South Kensington	1,451,621		2,123,430 Visits increased by 46% compared to 2001/2.
Theatre Museum	153,300		184,468 Visits increased by 20% compared to 2001/2.
Museum of Childhood, Bethnal Green	191,860		168,577 Visits decreased by 12% due to building work and the closure of the Central Line. However, the first week of 2003/4 saw the re-launch of the Museum after development, the opening of the <i>Teddy Bear Story</i> exhibition and the reinstatement of the Central Line and figures for that week were 15% up on the same week in 2001/2.
Wellington Museum	65,753		63,196
<b>2.2</b>	<b>Number of visits by children</b>		
<b>TOTAL</b>	<b>274,343</b>	<b>255,500</b>	<b>348,550<sup>1</sup></b> Visits by children increased by 27% compared to 2001/02.
South Kensington	121,578		181,288 <sup>1</sup>
Theatre Museum	20,996		47,715 <sup>1</sup>
Museum of Childhood, Bethnal Green	114,488		101,112 <sup>1</sup>
Wellington Museum	17,281		18,435

<sup>1</sup> Revised, more rigorous, methodologies for collecting and reporting data are now in use, as advised to DCMS in report of 26 March 2003.

No. (Obj/SP)	Indicator		
	2001/02 outturn	2002/2003 target	April 2002-March 2003 outturn
<b>2.2</b>	<b>Number of visits by over 60s</b>		
<b>TOTAL</b>	<b>278,990</b>	<b>196,500</b>	<b>390,649<sup>1</sup></b>
South Kensington	240,350		345,987 <sup>1</sup>
Theatre Museum	6,628		21,936 <sup>1</sup>
Museum of Childhood, Bethnal Green	14,613		5,234 <sup>1</sup> Particularly affected by the revised methodology.
Wellington Museum	17,399		17,492
<b>2.2</b>	<b>Number of repeat visits</b>		
<b>TOTAL</b>	<b>1,115,204</b>	<b>750,000</b>	<b>1,365,286</b>
South Kensington	985,436		1,244,657
Theatre Museum	30,403		30,713
Museum of Childhood, Bethnal Green	88,376		82,503
Wellington Museum	10,989		7,413
<b>2.2</b>	<b>Number of web site visits</b>		
<b>TOTAL</b>	<b>1,599,275</b>	<b>1,500,000</b>	<b>3,038,015</b>
South Kensington (including V&A, BGM and Wellington Museum websites)	1,094,655		2,438,713
National Art Library	274,997		299,125
Theatre Museum	89,701		110,543
V&A Enterprises	139,920		189,634
<b>2.2</b>	<b>% of time open, South Kensington</b>		
	<b>71</b>	<b>67</b>	<b>71<sup>2</sup></b>

<sup>2</sup> 100% is taken as 12 hours per day, 7 days per week.

No. (Obj/SP)	Indicator		
	2001/02 outturn	2002/2003 target	April 2002-March 2003 outturn
<b>2.2</b>	<b>% of collections accessible electronically</b>		
	18.4% <b>13.8%</b> if adjusted to reflect new calculation (see right).	22 <b>16.5%</b> if set according to new calculation (see right).	<b>16.2%</b> <b>The apparent reduction compared to 2001/02 is due to an adjustment to the way this performance measure is calculated.</b> It now reflects more accurately the number of records available via the internet. Progress has been made in adding records to this reporting period and the outturn is largely accounted for by the NAL conversion project. 'Access to Images' 2002/03 is included.
<b>2.3</b>	<b>% of object storage meeting appropriate standards</b>		
	<b>65%</b>	<b>62</b>	<b>66%</b>
<b>3.1</b>	<b>Number of learners in V&amp;A programmes</b>		
<b>TOTAL</b>	<b>432,188</b>	<b>310,000</b>	<b>432,892</b>
South Kensington	286,377		<b>275,010</b> Figure is down by c.11,000 (4%) due to a drop in bookings and take-up of drop-in events. Individual targeted learning events are, however, well attended.
Theatre Museum	62,972		<b>77,769</b>
Museum of Childhood, Bethnal Green	49,515		<b>45,753</b>
Wellington Museum	33,324		<b>34,360</b>
<b>Efficiency</b>	<b>Grant in aid per user (visits and website visits)</b>		
	<b>£9.36</b>	<b>£10.99</b>	<b>£6.12</b>
<b>Efficiency</b>	<b>Average number of days sickness absence per employee</b>		
	<b>9.15</b>	<b>9.5</b>	<b>9.77</b> If long term sick absences are excluded (i.e. absences of 8 weeks or more), the outturn is <b>5.81</b> .

