

**Manchester City Council
Report for Resolution**

Report to: Art Galleries Committee – 17 February 2016

Subject: Manchester City Galleries' report and revenue budget 2016/17

Report of: Director of Manchester City Galleries and City Treasurer

Summary

This report details Manchester City Galleries' performance during 2015/16, outlines how we plan to deliver our vision in 2016/17, and presents a draft revenue budget for 2016/17 for the approval of the Art Galleries Committee.

Recommendations

Members are recommended to:

1. Approve the contents of the report, including the draft gross budget for 2016/17 of £3.258m, with cash limit budget contribution from Manchester City Council of £2.065m.
2. Recommend the 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 2015/16 and 2016/17 budgets.

Wards Affected: All

Community Strategy Spine	Summary of the contribution to the strategy
Performance of the economy of the region and sub region	This report sets out proposals for the delivery of a balanced budget for 2016/17.
Reaching full potential in education and employment	This service, along with all others in the directorate, aims to support individuals, families and communities achieve best outcomes.
Individual and collective self esteem – mutual respect	Individual respect and community resilience is a key theme within the Neighbourhood Focus Strategy to which City Galleries contribute.
Neighbourhoods of Choice	Creating sustainable neighbourhoods where people want to live, work and stay as they become more economically independent is key to Growth and Neighbourhoods' budget strategy, towards which this budget contributes.

Financial Consequences – Revenue and Capital

The proposals set out in this report form part of the draft budget submitted to the Executive and Council.

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Background documents (available for public inspection):

None

1.0 Introduction

Manchester City Galleries sits within Manchester City Council's Neighbourhoods Service, in the Growth and Neighbourhoods directorate, and forms part of the strategic partnership between Manchester City Council and the University of Manchester. The Manchester Museums Partnership, which is in receipt of Major Partner Museum (MPM) funding from Arts Council England (ACE), brings together three organisations – Manchester City Galleries, the Whitworth Art Gallery and The Manchester Museum. We all work together, across governance structures, to deliver the city's objectives and promote Manchester as a centre of knowledge, creativity and culture.

2.0 Vision for 2016/17

We will continue to deliver our vision to:

- Be internationally recognised for the quality of our artistic programme and collections, and the way we marry the historic and contemporary
- Be a vibrant entry point to art for all Mancunians, firing their imaginations, dreams and abilities
- Make Manchester an aspirational place to live, work and visit

We will focus on these key objectives:

- Consolidate the step change in the scale, quality and international standing of our artistic programme
- Maximise the current and future impact of our collection for the people of Manchester and visitors to the city
- Maximise the impact of our work with young people, their families and people least likely to engage with culture
- Work with partners across the city, with the support of ACE, to shape messages about Manchester as a year-round cultural destination
- Explore new and expanded community and commercial uses for Platt Hall
- Make Manchester City Galleries a more sustainable and resilient organisation

3.0 Performance in 2015/16

After an exceptional year in 2014/15, Manchester Art Gallery (MAG) and Platt Hall are again on target to welcome over half a million visitors in 2015/16; with 430,000 visits recorded up to 31 January 2016, and a projected total of 527,000 visits by 31 March 2016. Our vision to present internationally important art continues to bring economic benefit to the city. In the last year our combined GVA (gross value added) contribution to the local economy was £12.8m (analysis from Ekosgen, December 2015).

With a projected footfall of 510,500, Manchester Art Gallery has maintained a high number of visits from people who are least likely to engage with cultural provision in the city, including black and minority ethnic people, disabled people and lower socio-economic groups. Our audience profile continues to match that of our local population, which is exceptional amongst galleries nationally.

Audiences continue to respond positively to our extended opening hours. Our Thursday Lates programme at MAG continues to be popular, attracting over 350 visitors each night and up to 1,200 people for large scale events. Late night opening is particularly popular with tourists, and also enables us to attract a younger

demographic to the gallery of 'culturally hungry' young adults who didn't previously connect to MAG.

At Platt Hall, urgent remedial works have required shorter opening hours since August 2015 – however this has afforded insight into the potential new uses of the building and collections that will form the basis of forward planning for the gallery.

