



The University of Manchester
Manchester Museum

THE UNIVERSITY OF MANCHESTER

ANNUAL PERFORMANCE REVIEW 2015/16

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INTRODUCTION

General

2015-16 was another very successful year for Manchester Museum. The most exciting development is the progress on The Courtyard Project, which will provide an exhibition space two and a half times the size of the current gallery, a permanent gallery on the history and culture of South Asia in partnership with the British Museum, new public facilities, and a new entrance on Bridgeford St, giving an Oxford Road presence. £11m of the £12.4m budget has been raised, including £5m from Treasury for the S Asia Gallery, £4.6m from Heritage Lottery Fund, £1m from capitalising Museum endowments, and £0.4m from other sources. This will be the Museum's largest development for 15 years, and comes after we have refurbished all existing galleries, resulting in a doubling of visitor numbers over the last ten years, resulting in the need for additional capacity. The larger exhibition space will enable us to take international and national touring shows for the first time, and develop our own exhibitions on a much larger scale. Most of our own exhibition programme brings new university research to the public, as a significant contribution to the Impact agenda. The South Asia Gallery will enable us to engage local diaspora communities, and will provide an important focus for the University's (and the city-region's) international agenda. We are currently at RIBA Stage 2, submit to HLF Round 2 in June 2017, with construction commencing May 2018 and opening in Spring 2020. The new facility is forecast to attract around 700,000 visits per annum, and a broader demographic.

South Asia has already been a major focus for 2015-16. With the Whitworth and Manchester Art Gallery, we have been successful in winning nearly £1 million of funding for partnership work with the sub-continent. £730,000 has been granted by Arts Council under its 'Ambition For Excellence' programme for a 3 year programme of artist commissions and workforce development and exchange between the Manchester partners, Liverpool Biennial, the Tetley in Leeds, British Council, and five South Asian biennials (Colombo, Dhaka, Karachi, Kochi, Lahore). £100,000 was granted from the Arts Council/British Council 'Reimagine India' fund for work specifically to exhibit Indian artists in Manchester in 2017, which is UK-India Year of Culture. Manchester is leading the UK's initiatives for that year, and many Manchester cultural organisations will be participating. £85,000 was granted by HLF, in collaboration with the Race Relations Archive, Manchester BME Network and the Royal Exchange for an oral history programme on 'Memories of Partition' which will interview local South Asian families, and produce an exhibition at Manchester Museum. The Royal Exchange will take the interview transcripts and invite local South Asian writers to produce playlets animating the stories. We have also been awarded £115,000 from the Arts Council's Change Makers programme which will bring a South Asian arts professional, Fareda Khan in to work with us in a leadership team capacity for 18 months to develop her own leadership potential, curate an exhibition, and develop further our equality and diversity work. £98,000 was awarded by the John Ellerman Foundation for research into the Islamic Collections held across the Manchester Museums and Galleries Partnership.

Galleries and Exhibitions

The two major changing exhibitions for the year were both ones with a strong University presence. 'Gifts for The Gods: Animal Mummies Revealed' showcased the Leverhulme-funded research undertaken in the Centre for Biomedical Egyptology which scanned a large sample of animal mummies held in UK collections and revealed their contents (often rather different from what the shape suggested), and investigated their methods of preservation. It won the City Life 'Best Exhibition' Award 2015 and the UoM Social Responsibility Award for 'Outstanding Public Engagement Initiative'. The show was also our first experiment in developing an exhibition with partners, on a shared cost model, to tour to different venues. Our partners were Glasgow Museums and National Museums Liverpool, and the approach has been a great success. By pooling our resources, we were able to fund a much higher quality exhibition for a lower cost for each venue, and of course the exhibition has been seen by many more people. It has toured to Glasgow, and is currently at World Museum Liverpool, where it has met with great acclaim. This approach will be extended to the larger space in the Courtyard.

'Climate Control' was the Museum's main contribution towards European City of Science. The exhibition sought to dispel the sense of powerlessness often engendered by mass media reporting of climate change, and to enable visitors to explore the issues in personalised ways, giving them opportunities to choose to make changes in their own lives. The project was developed in partnership with Tyndall Manchester and Manchester Climate Change Agency, with support from an EPSRC Impact Accelerator Award of £30k. We worked in partnership with many academics from across the University, such as the Global Development Institute, and an AHRC-funded researcher in extreme weather memories at the University of Nottingham. 'Climate Control' was a key part of the engagement strategy for the development of Manchester's carbon reduction plan towards the aim of being zero carbon by 2050.

The exhibition was opened by Dame Vivienne Westwood, who gave a talk to a large student audience. Public events around Climate Control drew heavily on academic work in the University and more widely, bringing academic, policy and lived experience together. The exhibition was described as 'profound' by a reviewer in Museums Journal, and is shortlisted in the Blueprint Design Awards, which 'celebrate the very best of world architecture and design', and in the FX awards (international interior design awards) in the 'Museum Exhibition Space' (international) and 'UK Project of the Year' categories. As a result of Climate Control, the Museum is co-developing the World Symposium on Climate Change Communication in February 2017, in collaboration with MMU, and with the co-operation of the United Nations Framework Convention on Climate Change, UN Environment Programme, World Health Organisation and an international organising committee. Climate Control and related work will also be presented at the International Congress of the History of Science/ Future Earth in Rio de Janeiro in July 2017.

An important new space 'The Study' opened in September 2015 on the top floor of the Museum. It consists of six themed self-study areas where visitors can explore topics they find interesting in additional depth; a Collections Study Centre where staff, students and members of the public can call up any object from the collection to examine (an 'object reading room'), and a small changing exhibition

space. It is staffed by a new cohort of volunteers and enablers, and with its free Wifi, and the calm of the Study Centre, has proved popular, particularly with students.

Public engagement and social responsibility

A highlight for 2015/16 was the excellent national coverage of our Inflatable Museum, which was launched this year. With funding from the Zochonis Foundation, it is designed to tackle the issue that we do not have capacity in the Museum to meet all of the demands from local schools. In response, we have designed an inflatable version of Manchester Museum which fills a standard school hall and gives pupils a version of the Museum experience. Its quirky nature attracted national media attention and it is fully booked for this school year. It also popped up in various locations, including Manchester Cathedral during ESOF.

The Museum and the Whitworth did very well at the annual Social Responsibility Awards, winning four and being highly commended on one.

The role of the arts in contributing to positive health and wellbeing is now widely acknowledged in both health and culture sectors. Within the cultural sector the Whitworth and Manchester Museum are recognised leaders in the field of arts and health. In February 2016 we were invited to present our work to an All Party Parliamentary group at the House of Lords.