## 2. V&A SPECIFIC TARGETS

NB: Comparators from 2001/02 outturns are only given for numerical targets, not those in narrative form.

No. (Obj/SP)	Indicator Target 2002/03	Progress April 2002-March 2003
1.1	<b>Formalise audience development strategy</b>	
	<p>Monitor targets set in audience strategy for audience segments.</p> <p>Implement new audience research programme.</p>	<ul style="list-style-type: none"> <li>• The key audience groups identified in the Audience Development Strategy are being monitored through a more detailed market research regime introduced in 2002/03 (At SK, monthly audience profiles plus two large-scale surveys per year; at THM, BGM and WM, three surveys per year) and increased internal evaluation. Original targets were surpassed within the overall increase in visits from November 2001 onwards. Methods for collecting, analysing and reporting visitor data continue to be refined: a rigorous system will be established and targets set in 2003/04.</li> <li>• A new post of Head of Evaluation was appointed in April 2002. The Evaluation &amp; Visitor Research Strategy was presented to Management Board on 1 April 2003 and was subsequently agreed by Trustees. A thorough evaluation of the British Galleries was undertaken. See also 'Develop and implement strategy for the evaluation of education programmes' below. However, the dedicated post has been vacant since December 2002, so further implementation has been delayed.</li> </ul>
1.2	<b>Stage programme of major exhibitions to good audiences and critical approval</b>	
	Two exhibitions staged	<ul style="list-style-type: none"> <li>• Three major temporary exhibitions staged, plus fourth opened: <ul style="list-style-type: none"> <li>- <b><i>Earth and Fire: Italian Terracotta Sculpture from Donatello to Canova, 14 March- 7 July 2002, 45,920 visitors.</i></b></li> <li>- <b><i>Tiaras, 21 March-14 July 2002, 182,797 visitors.</i></b></li> <li>- <b><i>Versace at the V&amp;A, 17 October 2002-12 January 2003, 160,543 visitors.</i></b></li> <li>- <b><i>Art Deco 1910-1939, 27 March-20 July 2003.</i></b></li> </ul> </li> <li>• Other significant exhibitions: <ul style="list-style-type: none"> <li>- <b><i>Seeing Things: Photographing Objects, 1850-2001, 21 February-18 August 2002, 126,576 visitors.</i></b></li> <li>- <b><i>Milan in a Van, 21 April-14 June 2002, 35,345 visitors.</i></b></li> <li>- <b><i>Cinema India: The Art of Bollywood, 26 June-6 October 2002, 79,000 visitors.</i></b></li> <li>- <b><i>100 Photographs: A Collection by Bruce Bernard, 5 September 2002-26 January 2003, 119,321 visitors.</i></b></li> <li>- <b><i>Rewind: 40 years of design and advertising from the D&amp;AD Awards, 7 November 2002-2 February 2003, 53,000 visitors.</i></b></li> <li>- <b><i>The Adventures of Hamza, 6 March-8 June 2003.</i></b></li> </ul> </li> </ul>

