

**MANCHESTER CITY COUNCIL
REPORT FOR INFORMATION**

REPORT TO: ART GALLERIES

DATE: 11 FEBRUARY 2009

SUBJECT: MANCHESTER CITY GALLERIES' REVENUE BUDGET
STRATEGY AND BUSINESS PLAN SUMMARY FOR
2009/10

REPORT OF: DIRECTOR OF CULTURE AND CITY TREASURER

PURPOSE OF REPORT:

The purpose of this report is to present the Manchester City Galleries Business Plan for the approval of the Art Galleries Committee and to report to members of the Committee the proposed budget strategy for Manchester City Galleries for 2009/10 and indicative figures for 2010/11 and 2011/12.

RECOMMENDATIONS:

Members are recommended to:

1. Approve the contents of the report, including the proposed cash limit budget for 2009/10 of £3.838M
2. Recommend the attached budget to Executive for approval as part of the Council's budget setting process
3. Delegate authority to the Chief Executive and City Treasurer to make any technical adjustments required to take account of the impact of changes in 2008/09 budgets

FINANCIAL CONSEQUENCES FOR THE REVENUE BUDGET:

The report seeks approval for a draft budget for Manchester City Galleries for 2009/10.

FINANCIAL CONSEQUENCES FOR THE CAPITAL BUDGET:

There are no consequences for the Capital budget in this report.

WARDS AFFECTED: City wide

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BACKGROUND DOCUMENTS: Manchester City Galleries Business Plan 2009/10 – 2011/12.

IMPLICATIONS FOR:

Anti-Poverty
No

Equal Opportunities
No

Environment
No

Employment
No

MANCHESTER CITY GALLERIES 2009/10 – 2011/12 BUSINESS PLAN SUMMARY

1. INTRODUCTION TO THE SERVICE

1.1 Manchester City Galleries

Manchester City Galleries is a non-statutory service and, together with Cultural Strategy and Renaissance in the Regions (R in R), forms part of the Cultural Department of the Regeneration Division of the Chief Executive's Department of Manchester City Council.

The service functions in the highly competitive tourism, leisure and hospitality markets, which require the provision of attractive environments, products and programmes, while also fulfilling a role as a source of public education, working in ways that satisfy all age ranges, from Manchester schoolchildren to the international academic.

1.2 Vision

We will be at the cultural heart of Manchester, working to enhance the lives of our audiences by creating places and programmes where art, ideas and imagination meet.

We will work with partners locally, regionally, nationally and internationally to bring benefits to local people and visitors and create a sense of pride in the city.

1.3 Aims

The service aims to use, develop and care for the City's collections, the buildings they are housed in, and the programmes they present, to:

- i) Provide a powerful educational resource for the widest range of users, both actual and virtual;
- ii) Support the understanding of the city's and the nation's heritage and identity, and engender pride in the city, self-esteem, mutual respect and sense of place;
- iii) Contribute to the profile and performance of the city;
- iv) Work in partnership, locally, regionally and nationally, to increase levels of participation and to deliver benefit to residents and visitors to the city.

1.4 Scope

The Department employs 138 staff, and is responsible for:

- The management of 310,000+ visitors and venue hire clients per annum
- The management of 365,000+ virtual (on-line) visitors per annum

- The care, development, presentation and interpretation of the City's Designated collections of fine art, decorative arts and costume: 50,000 items valued at over £350M, which form part of the nation's heritage
- Enhancing the department's revenue budget of c. £3.8M by raising 52% of the department's £7.9M income from external fundraising, grants and earned income
- The management and maintenance of 6 historic buildings: 4 open to the public, 5 listed, and 5 based in parks:
Manchester Art Gallery
Heaton Hall, Heaton Park, Prestwich (in partnership with Manchester Leisure)
Gallery of Costume, Platt Hall, Platt Fields, Rusholme
Wythenshawe Hall, Wythenshawe Park
Conservation Studios
The Old Parsonage, Fletcher Moss Gardens, Didsbury

The Department is also responsible for the City's war memorials and many pieces of public art.