Visitor numbers were slightly down (by 3.5%) to 426,367, but this is explained by the window replacement hoardings obscuring the Museum for much of the year, and the disruption caused by the long-running roadworks on Oxford Road. Our number of volunteers rose to 281, contributing 12,882 hours at an equivalent value of £154,584. 75,882 people participated in 234 family events.

In July 2016, as part of Manchester International Festival, the Museum's Herbarium was the site of a Mad Hatter's Tea Party which was a collateral event associated with the musical *wonder.land* at the Palace Theatre. It was a journey through a series of magical environments, with food tastings in each area developed by award-winning chef Mary-Ellen Teague, taking their cue from some of the Museum's botanical collections. This was the first time we were a site for the International Festival, and it introduced new audiences to a part of the Museum that is normally hidden from view.

The Museum lent 163 objects to 12 exhibitions comprising 10 UK venues and 2 international venues. 36 objects went to the *Queens of Egypt* exhibition at Tokyo National Museum and National Museum of Art, Osaka. 43 objects travelled to Kelvingrove Art Gallery and Museum, Glasgow as part of *Gifts to the Gods: Animal Mummies Revealed* exhibition.

Research & Teaching

7900 research enquiries were answered in the year, up from 7401 last year, and access and support was provided for 2520 researchers. The number of research activities drawing on collections rose by 10% to 3,998. The number of students involved in research and teaching activities increased by 10% to 7,764 students. 3,855 objects were sent out in 46 loans, 1,225 of them being international. The Museum's approach to supporting research impact was a key component of our successful bid to HEFCE for continuing core funding (see below), drawing on the many ways we have facilitated research impact as part of temporary exhibitions.

As part of the HEFCE bid we undertook a review of ten years of contributions to significant research and found that the Museum was included in 690 publications from 2005–15, ranging from the cell structure of the oldest plant root (300 million years old), 59 new species of insect discovered in the collection by experts around the world (2005–15), research to conserve endemic British plant species, and an analysis of the oldest Ancient Egyptian iron artefact, which proved to have been made from a meteorite.

In terms of teaching, the Museum's support continues to improve year on year. For example, in 2010–11, the Museum served as a basis of 59 university courses (10 from outside the UoM), while in 2015–16 this had increased to 169 courses (48 of which were outside the UoM).

HEFCE funding

The Museum applied for a further four years of funding from HEFCE's Museums, Galleries and Collections Fund. This fund is to support work in higher education beyond the University of Manchester. We were pleased in Sept 2016 to be informed that funding would continue at the existing level (currently £1.4m pa).

Actions taken following the 2014/15 Annual Performance Review

Brand

- a) To continue to showcase the work of the University through the media and ensure that The University of Manchester, the Manchester Museum and the Whitworth are explicitly linked through branding, with a view to the relationship becoming implicitly understood.

A detailed review of the relationship between the University and the Museum in terms of communication and brand was undertaken with the help of agency Modern Designers, working with a museum group and Terry Hudghton, Head of Marketing for the University. A presentation on proposals to senior managers will be made shortly. Throughout the year, opportunities to promote and communicate the wider work of the University were a key component of exhibitions, public events and all communications.

Policy engagement

- b) To ensure effective engagement with senior Faculty and PSS colleagues on wider policy issues including the arts, health and social care.

We have developed an approach that connects museum experiences with academic research and policy/strategy, bridging the gap between policy and lived experience. We have responsibility in policies/strategies relating to age-friendly work, climate change and wildlife conservation in Manchester. This approach has been shared widely at conferences. The Museum's 'Climate Control' programme was linked with the development of Manchester's Climate Change strategy and action plan, in collaboration with Tyndall Manchester, Manchester Climate Change Agency and Manchester City Council.

We work closely with our colleagues and students across a number of faculties and research teams. These include MICRA, School of Medicine, Faculty of Nursing & Midwifery, Faculty of Life Sciences, and the Faculty of Humanities, Medical Humanities Laboratory and Institute of Cultural Practice. Our ageing and health work, with research embedded widely throughout, is closely linked with health and social care integration in Manchester. The Head of Engagement is undertaking a part time secondment (to be based with Public Health) to lead Age Friendly Culture across Greater Manchester, as part of the establishment of Greater Manchester Ageing hub. In May 2015 the Greater Manchester Combined Authority and AGMA Executive Board agreed to the establishment of a Greater Manchester Ageing Hub. She and colleagues work closely with Chris Phillipson and wider MICRA team. Similarly, there is close working with Dementia@Manchester. In addition, Esme meets regularly with Prof Jacqui Oldham, citylabs and Corridor Manchester, to discuss collaborative working and developments.

Student engagement

- c) To liaise with the Associate Vice-President / Director for Social Responsibility about participation in the Ethical Grand Challenges initiative.

Nick Merriman meets regularly with Prof James Thompson and Dr Julian Skyrme around SR in general and Ethical Grand Challenges in particular, and sits on the Social Responsibility Governance Group chaired by the President and Vice-Chancellor. Henry McGhie (Head of Collections) met with Sian Yeowell (DSE) on how the Museum could support EGC and Museum staff helped facilitate the Millchester sustainability challenge. The Museum also supported JustFest, in collaboration with Prof Ken McPhail. A short animation of 'Manchester's Carbon Journey' co-developed with the Tyndall, Manchester Climate Change Agency and Arup as part of the Climate Control programme, will form part of the online learning materials in support of the sustainability EGC from 2017. In addition, HM met with James Thompson and Emma Gardner on how the Museum could support the '10,000 Actions' staff signature programme.

Risk

- d) To liaise with the Vice-President for Teaching, Learning and Students to provide feedback for the University's response to the green paper (deadline 18 December).

This was done

EuroScience Open Forum /European City of Science

- e) To maximize the opportunities arising from ECOS/ESOF in 2016.

The Museum played a leading role in ECOS; the Director was on the steering group of the cultural programme, Head of Collections Henry McGhie was the Museum's lead for ECOS, working closely with Engagement Manager Anna Bunney and Annie Keane, ECOS Programme Director. To give some highlights:

- 91,000 people visited the Climate Control exhibition.
- Over 150 academics were involved in Climate Control public events
- A short animation based on the story of the Peppered Moth, developed in partnership with Marketing Manchester and Universal Everything, with some Arts Council England funding, was shown in the opening and closing ceremonies at ESOF. Prints from the animation were given to VIPs as part of their official gift.
- Another short animation developed in partnership with Tyndall Manchester, Arup and Manchester Climate Change Agency is intended to be shown on the big screens to promote climate change action in the city.
- The Museum was the hub for the Open Labs events on the Main Campus during ESOF week.
- The Museum's approach to campaigning and its partnerships with Manchester: A Certain Future and the Tyndall Centre were presented during ESOF at Manchester Central.
- The Museum hosted European Researchers' Night, part of the Horizon 2020 programme, in partnership with the Natural History Museum.