1.3	<b>Make a positive contribution to the promotion of good design</b>
	<p>Promote contemporary design and art practice through exhibitions, events and publications. Key aspects this year: Opening a new Contemporary Gallery. Exhibitions: <i>Milan in a Van</i> and <i>Gianni Versace</i>. Publications: <i>Versace</i> and <i>20<sup>th</sup> Century Design</i>. Fashion in Motion programme, Friday Late Views, collaboration with D&amp;AD (Design and Art Direction), promotion of digital media, supporting awards for young photographers and the Classic Design Awards.</p> <ul style="list-style-type: none"> <li>• <b>Contemporary Space:</b> This new space was launched in April 2002 as a showcase for design, craft, fashion, photography, architecture and the graphic arts. The following exhibitions/events were held: <ul style="list-style-type: none"> <li>- <i>Milan in a Van</i>, 21 April-14 June 2002.</li> <li>- <i>Cinema India: The Art of Bollywood</i>, 26 June-6 October 2002</li> <li>- <i>Rewind: 40 years of design and advertising from the D&amp;AD Awards</i>, 7 November 2002-2 February 2003</li> <li>- <i>Snap Happy Days at the V&amp;A</i>, 15-23 February 2003.</li> <li>- <i>Unpacking Design: Matali Crasset</i>, 28 February-23 March 2003.</li> <li>- A number of events were held to coincide with these exhibitions e.g. Friday Late Views, workshops, study days, film screenings, drop-in events, talks etc.</li> </ul> </li> <li>• <b>Versace at the V&amp;A</b>, 17 October 2002-12 January 2003. A major retrospective of the work of Gianni Versace, featuring the most comprehensive collection of originals ever exhibited from the Versace archives. A range of events were organised to coincide with the exhibition.</li> <li>• <b>Displays:</b> <ul style="list-style-type: none"> <li>- <i>Men in Skirts</i>, May 2002.</li> <li>- <i>Digital Resources</i>, 16 May 2002-9 March 2003..</li> <li>- <i>Catherine Walker:25 Years</i> November 2002.</li> <li>- <i>Textiles in Context – the 62 Group of Textile Artists</i> January 2003.</li> </ul> </li> <li>• <b>Publications</b> (See also 4.3): <ul style="list-style-type: none"> <li>- <i>The Art and Craft of Gianni Versace</i>.</li> <li>- <i>The Supermodern Wardrobe</i>.</li> <li>- Work progressed on a contemporary publication design series.</li> </ul> </li> <li>• <b>Friday Late Views (FLV)</b>, with activities and contemporary music were attended by 24,550<sup>3</sup> visitors during the year: <ul style="list-style-type: none"> <li>- <i>Unpacking Design/Fresh Fat Plastic</i>, April 2002.</li> <li>- <i>Fashion in Motion:Tata-Naka</i>, May 2002.</li> <li>- <i>Sense and the City</i> (architecture), June 2002.</li> <li>- <i>Village Fete</i>, July 2002.</li> <li>- <i>Shh!! Goes to Bollywood</i>, August 2002.</li> <li>- <i>Carnival in Motion</i>, September 2002.</li> <li>- <i>Short Cut to Beauty</i> (Day of Record), October 2002.</li> <li>- <i>Fashion in Motion: Katarzyna Szczotarska and Boudicca</i>, November 2002.</li> <li>- <i>Fast Forward</i> (Rewind exhibition), January 2003.</li> <li>- <i>Unpacking Design: Matali Casset</i>, February 2003.</li> <li>- <i>Fashion in Motion: Eley Kishimoto</i>, March 2003.</li> </ul> </li> <li>• <b>Fashion in Motion:</b> This series of events was redesigned</li> </ul>

<sup>3</sup> This figure represents the number of visitors who *entered* the Museum after 5.30 pm. It excludes visitors who entered before that time and stayed on for Late View events, and whose numbers may be substantial.