In addition to displaying items from the collections for the public's enjoyment and inspiration, the Department also brings the best in contemporary and historic art and design to the city via temporary exhibitions. It provides a comprehensive education service, from early years to older people, working closely with staff from the City's Education Service, and delivers an outreach programme in association with the Culture and Regeneration Officers across the city and other agencies working in areas such as Health.

1.5 Delivery in partnership

Our services deliver City Council objectives by:

- Promoting economic development by attracting day visitors and tourists to the city, providing a high quality venue for corporate events and work with the universities and the creative industries
- Contributing to residents reaching full potential in education through learning programmes aimed at all age groups
- Promoting individual and collective self-esteem and mutual respect through exhibitions and events that generate pride in the city and its communities
- Creating neighbourhoods of choice through our management and development of heritage buildings, war memorials and public art
- Improving leadership in the city through our work with the Manchester Museums Consortium to raise the quality of cultural provision in the city

1.6 City wide and regional partners

Renaissance in the Regions

Manchester City Galleries is the lead partner of the North West Museums Hub, which delivers Renaissance in the Regions (R in R) in partnership with five other regional museums and galleries. R in R is a national funding programme aimed at transforming the work of regional museums, managed by the Museums, Libraries

and Archives Council (MLA). Its focus is on increasing access and, as part of the NW Renaissance programme, Manchester City Galleries is working to meet targets related to: -

- Education
- Overall visits
- Visits from non-traditional gallery goers

All these target groups fit with the City Council's priorities. A third round of funding began in 2008/09 and ran for 1 year. From the regional allocation of £7.9M in 2009-11, the city overall will receive c. £6.4M, of which the City Galleries will manage c. £4.4M. The bid for 2009-11 is currently being submitted, and 70% of the funding package has already been approved.

Northwest Regional Development Agency (RDA)

The Renaissance NW Team has secured RDA investment of £3M over 4 years to support the development of a high profile co-ordinated exhibition and displays programme and improvements in the marketing of the North West Museums Hub venues. The objective is to stimulate an increase in tourism from international visitors and from UK visitors from outside the North West region. Over £1.5M will be spent in the city.

Manchester Museums Consortium

Manchester City Galleries work closely with the other major Accredited museums with Designated collections in the city: Manchester Museum and the Whitworth Art Gallery, which are managed by the University of Manchester, the Museum of Science and Industry, and the People's History Museum, which are independent trusts. The City Galleries Department leads the Manchester Museum's Consortium, which brings together these organisations to work for the benefit of the city. Together these institutions welcome over 1 million visitors per year, and have an economic benefit to the city of over £30M p.a.

Other funding sources

Manchester City Galleries enjoys a range of external funding relationships. In 2008/09, 46% of the department's budget came from sources such as the Renaissance in the Regions programme, as well as income from trading, sponsorship, grant giving trusts and other supporting charities.

While Manchester Art Gallery in particular enjoys good support from the business community through its Corporate Members scheme and corporate hire of the venue, it is recognised that this may be adversely affected by the economic downturn.

2. CURRENT PERFORMANCE

2.1 Performance Analysis

ATTENDANCES	2008/09 Projection	2009/10 Target
Manchester City Galleries: Web visits	360,000	365,000
Manchester Art Gallery: all visits	360,000	370,000
MAG: National tourists' visits	75,000	80,000
MAG: International tourists' visits	35,700	36,900
MAG: BME, C2DE, disabled visits	78,313	87,500
MAG: School Pupil (5 – 16 year olds) visits	25,217 At full capacity for taught sessions	25,000 At full capacity for taught sessions
MAG: Adult Learning participants	7,200	7,200
MAG: Family event participants	12,093	12,000
MAG: Manchester Wards (hard-to-reach individuals)	4,468	3,300
Platt Hall – Gallery of Costume: all visits	4,073	Site closed for refurbishment
Wythenshawe Hall: all visits	13,787 Possible June-Sept 08 due to SIF investment in increased opening hours	To be confirmed Opening hours dependent on Galleries/Leisure growth bid and evaluation of SIF impact in 08/09
Heaton Hall: all visits	24,316 No investment in re-displays and reduced opening hours from 07/08	24,000 No investment in re-displays and reduced opening hours