Key priorities for 2016/17

- Secure remaining funding for the Courtyard Project: all funds to be in place by Sept 2017
- Prepare the Museum for the step-change needed in organisational capacity and culture when the new development opens
- Improve commercial income generation and develop a sustainable business model for the Courtyard
- Play a major role in UK-India Year of Culture, and in partnerships with South Asia in general
- Continue to improve contribution to the University's goals around research, teaching and social responsibility

Key issues

- The opportunities afforded by the Greater Manchester devolution agenda
- How to deal with popularity and greater demand
- Understanding the quality of our work: a new approach to metrics

SWOT Analysis

The Manchester Museum

<p>Strengths</p> <ul style="list-style-type: none"> a) High level of performance from staff, resulting in continuing excellent improvements in engagement, research and teaching b) University and HEFCE funding continues to leverage significant additional funding from public sources, trusts & foundations, and from commercial activities. c) Well trained and committed staff and excellent collections in a listed building d) The two key foci on intercultural understanding and promoting sustainability enable clear linkage to university, city-region and national priorities e) A large and dedicated audience, many of whom come from the local area, and can act as advocates for the University 	<p>Weaknesses</p> <ul style="list-style-type: none"> a) Building infrastructure needs constant maintenance and no LTM funding is available: Museum lifts regularly break down b) Commercial activity can be significantly improved c) Difficulties in securing engagement for IT projects (eg project to repair non-functioning web database of all Museum and Whitworth was cancelled)
<p>Opportunities</p> <ul style="list-style-type: none"> a) The Courtyard development will allow the University to engage wider publics for its impact, public engagement and SR work, and the South Asia Gallery and other work with South Asia will engage local diaspora audiences, and meet strategic international needs. b) The Museum plays an increasingly central role in the Social Responsibility agenda c) Strength of partnership with other cultural institutions in city region means greater impact across a wider area including GM d) Emphasis on tackling issues such as biodiversity, volunteering, sense of place and worklessness represents an opportunity to work towards greater links with city-region objectives 	<p>Threats</p> <ul style="list-style-type: none"> a) Policy of some key trusts and foundations (eg Garfield Weston, Foyle) of only allowing one successful bid from each institution every two years means our fundraising plans, particularly for the Courtyard project, have to be extended and may be compromised b) Increase in risks, from thefts to child protection means we must maintain or increase vigilance c) Brexit and other factors are leading to increased construction costs and skills shortages, which may have an impact on the capital project

Actions to be taken in mitigation of weaknesses and threats:

- Work very closely with DDAR to deal with recent policy on bids by key trusts; discuss with CPSC how to handle this with our capital project
- Produce analysis of breakdowns of Museum main public lifts in recent years and make case for investment
- Take advice on how to resuscitate web database project
- Complete reviews of commercial activities and implement recommendations
- Continuously monitor risks and take mitigating actions at capital project meeting, Joint Leadership Team and Health & Safety Committee

3. PERFORMANCE AGAINST THE MANCHESTER MUSEUM STRATEGIC PLANS

1 Create a great visitor experience through excellent services and innovative programmes

Exhibitions

Making Monuments on Rapa Nui: Statues of Easter Island (2 April–6 September 2015)

This exhibition showcased the Easter Island statue moai Hava on loan from the British Museum, along with objects on loan from the British Museum, Horniman Museum, Pitt Rivers Museum, National Museums Liverpool, Natural History Museum, Oxford University Museum of Natural History and Gallery Oldham. The exhibition was developed with Prof. Colin Richards and drew upon the results of AHRC-funded research involving University of Manchester, UCL, Bournemouth University, Orkney Research Centre for Archaeology, and the University of Highlands and Islands. The exhibition was seen by 154,264 visitors in total.

Phantoms of the Congo (11 September 2015–10 April 2016)

Nyaba L. Ouedraogo is a self-taught photographer born in Burkina Faso, and now working and living between Paris and West Africa. 'Phantoms of the Congo' was a photography exhibition drawing on Joseph Conrad's 'Heart of Darkness', which explored European colonialism and racism through the journey of an ivory transporter down the Congo River. Ouedraogo constructed his own scenes from the Congo, re-enacting scenes from the novel and following the journey taken in it, while questioning notions of savagery and the residues of colonialism. This exploration of territory through photography reminds us both of the development of colonial Africa, and the rich history of the people who live on the Congo's banks. The artist described the works as 'photographic poetry'; he uses the language of rituals and the mystical to express his vision, as opposed to describing the reality of life. Ouedraogo's photographs were structured around oppositions; violence and peace, shadows and light, and show the humanity of life on the Congo River.

Gifts for the Gods: Animal Mummies Revealed (8 October 2015–17 April 2016)

This was the Museum's first touring exhibition for many years. It explored the religious meaning, modern appeal, and scientific study of Ancient Egyptian animal mummies. The exhibition was based on the work of two UoM Leverhulme Trust-funded researchers in FLS (now FBMH), and was supported by a 'People Grant' from the Wellcome Trust. The exhibition was seen by c.150,000 visitors when at the Museum. The exhibition was produced in collaboration with World Museum Liverpool (part of National Museums Liverpool) and Glasgow Museums, and toured to these venues May 2016-February 2017. A review in the Museums Journal said 'this well-rounded, interdisciplinary exhibition succeeds in presenting university research in an inclusive manner... and demonstrates the value and impact of collaborative exhibitions.' Visitors commented: 'one of the best exhibitions I have seen in a long time' 'absolutely loved the display with a huge fascination of Egypt and how Egyptians lived. This truly opened my eyes'. Researchers took part in the European Researchers' Night event.

Take Me Back To Manchester (1 April–1 September 2016)

This exhibition was based on the work of local artist Oliver East, who, in 2015, recreated the walk of the famous elephant Maharajah (whose skeleton is a star attraction in the Museum) from Edinburgh to Manchester's Belle Vue Zoo in 1872. This work was a joint commission between the Museum and Lakeland International Comic Arts Festival. Oliver has produced a full-length comic of the journey, mixing his own experiences with those of Maharajah and his keeper. This work was presented at the Lakeland International Comic Arts Festival in October 2015, and the Toronto Comic Arts Festival in May 2015. A film of the project was developed by Lakes Culture, with funding from Arts Council England.

Humans in Ancient Britain: Rediscovering Neanderthals (22 April–13 July 2016)

This exhibition was a partnership project with the Natural History Museum, including the extremely famous and scientifically important 400,000-year-old Swanscombe skull, along with Neanderthal artefacts from the Museum's collection. The exhibition included contributions from UoM researchers in FLS, CHSTM, Archaeology and Geography. The exhibition attracted an estimated 44,013 visitors.

