

## Manchester City Council Report for Resolution

**Report to:** Art Galleries Committee – 8 February 2017

**Subject:** Manchester City Galleries' report and revenue budget 2017/18

**Report of:** Director of Manchester City Galleries and City Treasurer

### Summary

This report details Manchester City Galleries' performance during 2016/17, outlines how we plan to deliver our vision in 2017/18 within the context of our 3-year strategic plan, and presents a draft revenue budget for 2017/18 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 2017/18 of £3.385m, with cash limit budget contribution from Manchester City Council of £2.136m.
2. Recommend the budget to Executive for approval as part of the Council's budget setting process.

### Wards Affected: All

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	We provide support for the creative economy through our public programme, training and development opportunities for young people, and contribute to economic growth and prosperity of Manchester through cultural tourism.
A highly skilled city: world class and home grown talent sustaining the city's economic success	We develop and nurture skills within our workforce and support the development of skills and creativity of Manchester residents through our learning and exhibitions programme.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The gallery, along with other services in the directorate, aims to support individuals, families and communities achieve best outcomes.

A liveable and low carbon city: a destination of choice to live, visit, work	We will continue to make Manchester Art Gallery a green and sustainable organisation, and attract a diverse audience to our public programme from within and outside the city to promote and celebrate Manchester
A connected city: world class infrastructure and connectivity to drive growth	We deliver world-class exhibitions through national and international partnerships.

### **Financial Consequences – Revenue and Capital**

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

---

#### **Contact Officers:**

Name: Maria Balshaw  
Position: Director of Manchester City Galleries  
Telephone: 0161 235 8801  
E-mail: maria.balshaw@manchester.ac.uk

Name: Amanda Wallace  
Position: Deputy Director, Manchester City Galleries  
Telephone: 0161 235 8860  
E-mail: a.wallace@manchester.gov.uk

Name: Rachel Rosewell  
Position: Head of Finance, Growth and Neighbourhoods and Corporate Core  
Telephone: 0161 234 1070  
E-mail: r.rosewell@manchester.gov.uk

#### **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 2017/18**

Manchester Art Gallery will be an accessible cultural space for Mancunians and visitors to the city; opening minds and inspiring everyone through great art. Our key goal is to create an exciting, engaging and world-class artistic programme that brings our historic collection together with the best art and artists working today. We will deliver this vision through the following objectives:

- Improving the scale, quality and international standing of our artistic programme to support cultural tourism to our city region.
- Improving the quality of life of local residents through active engagement with the gallery, especially those people least likely to engage with culture.
- Developing and caring for our collection and buildings, making the best possible use of our unique cultural resource to excite and inspire people today, and in the future.
- Developing our venues at Manchester Art Gallery and Platt Hall as important cultural and social spaces.
- Making Manchester Art Gallery a more sustainable and resilient organisation.

## **3.0 Performance in 2016/17**

Continuing the upward trend in visitor numbers seen in recent years, Manchester Art Gallery (MAG) has welcomed 591,169 visitors in 2016 – a 14% increase on the previous year's total of 518,546. 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 £13.1m (analysis from Ekosgen, September 2016)

Visitor analysis indicates that just over 10% of our visitors are black, asian or minority ethnic (BAME). As overall visits to the gallery have increased this year by 14%, this represents growth in the gallery's BAME audience, and reflects the changing demography of Greater Manchester. Young people (aged 16–24) now make up 26% of our visitors, an increase on previous years demonstrating the success of our programme in attracting this younger audience. Our priority for 2017-18 is to build on this further and increase the diversity of our users, attracting more visitors from BAME backgrounds and Manchester residents who are less likely to engage with culture.

The quality and popularity of our artistic programme continues to attract large audiences. 2016/17's exhibitions and displays included:

- *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 examining 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 of paintings, costume and decorative arts from the collection illustrating the glamour, rural nostalgia, evocative landscape and the city of the 1900s. Works that have not been seen for many decades are displayed to illustrate how the Edwardian era was a sparking point between the Victorian and the Modern periods.
- *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 Art Gallery.
- An exhibition of Wynford Dewhurst 1864-1941, a Manchester-born Impressionist painter dubbed 'Manchester's Monet', showing his shimmering and evocative landscapes, many shown in public for the first time.
- A display from the collection, *Goodbye to All That*, commemorating the Battle of the Somme and bringing together a selection of works by official war artists from Manchester Art Gallery's nationally important collection of First World War art. It explores how artists depicted their experiences on the front line of battle, from life in the trenches to working on the support lines and the devastating impact of the new military machinery on modern warfare.
- An exhibition by Boris Nzebo, a painter based in Cameroon, continuing the legacy of *We Face Forward: West African Art Today*, funded by the Paul Hamlyn Foundation. *Urban Style*, his first solo exhibition in a UK public gallery, presented his intensely coloured paintings of urban life through elaborate hairstyles and vibrant city views.
- At The Gallery of Costume, Platt Hall, an exhibition of Mary Quant's designs from the late 1950s to the late 1960s celebrated this iconic fashion designer of the 1960s. She is renowned as one of the chief creators of Swinging London, celebrated for her youth-inspired fashions and responsible for the 'Chelsea look'.

Manchester Art Gallery achieved a significant national media profile in 2016. Highlights included:

- The Imitation Game - featured in ten pieces of national broadsheet coverage in print including The Financial Times (as critics choice); the i newspaper (as one of the 'Cultural Highlights You Have to See'), The Sunday Times; The Guardian; and The Times (who described the show as 'diverse and intriguing'). It was also featured on BBC Radio 3, BBC Radio 4, Start the Week; and BBC Radio Manchester.
- Wynford Dewhurst - received extensive print coverage in national broadsheets including The Financial Times ('Critics' Choice'), The Saturday Telegraph (selected for 'The Critical List') and The Guardian (including 'Five of the best'). It was also featured on BBC Radio 4, Front Row.

- Strange & Familiar - featured in national newspapers including The Guardian Guide's 'The Ten' – featuring the best in culture that week. Regional press coverage included The Mancunion (described as a must-see for anyone interested in a Britain's social history) and Creative Tourist, who remarked that the exhibition 'comes at a time when perspective is needed more than ever'.
- Vogue 100 – Extensive regional and national coverage - featured in five different round-ups of the best cultural events to visit; including The Guardian's '10 best free things to do this week across the UK,' and the Artfund Online's 'Must-See Summer Photography Shows'.
- Boris Nzebo – Extensive regional coverage (including Manchester Evening News, Manchester Wire, Northern Soul, Big Issue North) and good national press - including substantial piece with an image gallery on the Guardian online.

In August 2015 Manchester Art Gallery launched a new website with online collection search. This has seen a steady growth in traffic, with 447,220 sessions during 2016. The new site has encouraged a 50% growth in venue hire enquiries which has delivered an additional £29,653 gross income. A microsite was developed in May 2016 to promote and document the Fashion & Freedom exhibition. As well as beautifully presenting newly commissioned work from the fashion designers and students, it also showcased the work by sixth form students from the Future Creatives programme, and generated an additional 31,840 visits.

Social media has continued to be a key communication tool for the gallery, with content created by curators, the learning team, and the audience development team. We have seen significant growth on Twitter, Facebook and Instagram, and our visitors increasingly use these channels to get in touch, review and feedback. The Learning and engagement programme in 2016 built on successes in previous years to support the core aims of Our Manchester. Highlights of 2016 include:

- *ArtsWeek* - one-week programmes developed in response to the interests and needs of the city's schools that combine gallery visits with in-school sessions. These delivered across the curriculum, creating artwork within the school that becomes a focal point for parents and the wider community. In 2016 we supported 140 pupils in achieving *Arts Award Discover* and 51 pupils *Arts Award Explore*. Rolls Crescent Primary School in Hulme will achieve *Arts Mark* as a result of their work with us. We are now an Arts Mark Centre and, with our partner Curious Minds, delivered training to local teachers to extend the benefit of *ArtsMark* to more schools and pupils .
- Our health and well-being programme has gone from strength to strength. Our universal programme - *Take Notice*, *Mindful Marks*, and the weekend health and well being tours - reached over 1,500 people in 2016. We delivered well-being courses in partnership with Creative Living Centre, Start and Manchester Mind to support vulnerable and isolated adults from Harpurhey, Collyhurst, New Moston and Higher Blackley. The Health and Well Being Manager was invited to present the gallery's work at The National Gallery - Manchester Art Gallery's mindfulness programme is seen as one of the most advanced in the sector.
- An Age-Friendly initiative (with ALL FM, Age Friendly Manchester and Anchor Housing) working with older people in the Grange residential home in

Wythenshawe, resulting in a series of broadcasts on Vintage FM delivered by older residents who gained new insights and interests, and increased their level of activity and engagement.