The quality and popularity of our artistic programme continues to attract large audiences. 2015/16's exhibitions and displays included:

- The re-opening of the magnificent Gallery of Design on the top floor of Manchester Art Gallery with *Modern Japanese Design* which showcases the gallery's collections of modern and contemporary Japanese fashion, furniture and craft.
- *Eastern Exchanges*, a major survey of historic and contemporary craft and design from China, Korea and Japan
- An exhibition of photographic light-boxes by Emily Allchurch *In the Footsteps of a Master* which included our first ever crowd-funded commission based on our painting of *Albert Square* by Adolphe Valette
- *Houseproud: Art, Design and the Home*, a display showcasing the gallery's pioneering industrial art collection of 1930s home furnishings to the present day
- *Ed Atkins: Performance Capture*, our biennial, groundbreaking contribution to Manchester International Festival
- A mid career survey of the work of respected artist Matthew Darbyshire: *An Exhibition for Modern Living*, featuring some of the very best international contemporary art from the Zabłudowicz collection as part of a new partnership with this major London-based collector.
- *Van Dyck: Artists in the Frame*, a display of self-portraits including the last ever by Van Dyck, recently saved for the nation by the National Portrait Gallery and The Art Fund.
- *Pat Flynn Half-life of a miracle*, a solo exhibition by the Manchester-based artist
- *Black on Black* an exhibition of black jewellery curated by Jo Bloxham
- *Elsa Schiaparelli and Thirties Fashion*, an exploration of the important Surrealist fashion designer at Platt Hall

Manchester Art Gallery achieved a significant national media profile in 2015.

Highlights included:

- *Eastern Exchanges* - eight features in key online arts publications, five articles in consumer, art and craft publications, and three broadcast pieces on the BBC International website and on BBC Manchester Radio
- Matthew Darbyshire's *An Exhibition for Modern Living* received widespread positive coverage with double page features in the Independent on Sunday, three additional pieces of national coverage in The Sunday Times, The Sunday Times Style Magazine and the Guardian Guide, and five substantial features in art and consumer magazines including Royal Academy Magazine, Art Monthly, Museums Journal, GQ, and Elle Decoration
- Pat Flynn's *Half Life of a Miracle* was covered by three online reviews in Culture 24 and in Art News and was included in the New Statesman's 'Things to do in 2016'
- *Schiaparelli & Thirties Fashion* (At Platt Hall) featured in Elle Decoration. A

review is also going to be published in The Independent.

- *Modern Japanese Design* and the re-opening of the Design Gallery was covered by three substantial articles in The Daily Telegraph, The Independent and Wallpaper Magazine.
- The upcoming *Imitation Game* was picked out as the Guardian's and The Independent on Sunday's 'not to miss exhibition in 2016'

Manchester Art Gallery's new website (manchesterartgallery.org) was launched in August and is a clearer, more visually appealing and responsive site that works equally well on mobile devices and desktops. The new site includes a completely updated, easy to use collection search. Visits are now increasing month on month as users become more familiar with our streamlined format. Since launch, we've seen a 55% increase in venue hire enquiries.

Our *Open Doors* initiative, funded by the Zochonis Trust and DAC Beachcroft, enables us open the gallery early one Saturday every month exclusively for families with autistic children. This is now embedded in our programme and is proving very popular. Parent feedback is very positive; one mother stated that it helped her see the world through her child's eyes for the first time. The Arts Council reviewed the sessions positively, and a report from Brunel University, London, indicated that this work is internationally unique and important.

Our *English Corner* programme, which uses the gallery collection to develop English language skills for newly arrived migrants continues to engage some of the hardest to reach Manchester citizens, and was recently featured on News at Ten as an exemplary project supporting refugees and migrants to integrate them and help them find employment.

Our Health and Well-being programme is going from strength to strength with initiatives such as '*Take Notice*' and '*Mindful Marks*' attracting an audience that can use the gallery to de-stress and feel better. In October we piloted a very successful Thursday Late takeover with an evening of well being activities that attracted over 300 people, including the City's health trainers and their clients. In a separate initiative we trained staff from Manchester's Pupil Referral Unit in using the gallery for children in their care.

Our schools and colleges' programme, in partnership with the Manchester International Festival, worked with 10 colleges to investigate digital technology and link in to the Manchester universities and local digital companies. In a separate initiative (*Future Creatives*), we commissioned students from Manchester and Xaverian Colleges to produce artworks in response to the Matthew Darbyshire exhibition. The students – most of who come from wards where young people are least likely to engage with culture - were mentored by Matt Derbyshire and MMU Professor, Andrea Zapp. The best of the art works were displayed at Manchester Art Gallery, and the Lord Mayor hosted a celebration event for students and their families to mark the success of the project.