Hiroshima and Nagasaki commemoration (August 2015)

The Museum collaborated with the Mayors for Peace network (in which Manchester plays a leading role) and the city of Hiroshima on a schools art project around nature and peace in 2015. As a result of this project, the Museum hosted the city's civic commemoration of the 70th anniversary of the atomic bombings in the Living Worlds gallery in August 2015. Later in the year, the Mayors for Peace network and MCC invited the Mayor of Hiroshima to the University. He met with schoolchildren in the Rutherford Building, who performed poetry and exhibit artworks based on their project, before visiting the Museum.

Climate Control (11 May – 4 Sept 2016)

(see Introduction above for details of the Climate Control exhibition)

Visitor Services

The main focus for the Visitor Team this year was to move away from our reliance on casual contracts to develop and implement (12x Whitworth & 10x Museum) new permanent Visitor Team Support Assistants contracts. These positions have strengthened and united the team to deliver an excellent visitor experience to all our visitors. Each team member now has access to all UoM training systems and has security in their roles. This has significantly increased morale and their feeling of being valued.

In terms of development, we have teamed up with local organisations such as HearFirst, MindsEye, Henshaws, VocalEyes and Alzheimer's Society to create bespoke training for the team. This includes Mental Health awareness, British Sign Language, Audio Description and each member of the Visitor Team management is a Dementia Champion and every VTA/VTSA is a Dementia Friend. As a result of these partnerships, our teams feel valued and more confident to engage with everyone who walks through our doors. We are also the first organisation to consistently run STAGETEXT live caption tours as part of our monthly offer (Alternative months at each venue). Each year we collaborate with Venture Arts to develop work placements for learning disabled people to gain experiences of working within our Visitor Teams.

2 Facilitate innovative educational opportunities for Early Years, schools, colleges and lifelong learners

Early years

2015-16 has been another successful and innovative year for Early Years work at the Museum. A total of 23,764 under 5's visited the Museum through both the family and learning programmes. The number of under 5's visiting as part of the learning programme has increased by 18%, largely due to the development of new sessions such as 'Habitat Explorers'. The main focus has been on developing new relationships with non-participating schools in key local wards, by offering free sessions and professional development opportunities.

We have worked with the Lead Health Visitor for Perinatal Mental Health to pilot our Baby Explorer session with a group of mums and babies. We also supported a family weekend event with the International Centre for Language and Communicative Development (LuCiD), which was held in the Museum in November 2015. Approximately 30 LuCiD staff and students were involved in the events, which attracted over 1000 visitors. We have also continued our relationship with research staff at the Max Planck Child Study Centre by supporting MA student research projects, focusing on young children's language acquisition in the Museum.

Elaine Bates, Early Years Coordinator, undertook a 3rd year of research at the Centre for Research in Early Childhood in Birmingham on their MA programme, resulting in a final award of a Distinction. In partnership with Martenscroft Nursery School and Children's Centre, she has been working with families with 2 year old children to develop a sustainable model for engaging local non-visiting families. This has focused on supporting family visits over a 4 week period in order to develop their confidence to visit independently, leading to increased participation in the museum, increased parent-child interaction, and a progression in the language and communication skills of the children.

We have continued to share our early years practice through the Culturebabies blog. This year we have also supported visits from museum professionals nationally and internationally, presented our work at conferences such as Captivating Spaces and the NatSCA conference and submitted our paper 'Can natural history collections support a connection to nature for young children and families?' to the NatSCA Notes and Comments for publication in July 2016.

Primary Learning

This year, 23,428 primary pupils participated in the formal learning programme. 'Egyptian Worlds', our most popular session, was enhanced between October and April by a trail and supplementary resources linked to the Museum's research-based temporary exhibition 'Gifts for the Gods'. We have also piloted and embedded a new 'Greek Super Learning Day' in response to the changing needs of schools, which was oversubscribed with 388 children participating.

Local schools have been a key focus this year. In addition to pupils from Medlock Primary participating in Museums Takeover Day to curate a display cabinet for the lunch room, a wide-reaching programme of activity took place with Stanley Grove Primary Academy. This included 284 children and family members taking part in Museum-led activities at the 'SMArt Palace' half term activity in February 2016, as well as 61 staff from Stanley Grove and Rushbrook Primary Academy taking part in INSET training at the Museum in September 2015. All 720 pupils at Stanley Grove Academy had contact with the Museum through either a school visit to the Museum or a Museum outreach visit. A further 30 children and 20 staff took part in Manchester Day Parade in June on a float inspired by Museum objects. The evaluation for this extensive collaboration will be completed in 2016 and will become a model for embedding family engagement in the schools programme.

The Museum remains a key partner in the Cultural Explorers Programme (CEP; formerly Cultural Access Programme), for which we coordinate visits to all four of the University's cultural institutions. In 2015-16, CEP provided free (coaches paid) visits for 9 year olds from 18 local schools (an increase on last year's 16). In total, 894 children participated in this programme. The programme also encouraged local family visits by offering the visiting children free gifts if they visited at a later date with their families.

We have continued to develop our work with trainee teachers. Building on the previous year's collaboration with MMU, in 2015-16 the primary team reached approximately 500 trainee teachers across MMU, the University of Manchester and Teach First. These sessions built confidence in trainees in organising trips and in using enquiry-based learning. The team also hosted a number of 'Teach Meets' including a private preview of 'The Study' for teachers in September and a networking event aimed at sharing experiences between NQTs and students.

Secondary and Post-16 Learning

A total of 2,768 students took part in the Secondary and Post-16 programme this year. The programme was enhanced with the development of a new session linked to 'Gifts for the Gods: Animal Mummies Revealed'. The secondary science 'Animal Mummies' session focused on using current research techniques to investigate mummified remains and is led by a PhD student. This was delivered to six schools, reaching 89 Key Stage 3 and 4 pupils, and will be embedded into our Real Life Science programme as a legacy of the exhibition. We also developed two new 'Engage with the Experts' days 'The Physics of Imaging' and 'Technology in Archaeology'. 53 Key Stage 5 students worked with University researchers during these two study days, which will also remain on offer as part of our A-level study day programme.

In the summer term, the Museum trialled the University's new 'Eco Factor' schools competition, developed in partnership with European City of Science. Linking with the Museum's 'Climate Control' temporary exhibition, the competition targeted key stage 3 and 4 pupils and will run again in 2016/17 on a larger scale. We also hosted an Arts Council supported Poet-in-Residence who produced a self-led resource for pupils to create collaborative poetry and a number of original collection-led poems to share with our schools and family

audience. These school activities were trialled with 103 pupils from Westborough High School (Dewsbury) over the course of two KS3 Literacy Enrichment Days and received excellent feedback from teachers.