- Further development of our *English Corner* programme, linked to the Council's *Talk English* programme. We have trained four English tutors and 45 volunteers across the city to use art and other cultural resources to deliver English language sessions. As part of a partnership with Refugee Action, we delivered a *Life in the UK* session for city-wide new arrivals.
- Our *Future Creatives* programme worked with the city's sixth form colleges linked with the *Fashion and Freedom* exhibition. Students from King David's High School, Loreto College, Manchester College and Xaverian College developed fashion pieces inspired by the exhibition. Seventy young people took part, with 30 selected to work up their prototype designs for final display. Their work was celebrated at a *Future Creatives Thursday Late* in November, highlighting the talent of local young people to an audience of over 800 visitors. Tutors and students value the unique opportunity for students to work to a design brief, with the support of specialist, fashion sector training and resources. This enables them to produce high quality portfolios that support their career development and UCAS applications.
- Family learning continues to grow at the gallery. *Open Doors* (for children with autism and their families), is now a key part of the gallery's core programme and benefits around 220 people who would otherwise be unable to visit the gallery. Family learning in 2016 has focused on the world of fashion - we ran a selfie competition, *Strike a Pose* in association with our exhibition *Vogue 100*. We also ran two outreach sessions at Abraham Moss Library which connected with 25 families from the local community who had never visited the gallery. These sessions showed how gallery learning activities can be transported into local communities to deliver creative and enjoyable sessions for families who would otherwise not engage with us, and provided some useful learning points for future development of this strand.
- The *Thursday Late* programme continues to promote the gallery as a social space attracting a younger demographic to the gallery of 'culturally hungry' young adults who didn't previously connect to Manchester Art Gallery. The most recent example of this was our collaboration with Proud and Loud Arts, a group of young disabled artists from Manchester who performed a piece called *Cells* and attracted an audience of over 1100 people.
- Volunteering at the gallery continues to grow in scope, with 5,737 volunteer hours in 2016 - the highest ever achieved in a non Manchester International Festival Year. Volunteers contribute to both public delivery and back of house operations. The gallery became a full training partner in the *Inspiring Futures* programme, working with vulnerable and isolated adults, with participants from Moss Side Whalley Range and Longsight. We trained this cohort of vulnerable adults and provided volunteer opportunities so that they could grow in confidence and learn new skills.

We have continued to make more effective use of the city's collection by identifying items that would be more publically accessible elsewhere within the wider Manchester Museums Partnership. We have begun 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 2016 we loaned 142 objects to 38 UK galleries and 13 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 -

- Barbara Hepworth sculpture *Doves* travelled to Arp Museum Bahnhof Rolandseck in Germany as part of a major Hepworth retrospective exhibition organised by Tate Britain.
- A group of seven Kelley Walker screenprint canvases lent to the Contemporary Art Museum, St Louis, Missouri for the artists first solo museum exhibition in the US.
- Four paintings by Lawrence Alma-Tadema loaned to Fries Museum, Leeuwarden in the Netherlands for display in one of the largest Alma-Tadema shows ever staged.
- Two paintings by Auguste Renoir lent to Seoul Museum of Art as part of the largest exhibition of Renoir works ever to be shown in South Korea.

The Manchester Art Gallery shop, which had little investment over the last 15 years, was completely redesigned and refurbished in October 2016. This has created a modern, customer-friendly space, which showcases new product ranges and encourages a higher level of spend. The shop can now compete with other city centre retail outlets, with a unique offer that is bringing in new audiences and helping to raise the profile of the gallery. Monthly turnover has increased by 17% since the refurbishment. Overall, even though it was closed for a month, the shop has achieved a net sales of £227,793 to 31 December 2016 (with 3 months left to trade) against a full year target of £286,000.