		<p>to present real 'catwalk' shows:</p> <ul style="list-style-type: none"> <li>- Tata-Naka (FLV)</li> <li>- Central Saint Martins Graduates 2002.</li> <li>- Katarzyna Szczotarska and Boudicca (FLV).</li> <li>- Eley Kishimoto (FLV).</li> </ul> <ul style="list-style-type: none"> <li>• <b>Architecture and.....:</b> This ongoing lecture series on architecture, which explores the connection between architecture and everyday life, featured architects such as David Chipperfield, Zada Hadid, Kjetil Thorsen.</li> <li>• <b>Style Lounge</b> is a new V&amp;A event series on cutting edge design that has been developed for FE and HE students. The events will be held 5 times per year. For the first Style Lounge, held on 19 March 2003, the V&amp;A teamed up with 'Dazed and Confused' magazine and Topshop and a number of special guests attended.</li> <li>• <b>Classic Design Awards.</b> The V&amp;A ran these well-established awards for the third year running. Judging took place in November 2002 and the awards ceremony was in March 2003. The judging team comprised British designers supported by staff from the V&amp;A and its media partner, <i>Homes and Gardens</i> magazine. The public was able to vote on the Homes and Garden website and on a voting wall at the V&amp;A.</li> </ul>
	<p>Good design exemplified in work commissioned to improve the visitor experience at the V&amp;A. Key aspects this year: new information desks, new signage, a new sculpture gallery.</p>	<ul style="list-style-type: none"> <li>• A new scheme for the <b>Grand Entrance</b> has been designed by Eva Jiricna to improve visitor welcome and access as part of Phase 1 of the V&amp;A FuturePlan. A new information desk has been installed, plasma screens show information on current exhibitions and events and new vistas have been opened up. The scheme will be completed in September 2003 with the installation of new revolving doors for improved access.</li> <li>• A new <b>Temporary Exhibition Shop</b>, designed by Eva Jiricna was completed in time for the start of the <i>Art Deco</i> exhibition at the end of March 2003.</li> <li>• A <b>new signage scheme</b> concept has been approved. Prototype testing will be carried out in May 2003 for implementation by October 2003.</li> <li>• The Museum conducted a major review of its <b>brand and graphic identity</b>. Working with leading brand consultants, Wolff Olins (WO), the Museum set about finessing and articulating its organisational brand and with designers from WO, created a refreshed corporate identity. The Museum is now able to communicate with visitors in more direct, elegant, and persuasive manner.</li> </ul>
	<p>Work towards the completion of the Spiral, a model building project using the most innovative design. Key aspects this year: detailed design completed, preparatory work on site.</p>	<ul style="list-style-type: none"> <li>• Detailed designs for the Spiral (Future Plan Phase 2) have been completed. The Museum is awaiting funding to enable work to begin on site.</li> </ul>

2.1	<b>% visitor satisfaction</b>	
	≥97%	<ul style="list-style-type: none"> <li>• <b>99%</b> (2001/02 outturn: 98%)</li> </ul>
2.2	<b>Extent of object-related information available via the internet</b>	
	<p>On-line object-related learning materials developed.</p> <p>Increased opportunities for user interaction and participation on the web site.</p>	<ul style="list-style-type: none"> <li>• <b>Access to Images</b> has made 10,000 objects and records (14,000 images) available in a user-friendly, searchable online database. It will be regularly updated and substantially added-to (target for 2003/04: a further 10,000 records).</li> <li>• The V&amp;A and Theatre Museum websites offer <b>online learning resources</b>. Recent additions include 'Information and ideas for Key Stage 1 teachers' and a 'Design and Art Direction' topic box.</li> <li>• The following new sections of the website include <b>interactive elements</b>: <ul style="list-style-type: none"> <li>- The <i>Snap Happy Days</i> microsite featured an online vote for the best photographs created during the event.</li> <li>- The British Galleries section includes the majority of the interactives in the galleries and a discussion forum.</li> <li>- The <i>Art Deco</i> exhibition microsite.</li> <li>- The web pages on the Whiteley Silver Galleries.</li> <li>- The 'Behind the Scenes' microsite.</li> <li>- The D&amp;AD microsite featured mobile text phone votes for favourite advertisements. The <i>Rewind</i> exhibition included media messaging in the gallery that appeared on the website.</li> </ul> </li> <li>• Further progress has been made on <b>PeoplePlayUK</b>, a web-based project led by the Theatre Museum and funded by the New Opportunities Fund (NOF). The website will comprise discovery packs on popular subjects, a gallery of 1,500 objects from the Theatre Museum, games and other interactive elements. The first phase is scheduled to go live at the end of May 2003 and the project should be completed by July 2003.</li> <li>• The V&amp;A's contribution to the NOF-funded, National Archives-led web project, <b>Moving Here</b>, began in April 2002 and will go live in October 2003. 1,800 images will be available, relating to the migration of South East Asian communities to England since 1850.</li> <li>• In October 2002 the Theatre Museum completed a digital cataloguing project, part-funded by the British Library, called <b>Backstage</b> to make the Museum's 250-plus collections accessible via the Web. These records form part of a fully searchable electronic gateway to UK performing arts material, aimed especially at researchers and the higher education sector.</li> </ul>