Our Age Friendly programme continues to grow. We deliver outreach activities in the city's residential homes and housing associations, for example Victoria Court sheltered housing association in Openshaw. Our age-friendly champions hosted a

Thursday Late takeover, held an in depth review session, and run a monthly philosophy café with Age Manchester. The gallery's Learning and Engagement Lead plays an active role on Manchester's Age Friendly Ambassador's group.

Volunteering continues to grow at the gallery, with volunteers contributing to both front and back of house operations. Our visitor surveys are now conducted entirely by trained volunteers and, in partnership with The Manchester Museum, we have hosted volunteers from socially isolated backgrounds - one of whom is now in paid employment as a gallery freelancer. Volunteer activity at the gallery has increased this year, with the numbers of both the volunteers and the hours worked (a total of 4,081 hours to date) are up 20% on last years figures.

In 2015, we loaned 94 objects to 33 UK galleries and 15 international venues, strengthening our ability to borrow important works for our own shows, and promoting the City of Manchester nationally and internationally. International loans included Modigliani's *Portrait of an Unknown Model*, to the Hangaram Art Gallery in Seoul, two Renoirs to the Shanghai Exhibition Centre and a selection of Ironworker photographs to Jeremy Deller's exhibition at Venice Biennale. UK loans included four Turner watercolours to Tate's major Turner exhibition (*Painting Set Free*), two of which went on to tour to the Getty Museum in Los Angeles and the De Young Museum in San Francisco.

We have continued to make more effective use of the city's cultural assets by identifying items in the collection that would be more publically accessible elsewhere within the Manchester Museums Partnership. In 2016/17 we intend to transfer Manchester City Galleries' flat textiles to the Whitworth Art Gallery, and numismatics and archaeological collections to the Manchester Museum. In return, the Wedgwood and Studio ceramics collections from Manchester Museum are being transferred to Manchester City Galleries.

In an extremely challenging economic climate and with much competition from other city centre venues, we achieved £308,520 sales in retail and venue hire up to 31 January, with 2 months left to trade. We have negotiated a financially beneficial contract with a new catering supplier (Fabulous Fan Fayre – F3) who pay us an annual profit share of 12.5%-20% of gross profit depending on level of sales, with a guaranteed minimum of £50k pa. They are also committed to providing £100k net of capital expenditure to improve the look and feel of the café in 2016/17.

Fundraising has contributed almost £300k this year to our core costs. Over £138k was raised specifically to support *The Imitation Game* (opening February 2016); including £60k from ACE's Grants for the Arts and £45k from the Taipei Representative Office in the UK.

4.0 Budget overview

2015/16

The service is projecting an estimated £44k overspend, due to slight underachievement in retail income in the first two quarters of the year, and the removal of exhibition catalogues and sale or return items from the stock value. Retail underperformance has been reviewed, a new strategy developed and implemented,

and we are now seeing more favourable performance.

2016/17

We request that the committee approve a cash limit budget of £2,065,129 for 2016/17.

Expenditure	Proposed gross revenue budget 2016/17 (£000)
Staffing	2,210
Premises	218
Transport	96
Supplies and services	713
Internal charges	21
Total	3,258
Funding Source	
MCC cash limit	2,065
ACE Major Partnership Funding	462
Art Galleries Trust (fundraising)	260
Commercial, schools and other earned income	448
HLF Collecting Cultures	24
Total	3,258

5.0 The delivery of our vision in 2016/17

This year sees a major focus on fashion, costume and design – both historical and contemporary – reflecting our strategic intention to showcase all aspects of the city’s collections at MAG. We intend that MAG should be recognised as the leading northern centre for design and fashion, and next years exhibitions afford significant reach into diverse audiences (from local students through to older visitors) and has a significant tourist pull. The programme also builds on a number of major national partnerships with the National Portrait Gallery, the Barbican and the national 14-18 NOW programme. In 2016, the gallery will play a very significant role in national commemorations of the war on the Western Front.

Major exhibitions and displays for 2016/17 will include:

- *Vogue 100*, a major photographic exhibition marking the centenary of Vogue Magazine in partnership with the National Portrait Gallery and British Vogue.
- *Fashion & Freedom*, an ambitious, multi-faceted exhibition that examines the fashion legacy of the First World War for the 21st century, funded by the national 14-18 NOW cultural programme.
- *The Edwardians*, a display from the collection showcasing Edwardian paintings, costume, and craft and design.
- *Strange and Familiar*, a group exhibition by international photographers presenting contrasting views of British life, curated by photographer Martin Parr and in partnership with the Barbican.