We continue to work in partnership with departments across the University to support their social responsibility work, such as our 'Inspiring Futures' event which was delivered in collaboration with the Faculty of Medical and Human Sciences. This event aimed to actively engage pupils in science and medicine and raise awareness of career opportunities in the healthcare sector, and was 'highly commended' at the Making a Difference Awards, 2016. The Museum was able to contribute to this day by delivering our Medicine in Ancient Times sessions, led by a University PhD student, and we reach 48 year 8 pupils from various Widening Participation targeted schools, including Manchester Creative Media Academy.

91 secondary science teachers from Manchester Catholic Education Partnership (MANCEP) attended a Museum-based Teacher CPD day to explore how the collection could enhance the science curriculum.

The Museum was part of a successful Stage 1 bid to Science Learning +, an international initiative that aims to understand the power of informal learning experiences inside and outside of school and a partnership between the National Science Foundation, the Economic and Social Research Council and the Wellcome Trust. The Museum along with Harvard Museums, the Natural History Museum and other leading institutions is working on a project that looks at the role of natural history museums within science education and how schools and museums might complement one another. A stage 2 bid for up to £1.5 million for up to 5 years was submitted in 2016.

Student engagement and volunteering

Over 800 first year international students came to Night at the Museum. This event was part of Welcome Week and produced in partnership with International Relations, Widening Participation and Student Ambassadors (UoM). DJs played music inspired by our collections and exhibitions and creative practitioner, Alan Birch did a printmaking workshop inspired by our collections and over 100 students produced a print.

The Student Engagement Coordinator and Volunteer Manager recruited The Study Student Consultants and consulted them on the development of a new volunteer role for students, to support The Study. The Student Consultants helped to shape the call out to recruit a core team of Student Volunteers who were to lead activities and inspire visitors in this unique learning environment and also shape the The Study Student Launch.

120 students came to The Study Student Launch to explore life, the universe and everything in this new thinking and learning space. Our guest speaker was Tom Higham, Executive Director of Future Everything, an award-winning innovation lab for digital culture and annual festival. As part of the Study Student Launch, we ran 'University Museum Challenge' in our Living Worlds gallery, with a full quiz set-up; buzzers, quiz host, announcer and score operator. The teams were current university staff and previous University Challenge

contestants from the University. The quiz master was Stephen Pearson, who coaches the University of Manchester team for University Challenge. The questions covered a wide range of topics, many inspired by Manchester Museum's collections.

Over 8000 students came to the Start of Year Fair and over 1000 students engaged with the Whitworth and Manchester Museum's joint stand where staff talked to students about how they can make the Whitworth and Manchester Museum a part of their academic, social and cultural life. We also had exhibition programmes and objects from our collections that students could interact with.

We continued to run Xtremuseology, a student-oriented initiative in partnership between the Centre for Museology (UoM), the Whitworth and Manchester Museum.

We actively promote volunteering various projects through targeted recruitment drives and attendance at networking events. This year we attended a number of student fairs organised by UoM and have worked with 104 student volunteers.

Outreach: Inflatable Museum

Following a second successful bid for £25,000 to the Zochonis Charitable Trust, 2016 saw the highly successful launch of the primary learning team's new Inflatable Museum and its accompanying outreach programme *Archive Explorer*. Designed by leading stage designer Ben Stones and manufactured by Ingenious Inflatables, the Inflatable Museum is a portable learning environment that allows for the delivery of immersive learning experiences in the school environment. Its launch has increased the capacity of the primary learning programme, allowing us to better satisfy demand and target non-visiting schools whose pupils might ordinarily face barriers to engaging with cultural institutions.

Elements of the Inflatable Museum's first workshop, *Archive Explorer: Ancient Egypt*, were piloted in May 2016 by 211 pupils from Stanley Grove Primary Academy and St. Anne's RC Primary, a previously non-visiting school located in one of Manchester's most disadvantaged areas.

A high-profile public launch, held in Albert Square in Manchester city centre in April 2016, was an enormous success, with approximately 1,000 people attending on the day and extensive local (BBC Northwest Tonight, Manchester Evening News) and national (Museums Association, Department for Culture Media and Sport newsletter) media coverage. This initial interest culminated in an appearance on BBC's Newsround, filmed at Stanley Grove Primary Academy, which has been viewed 90,000 times online.

Beyond its core remit as a schools engagement tool, public interest in the Inflatable Museum concept – both locally and nationally – has been far beyond anything we could have anticipated. June 2016 saw the Inflatable Museum appear at Stanley Grove's Eureka! Science

Festival, where it attracted 1,050 visitors including pupils, families, friends and local residents with no previous connection to the school. The Inflatable proved similarly popular at Culture Shots, a collaborative health and culture festival run jointly between Manchester Museum, Whitworth Art Gallery and Central Manchester Foundation Trust hospitals. Popping up in the atrium of the Royal Manchester Eye Hospital, the Inflatable engaged 294 patients and staff over the course of two days.

July 2016 saw the Inflatable Museum appear at Manchester Cathedral for the Tiny Science festival, a branch of Manchester's European City of Science programming aimed specifically at under 5s. 115 children and 92 adults attended a day of activities including spotting workshops inspired by the Museum's Nature Discovery gallery and the ever popular Magic Carpet story-making sessions.

3 Engage our many communities in ways that are meaningful to them

Social Responsibility Awards

The Museum had great success at the recent awards, reflecting the extent to which our commitment to social responsibility underpins many of our activities.

Outstanding teaching innovation in social responsibility

Winner: Dr Holly Shiels (FLS) and Dr Rachel Webster (Manchester Museum)

Learning Through Objects

Outstanding public engagement initiative: staff

Winner: Dr. Lidija McKnight, Dr. Stephanie Atherton-Woolham (FLS), Dr. Campbell Price, Anna Bunney and Victoria Grant (MM)

Gifts for the Gods: Animal mummies revealed

Outstanding contribution to equality and diversity

Winner: Chad McGitchie (The Whitworth and Manchester Museum)

Inclusion through recruitment

Outstanding professional support services, library and cultural institutions' support for social responsibility: cultural institutions

Winner: Wendy Gallagher (The Whitworth and Manchester Museum)

Health and Culture Programme

Outstanding contribution to environmental sustainability

Highly Commended: Henry McGhie, David Gelsthorpe, Rachel Webster, Dmitri Logunov and Alex Bird (Manchester Museum)

North West Natural History Museums Partnerships

In the context of Manchester Museum's Courtyard Project capital redevelopment, the Museum was part of a successful bid with Common Cause Foundation to the Minor Foundation for Major Challenges, to fund a piece of work related to Manchester's values as a city region. This work is an extension of the Museum's long-standing involvement in the Happy Museum project and seeks to explore the Museum's ambition to adopt a 'Museum for Life' ethos through its capital works. The funding from the Minor Foundation will pay for one year, four day a week post, Common Cause Foundation Coordinator, based in the Museum. The post-holder will start work in autumn 2016, developing resources, delivering activities and facilitating networks that explore what matters to the people of Greater Manchester.