2.2	<b>Open British Galleries on time and within budget</b>	
	Open	<ul style="list-style-type: none"> <li>• Opened in November 2001. Research commissioned by the Museum found visitor reaction to be a “ringing endorsement for the way the Museum has chosen to re-develop the British Galleries”<sup>4</sup>. The Galleries were awarded the Design History Scholarship Prize by the Design History Society in September 2002 and in May 2003, the V&amp;A was voted <b>European Museum of the Year</b> for the British Galleries. The Judges commented that “the enormous achievement in presenting the sometimes difficult subject of applied art in a fresh context with meticulous attention to detail should be widely acknowledged.”</li> </ul>
2.2	<b>Exhibitions loaned to Sheffield Millennium Galleries</b>	
	Work towards lending further exhibitions, totalling 3 exhibitions in 5 years.	<ul style="list-style-type: none"> <li>• <b>John Constable</b> (8 February- 27 April 2003) attracted a record 23,000 visitors, making it the most popular exhibition since the opening of the Millennium Galleries. This was the third collaborative exhibition since 2001.</li> <li>• Future of the partnership: <ul style="list-style-type: none"> <li>- <i>Flower Power</i> (24 May – 25 August 2003) features treasures from the V&amp;A and National Gallery.</li> <li>- There are plans for the Millennium Galleries to stage the only European showing of a major V&amp;A exhibition of Islamic art in late 2005/early 2006, which will also tour internationally.</li> <li>- Discussions have continued with the Sheffield Galleries and Museum Trust (SGMT) about a further V&amp;A exhibition, <i>Love and Loss</i>, which would be created from the V&amp;A collections specifically for the Millennium Galleries.</li> <li>- A review group for the Sheffield partnership has been established.</li> </ul> </li> </ul>
2.2	<b>Extent of other regional partnerships</b>	
	Increase scope of work	<ul style="list-style-type: none"> <li>• The <b>Regional Strategy</b> was endorsed by the Trustees in March 2003.</li> <li>• The V&amp;A bid for DfES/DCMS <b>Strategic Commissioning</b> funds, proposing a project with 5 regional partners.</li> <li>• The V&amp;A engaged with 127 regional institutions through the <b>Purchase Grant Fund</b> and 167 grants were awarded.</li> <li>• The V&amp;A was a major lender to the <b>Flower Power exhibition</b> at Norwich Castle Museum, 3 February-5 May 2003, which attracted 27,550 visitors . The exhibition will subsequently be displayed at the Sheffield Millennium Galleries.</li> <li>• 128,000 people visited the <b>Teddy Bear Stories exhibition</b> at the Liverpool Museum.</li> <li>• Progress has been made in establishing a <b>new model of partnership</b>, a specialist fashion network, with Bath and Manchester.</li> </ul>

<sup>4</sup> *Summative Evaluation of the British Galleries: Overview of Findings*, 23 August 2002, Job No. 425, Creative Research, London.