2.2 Commentary on performance

- 97% of all visitors to Manchester Art Gallery are very or quite satisfied
- BME visits have grown in quantity and as a proportion of the total number of visitors to Manchester Art Gallery
- Education and Learning: formal education visits to Manchester galleries have grown exponentially since the Gallery's re-opening in 2002, almost quadrupling in the period. This service has reached capacity in staffing and facilities and is now exploring new ways of meeting demand.
- Web visits continue to grow and the launch of Galleries' new website supports this growth

3. HOW THE SERVICE LINKS TO CORPORATE OBJECTIVES

Manchester City Galleries service contributes to Council core aims under three spines: -

3.1 To enable people to reach their full potential through education and employment

- Meeting overall Learning targets by: -
 - *Every Child Matters* – Developing education services across the city in relation to user needs and wants, building on existing good practice and evidence of Primary Consultant post, which has supported accelerated attainment in literacy at key stage 2 in 41 Manchester primary schools.
 - Developing secondary programme to improve and sustain relationships with secondary schools and contribute to educational attainment.
 - Developing programme to co-ordinate initial teacher training and CPD.
 - Developing Manchester Museums Consortium programme for Extended Schools and Secondary Education
- Contributing to delivery of the Oxford Road Corridor and *Knowledge Capital* prospectus by developing ways of engaging collections with teaching and research in Higher Education in order to increase public and HE access to the collections.
- Leading the Museums and Galleries' sector in Manchester to deliver the City's agenda and leading the sector in the region, in partnership with MLA, to deliver the national agenda
- Working with Cultural Strategy to develop a Cultural Entitlement programme
- Providing inspiration and learning to a wide range of residents and visitors to the city
- Developing a high profile, Original Modern cultural offer that contributes to the reputation and economic growth of the city and supports inward investment and employment opportunities

3.2 To enable individual and collective self-esteem and mutual respect

- Meeting Cultural Strategy, Renaissance in the Regions and BVPI attendance targets by:
 - Successfully implementing the audience development strategy and exceeding attendance targets
 - Successfully implementing community consultation policy and plan
 - Effectively collaborating with other Cultural Services
 - Supporting delivery of the Original Modern brand
- Contributing to the *Respect* agenda by delivering a programme of exhibitions, activities and events that encourage the development of identity and self-esteem and contribute to social and community cohesion and pride in the city
- Continuing delivery of the War Memorials and Public Art programme to improve quality of environment and contribute to *Valuing Older People* agenda

3.3 To develop neighbourhoods of choice

- Supporting the development of Neighbourhoods of Choice by:
 - Continuing work with schools in every Manchester ward
 - Continuing delivery of the War Memorials and Public Art programme to improve quality of environment
 - Working strategically with Manchester Leisure to co-ordinate management and development of buildings in parks to increase levels of usage
 - To work with Capital Programmes and Corporate Property to ensure effective management of the property portfolio and historic buildings

4. BUSINESS PLAN OBJECTIVES FOR 2009/10

4.1 Priorities

Over the next three years our priorities are:

- 1) To build on the Art Gallery's success and continue to grow and widen audiences and meet audience targets for Manchester City Council, Renaissance in the Regions, and the Regional Development Agency
- 2) Deliver the RDA funded Radical Manchester project in partnership with Manchester Museums Consortium
- 3) Sustain contribution to the City's education agenda
- 4) Improve Costume Collection performance and profile in partnership with Manchester Metropolitan University and the University of Manchester
- 5) Create a sustainable way forward for the Branch Galleries in partnership with Corporate Property, Leisure Services, Neighbourhood Services and Regeneration
- 6) Improve and consolidate collection care and management, and retain Accreditation for Designated Collections and Gallery buildings
- 7) Secure continued funding from Renaissance in the Regions – the national funding programme for the transformation of regional museums
- 8) Develop on-line access to collections and services
- 9) Develop a more sustainable income generation strategy through fundraising and trading in a challenging economic climate
- 10) Deliver the care and maintenance programme for Public Art and War Memorials
- 11) Deliver savings within MCC cash limited budget