The venue hire business at the gallery is operating at maximum capacity, and continuing to reach new audiences and forge relationships with local businesses. We have seen a rise in the number of local companies using the gallery, and a rise in repeat business from those companies. The two private, daytime spaces are particularly popular, and are hired out to external clients at every available opportunity. The venue hire business has achieved an overall sales of £99,121 to 31 December 2016 (with 3 months left to trade) against a full financial year target of £86,941. The cafe and catering contract has generated £68,204 in commission for galleries with 3 months left to trade, against a minimum annual target of £50k. Fundraising has contributed £160,000 to core costs this year, including £50,000 sponsorship from Property Alliance for Vogue100. In addition, the gallery has raised funding through project grants to fund additional work that meets our objectives, and for acquisitions to help us build the city's collection. The gallery has continued to acquire couture fashion to augment the costume collection through a grant from HLF Collecting Cultures. This year this grant allowed for major acquisitions including designs by Yamamoto, Balenciaga, Dior, Alexander McQueen and Yves Saint Laurent. A new Patrons and Corporate Membership schemes will be launched in early 2017, the former targeted at new donors, the latter offering more flexible and bespoke packages for businesses, encouraging them to engage more closely with the gallery and its collection. Friends membership increased during the year (with an

additional 70 members), with excellent feedback from members regarding the Gallery's exhibition and events programme.

#### 4.0 Budget overview

##### 2016/17

The service is projecting a balanced outturn.

##### 2017/18

We request that the committee approve a cash limit budget of £2,136,000 for 2017/18.

<b>Expenditure</b>	<b>Proposed gross revenue budget 2017/18</b>
Staffing	2,308
Premises	211
Transport	105
Supplies and services	740
Internal charges	21
<b>Total</b>	<b>3,385</b>
<b>Funding Source</b>	
MCC cash limit	2,136
ACE Major Partnership Funding	462
Art Galleries Trust (fundraising)	340
Commercial, schools and other earned income	447
<b>Total</b>	<b>3,385</b>

#### 5.0 The delivery of our vision in 2017/18

This year we will build on our diverse and ambitious programme of world-class exhibitions, displays and events reflecting our collections of fine art, craft and design and costume. The 2017/18 programme will focus on a major South Asian exhibition (as part of the New North and South programme) with partners in the city, across venues in the North of England, and with five major arts biennales in South Asia. In the year of the 70th anniversary of Indian and Pakistani independence, we will bring some of the best of contemporary South Asian art practice to wide and diverse audiences in the city supported by funding from Arts Council England's Ambition for Excellence and Reimagine India funds.

Major exhibitions and displays for 2017/18 will include:

- A high profile exhibition for summer 2017 (to be announced in March) for Manchester International Festival.
- A series of solo exhibitions by some of the most innovative Pakistani artists Mehreen Murtaza, Waqas Khan, Risham Syed, by Indian artist Neha Choksi and UK artist Hetain Patel from October. This will be part of a South Asian city-wide programme at numerous venues, all opening on the same date in the autumn.

- An exhibition of South Asian craft and design from Manchester's permanent collections featuring textiles, metalwork, ceramics, costume and ivory from the last 300 years. To be displayed in our beautifully refurbished Design Gallery.
- An exhibition by Manchester born, Victorian painter Annie Swynnerton (1844-1933) of works from our collection alongside key loans. Swynnerton was the first elected female member of the Royal Academy, and this exhibition will be part of the RA's 250<sup>th</sup> anniversary programme as well as part of the programme which celebrates 100 years of British women gaining the right to vote.
- A exhibition at Platt Hall in Autumn 2017 showcasing over 20 outfits by the iconic Spanish couturier Cristóbal Balenciaga. The focus of this capsule exhibition is the wardrobe of a single devotee, Anne Moen Bullitt, who purchased dozens of outfits in the 1950s.

Keys areas for learning and engagement in 2017/18 include:

- A high quality programme for families (including 0-2 year olds, preschool and their carers), to help every child have the best possible start in life. We will connect the gallery's comprehensive programme of clubs and holiday activities with the school-readiness strand, and build partnerships with children's centres and community groups in Abraham Moss, Gorton, Harpurhey and Longsight to deliver sessions both in the communities and at the gallery.
- A formal education programme that addresses the needs of Manchester primary and secondary schools, working in Ancoats, Clayton, Baguley, Charleston, Miles Platting and Newton Heath. We will develop the *ArtsWeek* model focussing on schools including Baguley Community Primary, New Islington Free School, Crosslee Primary School and Abbot Community Primary to deliver cross curricular activity targeted at areas of the curriculum or learning needs of pupils where we can deliver the most impact.
- Our *Future Creatives* programme will work with seventy 15-21 year olds from Xaverian, Loreto, Manchester Colleges and King David's High School to instil confidence, aspiration and social literacy, and equip the young people with creative skills for employment . Next year's programme will link to the South Asian exhibition programme of art from South Asia.
- Establishing Manchester Art Gallery as *The Mindful Museum*, we will embed current innovative practice within the wider public programme. In partnership with a neuroscientist from Manchester University, we will develop a better understanding of how art improves wellbeing. The research will inform a series of workshops with community mental health groups (Manchester Mind, Start and the Creative Living Centre) and primary school children - and will translate into new ways of displaying and using the collection. We will also work with the Booth Centre to provide activities and opportunities for people who are homeless or at risk of homelessness, to instil confidence and aspiration, connect them to the city, and help them realise a better life.
- Developing our successful volunteer programme to focus on improving the well being and employability of Manchester residents and to tackle social isolation. In partnership with Start, we will continue the *Inspiring Futures* model to recruit 20 additional volunteers from Manchester wards who are considered vulnerable and isolated. We will also extend the range and diversity of the volunteer programme in conjunction with the South Asia Programme, recruiting

new volunteers from Cheetham Hill, Charleston, Rusholme, Whalley Range, Hulme and Longsight.

- Supporting Manchester's pioneering Age-Friendly programme, contributing to the GM-wide *Ageing Well* pilot programme through *Age Friendly Takeovers* and *Philosophy Café* with Age-Friendly champions from the city centre and Out in the City.

The Director of The Whitworth and Manchester Art Gallery, Maria Balshaw, will leave The Manchester Museums Partnership in Summer 2017 to become Director of Tate. The strength of relationships within the partnership will ensure that the reputation, and the exceptional programming, collecting and engagement work undertaken by all partnership organisations, will continue. A new joint Director of The Whitworth and Manchester Art Gallery will be recruited to develop further the mutually beneficial relationship between city and university and ensure the continued success of the gallery. The new Director is expected in post by September.

During 2017-18 we aim to enhance the online collection search and improve the website homepage - to make it better able to showcase events, exhibitions and other collection and exhibition content. We will also develop a pilot online store to complement the recently refurbished gallery shop. We will review our social media platforms and test out other platforms for specific projects where it will help us communicate with new audiences, focussing on developing informal video content in-house by our staff and volunteers delivered via Facebook, Twitter and Instagram.

We will undertake a series of collection reviews of the fine art, costume and furniture collections which are currently under used, including many items which were acquired as a result of uncontrolled collecting in the past. The collection reviews will enhance our understanding of areas, and enable us to make improvements in collections storage and improve public access and use. Objects which are no longer considered relevant to the core purpose of the collection will be considered for disposal following the Museums Association's Disposal Guidelines.

Our priority for 2017/18 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.

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, and will develop a robust, profitable in-house catering business that offers affordable, local, high quality food and drink to our audiences – and a new destination café for the city centre.
- Over the next three years, Platt Hall will be transformed. We will continue to display the fashion and dress collection at Manchester Art Gallery, and focus on developing Platt Hall as an exciting, sustainable gallery at the heart of its community – not as a Gallery of Costume, but as a unique cultural offer that

draws from across the wider collection at Manchester Art Gallery to offer unique opportunities for creative and artistic practice. We will work towards securing capital investment to establish a viable commercial base (retail, café, room hire, weddings) to support Platt Hall and support a comprehensive cultural offer that will attract a wider city and regional audience.

- 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 through an integrated strategic approach to planned maintenance and replacement of plant and equipment as it reaches end of life. We will work with the Facilities Management to ensure the efficient operation of MAG to ensure it is fit for purpose, to manage risk, and to secure best value for the City to make best use of available resources.

## **10. Key Policies and Considerations**

### **(a) Equal Opportunities**

The service is committed to equality of access – both physical and intellectual. Our vision for 2017/18, based on our successes in 2016/17, is predicated on effective consultation and engagement with the widest possible audience, especially those least likely to engage with culture. MAG will make a key contribution to the MPM Equality and Diversity Plan. We will increase diversity through the use and development of collections, our exhibition and displays programme, and through our learning activities. We will continue to deliver a programme of socially inclusive volunteering opportunities across all venues. The New North and South programme offers unique opportunities to increase the diversity of our audience and build a stronger support base with the city's south asian community.

### **(b) Risk Management**

The service takes an extremely robust approach to risk management, and holds and maintains a detailed risk log.

### **(c) Legal Considerations**

None identified.