<b>3.1</b>	<b>Range of opportunities for self-directed learning</b>	
	Develop learning advisory services at Museum entrances	<ul style="list-style-type: none"> <li>• A <b>7-day-a-week telephone information service</b> started in April 2003 to support information staff at the Main Entrance.</li> <li>• Visitor <b>information on learning</b> is available from leaflets and plasma screens at both public entrances.</li> <li>• Phase I of the <b>Learning Zone</b> (information leaflet provision and issuing of backpacks) is due to open in Autumn 2003.</li> </ul>
<b>3.1</b>	<b>Develop and implement strategy for evaluation of education programmes</b>	
	Undertake evaluation studies in relation to three of six key audience segments.	<ul style="list-style-type: none"> <li>• The <b>Evaluation and Visitor Research Strategy</b> was presented to Management Board on 1 April 2003 and has subsequently been approved by Trustees. Full implementation awaits the appointment of Head of Gallery Interpretation &amp; Evaluation.</li> <li>• As part of a thorough review of the collection, analysis and reporting of visitor data, the determination of detailed profiles for visitors in groups (not included in MORI market research) was examined. This initial study indicated that groups of <b>schoolchildren and students</b> do appear to have a different make-up to the general, non-group audience and this data will be captured in future. <b>Adult/community groups</b> were also targeted but insufficient data was forthcoming so the exercise will be continued in 2003/04.</li> </ul>
<b>3.1</b>	<b>Implement partnerships to strengthen education provision.</b>	
	Establish strategic partnerships with a higher educational institution and a broadcaster.	<ul style="list-style-type: none"> <li>• The V&amp;A submitted a bid for a <b>Culture Online</b> project with its partners <b>Channel 4 and Ultralab (Anglia Polytechnic University)</b> and this is being further developed.</li> <li>• The joint <b>photography project with the BBC, Snap Happy Days at the V&amp;A</b>, 15-23 February 2003, was a great success, attended by over 8,000 visitors, mainly families.</li> </ul>
	Monitor participation in Education Action Zones (now Excellence in Cities Zones.)	<ul style="list-style-type: none"> <li>• Museum of Childhood activities included: <ul style="list-style-type: none"> <li>- <b>Christmas Visual Arts Project</b>, November &amp; December 2002. The Museum worked with a local artist and a group of 11-18 year old Bengali pupils at Bethnal Green Library's Homework Club to produce an installation, <i>Imelda's Christmas</i>, which decorated the scaffolding inside the Museum over the Xmas and New Year period.</li> <li>- <b>Barnardo's Better Play Scheme</b>. The Excellence in Cities Zones co-ordinator acted as a referee for the Museum's successful application to the Barnardo's Better Play scheme.</li> </ul> </li> <li>• The Museum will include participation by schools from EIC areas at the South Kensington site in its new school group data monitoring programme.</li> </ul>
<b>3.2</b>	<b>Improve effectiveness of training and development provision.</b>	
	Ongoing implementation of competency-based training.	<ul style="list-style-type: none"> <li>• The Museum received the <b>Investors in People (IiP)</b> award in <b>October 2002</b> and will be reviewed against the IiP standards in March 2004</li> <li>• <b>Core competency training</b> continued to support all levels of staff and managers across the Museum.</li> </ul>