Lifelong learning

Much of the last year's lifelong learning programme has been centred on The Study. 3376 people have participated in Study events.. The opening weekend was celebrated through a partnership event with Manchester Craft Mafia, followed shortly by a banquet curated with the Manchester Food and Drink Festival. The Manchester Literature Festival held readings and events, including prize-winning author Kate Mosse, who explained the research process in her work, with readings from her novel, *The Taxidermist's Daughter*. The Study was a stunning setting for Manchester's first European Researchers Night in partnership with the Natural History Museum. Over 250 people participated with 97 researchers from across the Universities of Manchester, MMU, Liverpool John Moores, Chester and Chester Zoo. We are delighted that funding has been secured to repeat this success in 2016 and 2017.

The Study has been a testing bed for different types of adult engagement, as well as a venue for existing participatory programmes, such as Collection Bites and object identification sessions and Rock Drop. Crowdsourcing events with ISPEX air pollution study and the University of Cardiff Imaging Egypt have taken place, alongside lightning talks, including by students for International Women's Day and by the University Biology Society. In April we held a Study Researcher twilight evening, which has led to a number of activities including workshops led by Lynne Chapman, sketcher in residence with the University's Morgan Centre for Research into Everyday Life. Massive Change, an event which brought a mix of thinkers and researchers together to consider the future of the city was curated by the Biospheric Studio.

The Study has also been the impetus and host for a number of research-led projects which have led to a range of activities. RCA artist and filmmaker Megan Powell's 'After the Bees' project has been informed by beekeepers, our collections, the University Environmental Sustainability programme, scientists including Dr Jennifer Rowntree, and Study visitors through participatory workshops. *After the Bees* will be exhibited in November 2016, with a premiere of the artist's film narrated by Maxine Peake in 2017. Icon Dance used the Study as a research base giving a mixed aged group of people from a non-dance background the opportunity to work with a choreographer to respond to museum collections. Musicians from Common Ground in partnership with new music charity, *Sound and Music* were based in the Study to research collections from our Earth Sciences and Entomology collections to write 'object score' pieces – Sonorous Matters - which was premiered in the museum in March. The Study also became the natural home for projects started in previous years. Rutherford's Garden arts and science project is now on display in the Study and artist James Brady led a series of Energy Interviews as part of Manchester Science Festival. The Owl Project presented a research talk in the Study about their project to investigate the sounds of flintknapping with experimental archaeologists led by Dr Elizabeth Healey from archaeology. Their piece was later premiered as part of the Stone Age Big Saturday in November. Artist Oliver East delivered a graphic novel workshop, as part of Take Me Back to Manchester project in March.

'English Corner', our joint project across Manchester's museums, delivers free English conversation classes for new arrivals and has found a natural base in the Study. Talk English (a government, DCLG funded ESOL project) has continued to introduce over 160 learners to the Museum as a civic and learning space for themselves, their families and communities.

Using the Museum Comes to You outreach programme we continue to work in partnership with the Stroke Association, Manchester Carers forum and Alzheimer's Society support groups, Junction 17 young persons' secure mental health unit, connecting with people at risk of social isolation through their support networks in their communities. This has allowed the Museum to connect with over 3,845 adults and young people through the Museum Comes to You programme.

Health and Culture

The arts and health programme was established in 2008, and focuses on developing strong and successful cross-sector, interdisciplinary partnerships with hospitals, including Central Manchester University Hospitals NHS Foundation Trust, Trafford General and Altrincham Hospital, Maggie's Centre at Christies Hospital and their community health service providers, such as Macmillan Cancer Support, Stroke Association, Autistic Society, Henshaws Society for Blind People, Seashell Trust, and Kidneys for Life.

We work closely with our colleagues and students across a number of faculties and research teams. These include MICRA, School of Medicine, Faculty of Nursing & Midwifery, Faculty of Life Sciences, and the Faculty of Humanities, Medical Humanities Laboratory and Institute of Cultural Practice. Together we co-produce programmes, events and resources inspired by our collections for the benefit of our community. Through collaborative practice and research we aim to create a culture of cooperation and coordination between the arts, health, social care, public health, other local services and the third sector for wider social impact.

+Culture Shots is a yearly advocacy campaign delivered in partnership by museums and hospitals. It culminates in a week-long series of free events, planned to fit around a busy working day, offering individuals an opportunity to be enthused by culture in the hospital environment. Culture Shots is designed to provide an opportunity to see how culture can enhance the health and well being of health and social care professionals as well as their patients and families. This year it engaged with 3,750 hospital staff, patients and visitors. The event also ran a print making competition for the hospital community.

We have further developed our work with people living with dementia, drawing upon the significant expertise within the University. This includes Dementia@Manchester and DART (Dementia Ageing Research Team). Wendy Gallagher, Arts for Health Partnership Manager sits on the steering group Education & Training, Raising Standards of Care and Promoting Activities at Central Manchester University Hospitals NHS Foundation Trust. We now deliver twice yearly Dementia Awareness and Arts Training to hospital staff and volunteers – whilst also signing up participants as Dementia Friends through the University programme.

This work is of increasing national and international interest. In November 2015, the Alzheimers Society published its *Guide for Dementia Friendly Arts Venues* (outcome of Prime Ministers Champion Group on Dementia for the Arts). Esme Ward was one of its expert authors and there were several Manchester case studies throughout. In October 2015 Wendy was invited to the Museum of Communication in Frankfurt to present our work and programmes for people living with dementia and their carers.

ArtMED is a collaborative programme between the Faculty of Life Sciences, Faculty of Humanities and Manchester Medical School, the Whitworth and Manchester Museum. The programme involves students and professionals from medical and healthcare backgrounds visiting in small groups to explore works of art and objects in relation to areas of their curriculum or professional specialisms and to undertake object based lectures in relation to biomedical research, ethics, law and human rights. The *ArtMED* program encourages the development of visual literacy for a group of students and professionals whose observational skills will be essential in their future medical and nursing careers. At a deeper level, a visit to the Museum broadens their awareness of the value of culture in enriching their understanding of the world in which we live. The visit demystifies the Museum and affirms the potential for arts and heritage to intersect with the medical world. This programme has developed significantly over this year and now has students of nursing from Edgehill University making 4 visits per year, with regular participation from GP Trainees from Manchester and social workers from Christies.