- An exhibition of Wynford Dewhurst 1864-1941, a Manchester impressionist painter dubbed 'Manchester's Monet', drawn from our collection and curated by art historian Roger Brown
- A display from the collection commemorating the Battle of the Somme
- An exhibition by Boris Nzebo, a painter from Nigeria, continuing the legacy of *We Face Forward: West African Art Today*, funded by the Paul Hamlyn Foundation.
- A new display for the Design Gallery

Our learning programmes will continue to improve the lives of Manchester residents. Backed by funding from MCC, ACE and with corporate financial support, the gallery's learning programme will build on current strengths; including early years and families, schools' arts week, intensive skills-based work with sixth form students, a vibrant social programme for the City's young residents, health and well-being activities for adults, and a lively programme for our age-friendly audience. We aim to target new audiences in these key groups and help them to becoming regular gallery visitors who can access our the gallery with confidence.

Keys areas for learning and engagement in 2016/17 include:

- Developing our Arts Weeks offer to primary schools, extending the Achievement of Arts Awards and Arts Mark for the city's pupils and schools. We will focus on schools in North Manchester wards, for example by strengthening our existing relationship with St Augustinians in Harpurhey. We will also seek out new relationships, for example Rolls Crescent Primary School in Hulme.
- Extending our health and well-being programme to develop more drop-in content that can be accessed by Manchester health trainers and their clients.
- Increasing our age-friendly offer by developing partnerships with Victoria Square (Ancoats) and a network of associations linked by All FM.
- Continuing engagement with new arrivals to the UK through *English Corner* to help them integrate into Manchester's cultural life and secure employment. We've expanded our network of learners through Manchester's *Talk English* programme and will be training their tutors and volunteers.
- Tailoring our programme to make the most of the new focus on fashion and design in 2017/18, connecting activities with *Fashion and Freedom* and developing the *Future Creatives* programme with sixth form colleges, extending the close relationship with Xaverian and Manchester Colleges to include Connell College in Beswick.
- Building a learning programme to sit with our *Collecting Cultures* initiative (the HLF-funded collection development programme), connecting mixed groups of learners (including Further Education Colleges, MMU/University of Manchester, the retail sector and volunteers) with the development of our couture costume collection.

Our priority for 2016/17 is to make the organisation as sustainable as possible so we can continue to deliver a high quality cultural offer, and support the Manchester Strategy as cost-effectively as possible.

In particular:

We will be reviewing all our commercial and income-raising activities to ensure that they support and enhance our core offer in a way that maximises net profit. We will continue to develop our shop at MAG to offer a unique, high quality retail offer that's more closely aligned to our exhibition and display programme. This will include a redesign and refit of the space, and continued refocusing of our merchandising and product development. The Café will have a new design scheme, new furniture and a refitted servery area to support an improved food and drink offer. This will be funded entirely by F3 as part of their capital expenditure commitment.

2016/17 will see a strategic review of future opportunities for display, cultural engagement and commercial use at Platt Hall to expand community use and increase income.

Working with AMP, FM and Energy Management, we will continue to lead the way with our environmental sustainability work, through the replacement of end-of-life mechanical and electrical systems with lower energy alternatives, reviewing the way our buildings operate, and working to make MAG a lower energy consumer while exploring innovative ways to safeguard the collections that avoid the need for tightly controlled heating, cooling and humidification.

We will work with the Corporate Landlord and AMP to address long standing building issues – including the essential works to our staff room (closed since November 2015 because of rainwater ingress), our non-compliant security system, and our failing computer-controlled lighting system.

10. Key Policies and Considerations

(a) Equal Opportunities

The service is committed to equality of access – both physical and intellectual. Our vision for 2016/17 and beyond includes consulting and engaging with the widest possible audiences, building on our success in 2015/16. We will also continue to deliver a programme of socially inclusive volunteering opportunities across all venues. MAG will make a key contribution to the MPM Equality and Diversity Plan. The Gallery's Learning and Engagement Lead has been recently awarded a national bursary to explore how museums and galleries can increase diversity through the use and development of collections, exhibition development and interpretation, and through its development and use of volunteers and freelancers. Outcomes of this work will include targeting audiences who are less likely to engage with the traditional cultural offer – including West African and South Asian communities, autistic visitors and their families, and older visitors.

(b) Risk Management

The service takes an extremely robust approach to risk management, as outlined in CCS and City Galleries' contributions to the Growth and Neighbourhoods' Business Plan.

(c) Legal Considerations

None identified.