		<ul style="list-style-type: none"> <li>The newly-developed <b>Front of House training programme</b> was implemented in September 2002 and was attended by 200 members of staff. The contributions of staff on this programme have been included in future policy and procedure development.</li> <li>A programme of <b>curatorial training modules</b> on care of the collections is in development.</li> </ul>
	Extension of management training according to competency framework.	<ul style="list-style-type: none"> <li>The middle manager programme "<b>Innovative Management</b>" in partnership with the British Museum was launched in January 2003 with 16 delegates.</li> <li>A <b>coaching and mentoring</b> scheme will be piloted from May 2003 in collaboration with The National Gallery.</li> </ul>
<b>4.1</b>	<b>Develop, publish and implement a volunteering strategy.</b>	
	Publish	<ul style="list-style-type: none"> <li>Information &amp; Volunteers Manager appointed August 2002. The volunteers strategy is in preparation for publication in 2003/04.</li> </ul>
<b>4.2</b>	<b>Use of Business Excellence Model as a tool for improving processes.</b>	
	Pilot	<ul style="list-style-type: none"> <li>The Museum will not be pursuing this method. In 2002/03 the Museum initiated a review of risk management as a means of improving processes and this will continue into 2003/04.</li> </ul>
<b>4.2</b>	<b>Other initiatives in place to improve organisational standards.</b>	
	Pilot 360° feedback for senior managers.	<ul style="list-style-type: none"> <li>Following the successful 360° feedback exercise for senior management, completed in the Summer of 2002, the process has been rolled out to the next tranche of managers and the exercise should be complete by June 2003.</li> </ul>
<b>4.3</b>	<b>Number of V&amp;A books published, associated with permanent collections and with temporary exhibitions.</b>	
	<p>New measure for 2002/03. Target: 13 (7 associated with permanent collections)</p> <p>(6 associated with temporary exhibitions).</p>	<ul style="list-style-type: none"> <li>V&amp;A Publications published <b>15 new books</b> during 2002-03.</li> <li><b>9</b> of these are associated with the permanent collections: <ul style="list-style-type: none"> <li><i>Painting for the Mughal Emperor</i></li> <li><i>The Supermodern Wardrobe</i></li> <li><i>Tiles and Tilework</i></li> <li><i>Netherlandish Sculpture</i></li> <li><i>German Sculpture</i></li> <li><i>Dress in Detail from Around the World</i></li> <li><i>Luxury Goods from India</i></li> <li><i>Medieval Life &amp; Leisure in the Devonshire Hunting Tapestries</i></li> <li><i>British Sculpture 1470-2000</i></li> </ul> </li> <li><b>6</b> of these are associated with temporary exhibitions: <ul style="list-style-type: none"> <li><i>Tiaras Past and Present</i></li> <li><i>Art and Craft of Gianni Versace</i></li> <li><i>Art Deco 1910-1939</i></li> <li><i>Essential Art Deco</i></li> <li><i>Art Deco Textiles</i></li> <li><i>Art Deco Fashion</i></li> </ul> </li> <li>In addition, a number of books that relate to the V&amp;A's collections and exhibitions have been published by external publishers.</li> </ul>

4.3	<b>Number of HEFC-funded research posts</b>	
	New measure for 2002/03. Target: 4	<ul style="list-style-type: none"> <li>• <b>6 posts</b> have been hosted by the V&amp;A Research Department in association with the following institutions: <ul style="list-style-type: none"> <li>- London College of Fashion (x2)</li> <li>- University of Buckinghamshire</li> <li>- University of Brighton</li> <li>- University of the West of England</li> <li>- Henry Moore Foundation</li> </ul> </li> </ul>
4.3	<b>Number of grant-funded research projects per year</b>	
	New measure for 2002/03. Target: 5	<ul style="list-style-type: none"> <li>• <b>5 projects</b> were conducted (not necessarily completed) in 2002/03: <ul style="list-style-type: none"> <li>- Centre for the Study of the Domestic Interior – AHRB Research Centre with partners the Royal College of Art and the Bedford Centre, Royal Holloway (University of London); funded by the Arts &amp; Humanities Research Board.</li> <li>- Renaissance Domestic Interior Research – preparing for a major temporary exhibition at the V&amp;A in 2006; funded by the Getty Grant Program.</li> <li>- LiDo – Development, testing and transfer to market of a light dosimeter for monitoring cultural heritage. Conducted with 6 European partners; part-funded by the European Commission under the 5<sup>th</sup> Framework Programme.</li> <li>- PINT – Pigment Identification by Non-destructive Techniques; funded by the Natural Environment Research Council.</li> <li>- Smart &amp; Techno Fabrics – investigation of the conservation challenges of modern fabrics, with the University of Southampton; funded by the Arts &amp; Humanities Research Board (Innovation Award).</li> </ul> </li> </ul>
6.1	<b>Extent of work by Museum of Childhood, Bethnal Green, with local authorities and other partners.</b>	
	Successful implementation continues.	<ul style="list-style-type: none"> <li>• <b>Artist-In-Residence Programme:</b> Five projects were completed by the end of December 2002, by the Nigerian composer and musician, Juwon Ogungbe, as part of a year-long residency.</li> <li>• <b>Somali Reminiscence Project</b> (from September 2002): A cross-generation reminiscence project with local Somali refugee elders and schoolchildren in collaboration with the London Borough of Tower Hamlets' Somali Arts Officer. A performance was held in February 2003 and an exhibition documenting the project has been planned for May 2003.</li> <li>• <b>Pachisi-making project</b> (May – October 2002): A series of textile design, making and printing workshops with five Bengali-speaking women's groups in Tower Hamlets. Work was displayed and used by the public during Family Learning Day in October 2002.</li> <li>• <b>Black History Month</b> (October 2002): A series of events were held including an Artist-in-Residence performance, a talk about the Golly, craft workshops, Oware-playing, storytelling, African Dance and African Drumming.</li> <li>• <b>Diwali Performance Project</b> (October 2002): A project with Rushmore School in Hackney resulted in a puppet and choral performance at both BGM and South Kensington.</li> </ul>