Increasingly the arts and health activities are of interest to researchers and students from a range of disciplines. The Arts Council England-funded (£192,000) research programme Not So Grim Up North is now underway. This is a partnership between the Whitworth/Manchester Museum, UCL and Tyne & Wear Archives and Museums to undertake a longitudinal research project that investigates the impact of culture on recovery and wellbeing. Three PhD studentships from Edgehill University have based their research proposals on the Health and Culture programmes at the Whitworth and Manchester Museum. Five MA Arts Management and Art Gallery and Museum Studies students have also based their dissertations on the programme.

Wendy Gallagher has recently been funded by the NHS to study part time for an MSc in Dementia Care and has successfully passed the first year of the course. Wendy is the winner of this years Making a Difference award for Outstanding professional support services, library and cultural institutions support for social responsibility: Cultural Institutions.

Age Friendly Work

The Age Friendly work continues apace. Inspired by 'Gifts for the Gods: Animal Mummies Revealed', the Museum piloted a Museum Comes to You targeted age friendly outreach programme. The pilot was taken up by six Age Friendly community groups leading to a designated exhibition tour with the curator for participants of the programme. The pilot resulted in a total of 72 participants. We continue to offer tours and supported visits to organisations with wider reach, working with Henshaws Society for the Blind, supporting 40 of their service users to access the Gift for the Gods, and Alzheimer's UK through the Coffee Cake and Culture programme.

The Whitworth and Museum are viewed as leaders in arts and ageing and are regularly invited to share their work (nationally and internationally) and advise widely on how to develop age-friendly culture. In June 2016, Esme Ward was invited to give a keynote presentation on Manchester's ambition for arts and ageing at a cultural leadership summit in Hong Kong and whilst there, ran dementia sessions within the community and professional workshops with over 60 cultural and clinical practitioners, organised by the British Council.

We work closely with MICRA (Manchester Institute for Collaborative Research into Ageing) and in partnership with the British Museum, lead the Age Friendly Museums Network; promoting seminars, publications and events such as Silver Sunday across the UK, encouraging and supporting museums to work better for and with older adults.

Esme Ward is currently on a part-time secondment to the GM Ageing Hub to lead Age Friendly Culture across Greater Manchester. In May 2015 the Greater Manchester Combined Authority and AGMA Executive Board agreed to the establishment of a Greater Manchester Ageing Hub, committed to enabling older residents in Greater Manchester to be able to contribute to and benefit from sustained prosperity and enjoy a good quality of life. Her focus is the strategic development of age friendly culture, campaign development and plan for GM-wide culture over the next 3 years.

Volunteering

We have carried out a record number of volunteer recruitments for a wide variety of volunteer roles, ranging from our socially engaged volunteer programme *if: volunteering for wellbeing* to a new campaigning strand of volunteering in Climate Control. As a result, in 2015-2016 we have engaged more volunteers than every before: a total of 281 volunteers have contributed 12,882 volunteer hours over the year (with a total equivalent value of £154,584). Our diverse team of volunteers are recruited from the local community and many are students from the University of Manchester. Their overall profile is 61% female/39% male, 15% BME, 47% 18-25 year olds, 31% 26-50 year olds and 22% over 50s.

We have extended the range of public-facing volunteer roles and the number of handling tables has increased to 8. We have piloted a new way of working whereby individuals are recruited on an exhibition-by-exhibition basis, for their skills and passion to highlight issues they care about. Other roles and opportunities this year have included The Study, Everyday Scientist, Culture Shots, Visitor Finder, Nature Discovery, Talk English, the Allotment and we have launched a Volunteer Choir.

All Museum volunteers are invited to take part in continuous enrichment training programme including: Dementia Friends, Conservation, Mental Health awareness and mindfulness. ASDAN accredited training is offered to *if* volunteers by the project team, participants take part in the Volunteering Short Courses, which allows us to capture and recognise their achievements. A total of 6 volunteers have gained employment as members of staff within the Visitor Service team: a great example of progression within the organisation.

The Volunteer Coordinator chairs the Cultural Volunteer Coordinator Forum, Greater Manchester (CVCF) and sits on the steering group for the national Heritage Volunteer Group (HVG). We have introduced the new post of Age Friendly Volunteer Assistant, funded by HLF through *if: volunteering for wellbeing*. This post brings together the work of the Museum volunteers and the Age Friendly network.

if: Volunteering for Wellbeing

This is an HLF-funded social learning and volunteering programme within museums and galleries in Manchester, led by Manchester Museum and Imperial War Museum North. Evaluation presents longitudinal evidence of the dramatic impact of heritage and cultural environments on individual wellbeing. It demonstrates the changes in mental and emotional capital such as increased confidence, self-worth, reflective practice, creativity, aspiration, life satisfaction and stress reduction.

The third year evaluation report highlights:

- 231 local people recruited over two years (75% in receipt of benefit allowance)
- Over 75% report a significant increase in wellbeing after a year
- Almost 60% report long term sustained wellbeing improvement in the 2-3 years after the programme
- 65 people gained employment/other opportunities for getting into work
- For every £1 invested, the project generates at least £3.60 in social and economic worth

There have been increased levels of volunteering and citizenship, as well as positive attitudinal change towards opportunities for project participation and socialising in heritage settings. Over 30% of participants have been inspired to secure entry to further education, or improve employability and gain paid work, which sets it on par or above many other “back to work” projects, even though this is not its core focus. It is estimated from three years of data and longitudinal tracking of participants’ outcomes that the project has generated added social and economic value of approximately £2 million across the three years.

These significant results and transformational outcomes were recognised at the following awards: University’s Make a Difference Social Responsibility Awards (highly commended), Spirit of Manchester 2015 (shortlisted), National Lottery Awards 2016 (shortlisted), Adult Learners Awards 2016 (highly commended) and Skills for Business Awards 2016 (shortlisted).

Staff and participants have shared learning and best practice at conferences across UK, including annual GEM (Groups for Education in Museums) Conference and Museum Association Conference (focus on *Creative Volunteering: Beyond Policy & Procedure*).

Families

Our family programme continues to flourish. 75,882 visitors participated in 234 family events, ranging from *Big Saturdays* to family holiday events, with a core programme of early year sessions, Magic Carpet covering nature themes. Our flagship Big Saturdays for ESOF in May, July and August were all themed on different aspects of Climate Control – Rainforests in May, Climate Change with partners from University of Manchester, Manchester Metropolitan University and Liverpool John Moores and in August a Festival of Nature to link in with the summer project – I Spy Nature, encouraging and nurturing young children’s value of Nature. *Peppered Moths* formed the centrepiece of our May family events within the Museum and at the Children’s Book Festival in June. We worked with ‘Whisper to a Shout’, MMU’s schools outreach project based on the theme of the Peppered Moth; many of the participating groups and schools visited the Museum for inspiration. In July we trialled our ‘*Build A Future Manchester*’ (developed in partnership with students

from Architecture and the Tyndall Centre) event at the 'Bricktastic' event at Manchester Central. Through the school holidays there were opportunities for families to build their own vision of a sustainable Manchester.