4.2 Performance Targets

Attendances	2008/09 Baseline	2009/10 Target	2010/11 Target	2011/12 Target
Manchester City Galleries: Web visits	360,000	365,000	375,000	385,000
Manchester Art Gallery: All visits	360,000	370,000	385,000	400,000
MAG: National Tourists' visits	75,000	80,000	82,500	85,000
MAG: International Tourists' visits	35,700	36,900	37,500	38,100
MAG: BME, C2DE, Disabled visits	78,313	87,500	87,500	87,500
MAG: School Pupil (5-16 year olds) visits	25,217 at full capacity for taught sessions	25,000 at full capacity for taught sessions	25,000 at full capacity for taught sessions	25,000 at full capacity for taught sessions
MAG: Adult Learning participants	7,200	7,200	7,200	7,200
MAG: Family event participants	12,093	+12,000	12,000	12,000
MAG: Manchester Wards (Hard-to-Reach) individuals	4,468	3,300	3,300	3,300
Platt Hall - Gallery of Costume: All visits	4,073	site closed for re-furbishment	5,000	8,000
Wythenshawe Hall: All visits	13,787	TBC	TBC	TBC
	Possible June-Sept 08 due to SIF investment in increased opening hours	Opening hours dependent on Galleries/Leisure growth bid and evaluation of SIF impact in 08/09	Opening hours dependent on Galleries/Leisure growth bid and evaluation of SIF impact in 08/09	Opening hours dependent on Galleries/Leisure growth bid and evaluation of SIF impact in 08/09
Heaton Hall: All visits	24,316 no investment in re-displays and reduced opening hours from 07/08	24,000 no investment in re-displays and reduced opening hours	24,000 Closed for re-development Jan 2011	- Closed for re-development Jan 2011

4.3 Commentary on targets

- Manchester Art Gallery visitor targets are to grow by 10,000 per annum over the life of this plan
- Visits by BME, C2DE and Disabled visitors are to increase in number

- School visits to Manchester Art Gallery are at capacity for existing resources of building, sessions during term time and staff resources – performance indicator targets in this plan have been set to reflect this. Informal Learning Contacts, continue to grow with a projected increase of 7% year on year for the plan
- Modest improvements in attendances are planned for the historic houses in parks. Visitor numbers at Wythenshawe Hall are to be confirmed, pending decision of Galleries/Leisure growth bid. Given redevelopment proposals for Platt Hall, the building has been closed to general visitors since January 2008, and will re-open in April 2010. An HLF bid has been submitted for Heaton Hall, and the outcome of this will be known in April 2009.
- Web visits: the predicted increase in the use of the Internet suggests that web visits will go on increasing over the life of the plan

4.4 Summary

This report sets out performance to date in 2008/09 and Manchester City Galleries' objectives for the next 3 years, with specific focus on 2009/10. It demonstrates the department's contribution to the 3 spines in the Community Strategy. The Art Galleries Committee is requested to approve the report.

Financial Plan

Ref	Objective / Budget Headline	Current Cash Limit Revenue Budget		Proposed Gross Cash Limit Revenue Budgets			Budget Funding	Budget Funding			New Capital Investment Required? (Y/N)
		Gross	Net	2009/10	2010/11	2011/12	Source	2009/10	2010/11	2011/12	
01	Asset Management & Collections Care			1,294	1,246	1,318	Mainstream	1,218	1,169	1,240	
							WNF	22	22	22	
							Charges to other departments	54	55	56	
02	Services			2,363	2,372	2,392	Mainstream	1,994	1,994	2,006	
							Earned Income	369	378	386	
03	Programmes			1,583	1,278	1,261	Mainstream	635	343	326	
							WNF	232	219	219	
							Govt Grant	716	716	716	
04	Finance and Business			283	282	290	Mainstream	283	282	290	
05	Executive			331	346	356	Mainstream	331	346	356	
							Earned Income	5	15	20	
06	Development Unit & Trust			-618	-350	-487	Earned Income	154	166	168	
							Sponsorship & Grants	464	184	319	
							Mainstream	-618	-350	-487	

07	North West Hub – Regional RinR	1132	0	1,484	1,482	1,482	Govt Grant – MLA	1,484	1,482	1,482	
08	NW Regional development Agency	450	0	1,232	1,246	0	Govt Grant - RDA	1,232	1,246	0	
	Totals (4)		4,101	7,952	7,902	6,612		7,952	7,902	6,612	
				Total Mainstream Funding Required				3,838	3,769	3,711	