		<ul style="list-style-type: none"> <li>• <b>“World in the East End” Reminiscence Programme:</b> The museum organised reminiscence training and material gathering amongst ten East End communities, producing material for the new “World in the East End” display which opened in March 2003.</li> </ul>
6.2	To improve range and scope of programmes in place for under-served audiences.	
	<p>Successful projects with African Caribbean communities continue including research into objects of African Caribbean cultural relevance in the collection.</p> <p>Days of Record such as <i>Dressing Black Britain</i>. Carnival event.</p> <p>Inter-faith resources developed through collaboration with different faith communities.</p>	<ul style="list-style-type: none"> <li>• The <b>Access, Inclusion &amp; Diversity Strategy</b> was presented to Management Board in March 2003 and has subsequently been approved by Trustees. The Museum’s remit and activity in this area is very broad, but with especial focus on (in addition to the African-Caribbean and disabled audiences specified in the target): Chinese and South Asian communities, London boroughs with high indices of deprivation, travellers and older learners.</li> <li>• A strategy to reflect <b>Black British culture</b> and increase the numbers of Black British African Caribbean visitors included: <ul style="list-style-type: none"> <li>- A focus group with Black British Artists in July, one of a series with Black British African Caribbean people.</li> <li>- <i>Carnival in Motion</i> and <i>Carnival for All</i>, respectively, Friday Late View and Saturday events on 27 and 28 September, with over 20 Notting Hill Carnival bands participating. Associated events included a symposium, discussion panels. A reminiscence project, costume and make-up workshops. Over 2,000 people attended the Children’s Parade.</li> <li>- A pensioner’s reminiscence project based on V&amp;A photographs.</li> <li>- An extensive series of historical and contemporary events took place in October 2002 for Black History Month. For example: <i>Hidden Histories</i> trails; talks, workshops and performances covering black dress, music, writing, art, film and food; a performance of the choral work by BGM’s artist-in-residence, <i>Malcolm X in Mecca</i>.</li> <li>- A video was made by members of a black British youth group working with professional filmmakers – screened in October 2002 and to be shown in the <i>Dressing Black Britain</i> exhibition, Autumn 2004. The exhibition will have an associated education programme and will encompass a ‘Day of Record’ at Notting Hill Carnival.</li> </ul> </li> <li>• The Caribbean community in London’s East End was one of the groups that contributed to the realisation of BGM’s new <i>World in the East End</i> gallery that opened in March 2003. There will be a continuing programme of community involvement.</li> <li>• <b>Sacred Spaces community exhibition</b>, linking communities’ photographs of their own sacred spaces to sacred objects in the Museum, is in demand and was shown at 6 religious community venues and H. M. Brixton Prison.</li> <li>• <b>7 Museum trails</b> relevant to Hinduism, Buddhism, Jainism, Judaism, Christianity, Sikhism and Islam have been completed.</li> <li>• The trails and <i>Sacred Spaces</i> work will be incorporated into a <b>web-based programme</b>.</li> </ul>

	<p>Programmes for visitors with disabilities developed: focus on physical and sensory disabilities.</p>	<ul style="list-style-type: none"> <li>• A new post of <b>Access and Disability Officer</b> was appointed in November 2002. The holder will help to further develop the programme of talks for people with visual and hearing impairment.</li> <li>• The Museum's <b>access policy</b> for disabled people has been updated and a <b>Disability Action Plan</b> is in preparation.</li> <li>• An <b>exhibition of photographs</b> by, and of, disabled people was shown at South Kensington from February 2003, in collaboration with <b>MENCAP</b>.</li> </ul>
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