Schools events included *Carbon Exchanges* led by the students of Our Lady's High School, Bowker Vale and St Philip's primary schools who, in partnership with Manchester Environmental Education Network, led carbon literacy activities with other students in the Museum. A wide range of existing schools programmes were tailored to link with Climate Control.

Adult events

Climate Exchange

Climate Exchange was an integral part of the Climate Control exhibition, consisting of two-way face-to-face discussions between academics and enthusiasts with the public, inside the exhibition space itself. These emphasised the importance of two-way impact. Over 110 Climate Exchange sessions took place with over 66 people delivering from key partners including the Tyndall Centre, Manchester a Certain Future, UoM Environmental Sustainability Team, academics, PhDs and students from across the UoM and MMU, as well as Museum curators. Other contributors ranged from BBC Sustainability Team, Carbon Literacy Project, Southway Housing, Manchester Carbon Co-op and Practical Action. We estimate that over 2,500 conversations took place over the lifetime of the exhibition. Climate Exchanges covered an incredibly broad range of topics, including climate futures, historical and contemporary climate change, cocoa sustainability, the palm oil industry, housing, and nuclear and hydrogen as energy sources, agriculture, extreme weather, bioenergy, carbon sinks, wildfires, impact of aerosols and air pollution on climate change and more.

Urban Naturalist, our series of monthly hands-on practical nature workshops for adults, was themed around Climate Control throughout 2016, including workshops on Peppered Moths, amphibians, edible fungi; Dr Jonathan Fairburn from CHSTM led a workshop on the impact of flooding in the North West. Film-maker Luke Blazejewski explored community action and we look forward to sessions from City of Trees and Real Food Wythenshawe.

We hosted a number of evening *After Hours* events with a wide range of partners, particularly exploring whether cultural and artistic activities changed people's perceptions of climate change, with over 500 people participating. Our *Museums at Night* event in May saw the Museum partner with collective See Saw and the Tyndall Centre to create a stunning installation event within Living Worlds. Also in May the Museum hosted 'When Tomorrow Comes', a performance of music created as the result of Dr Angela Connolly's (SEED) research into the sustainability of music festivals in Scotland and Manchester. In June, Migratory Birds: Poetry and Perceptions of Climate Change was curated by Clara Dawson, an English literature academic from the University and featured discussions and performances with a poet, ornithologist and climate scientist. Dr Rebecca Cunningham from the Tyndall Centre created a synaesthetic experience of climate change in Living Worlds, elements of which were recreated in the *Blue Dot* festival. For *Science in the City* the focus for After Hours was further exploring the theme of gaming in the role of understanding climate change – with participatory activities

organised with Tyndall Centre, Walk of Life and Downpour and a Fracking game developed by colleagues in the School of Geography and performances by the Contact Young Contemporaries. Gaia Vince spoke about her *Adventures in the Anthropocene* book, which won the Royal Society Winton Book Prize, in an event hosted by the Royal Society at the beginning of Science in the City. July also saw the presentation of an evening of Extreme Weather conversations linked with an AHRC-funded project led by an academic from the University of Nottingham, and timed to coincide with the Royal Meteorological Society conference, held in University Place. In August we held the premiere of 'The Lived Experience of Climate Change in Dhaka', based on the research of Dr Joanne Jordan from the Global Development Institute and hosted by Simon Rudd from TIPP.

Walk of Life

In June two Indian visual artists, Thukral and Tagra (Jiten Thukral and Sumir Tagra) brought their Walk of Life game to Manchester Museum. Walk of Life is a participatory piece based on discussions of water use and inspired by traditional Indian games. The Museum commissioned Thukral and Tagra to create a special edition of the game, which was installed in the Study.

Climate Flicks

With the assistance of Dr David Kirby (CHSTM), we programmed two weekends of climate-themed films. Families were catered for with the films Frozen and Happy Feet; adult screenings were of Grapes of Wrath, The Day After Tomorrow and two documentaries, The Island's President and Cowspiracy.

Open Labs: Behind the Scenes of Manchester Science

Manchester Museum was a key partner in the Science in the City event 'Open Labs: Behind the Scenes of Manchester Science', which gave a rare opportunity for people to see research in action in a number of university buildings across a number of faculties. On Wednesday 26 July the Museum acted as the hub for Main Campus tours to Geography, Life Sciences and Medical buildings as well as providing the opportunity for museum visitors to meet over 50 researchers through table-top activities.

In November 2015 our continuing partnership with LUCID (International Centre for Language and Communication Development) saw a weekend of activities at the Museum called 'Children say the funniest things', attended by 1120 participants, many of whom were parents with young children, who had the opportunity to discover more about the science of language and communication and how to support their child's/children's language and communication development.

As part of the touring Gifts for Gods exhibition, in partnership with The Ancient Egyptian Animal Bio Bank, we won 'Outstanding Public Engagement Initiative' Award for Social Responsibility. We partnered with the Manchester Histories Festival and as well as supporting events we facilitated the Discover Arts Award in partnership with the Festival, 9 children aged 5-16 completed their Arts Award Discover Award at the Museum.

Our Autism Friendly Early Openings continue to go from strength to strength and in Oct 2015 as part of the Family Arts Festival we hosted a relaxed performance of the Butterfly's Adventure, with Scallywags Theatre Company. We continue to work closely with the local National Autistic Association to develop and promote our Autism Friendly sessions and offer the Museum team Autism Awareness training. In March 2016, Victoria Grant, Family Programme Coordinator in partnership with GEM (Group for Education in Museums) and Curious Minds hosted and organised an Autism Friendly Cultural Venues sharing day. The day gave attendees an insight into Autism Awareness and was attended by 35 delegates from across the country.

Our partnership continues with Into Film whose 3 year 'Opening Minds; Transforming Lives' project in Greater Manchester aims to set up 150 free after school film clubs in Greater Manchester schools. In March we showed several family friendly films linked to the Museum's collections and with related activities as part of the Greater Manchester on Film Festival.

The Museum's work as advocate for the Happy Museum and for a Playful Museum continues and in March 2016 the Museum held a 'Museums at Play' networking event advocating the Rulebook for Play ethos which was attended by museum professionals from across the country.

Our work has also been shared internationally. In March, Vicky Grant, our family programmer, represented the Museums at Play project and broader work at a British Council Round Table in Abu Dhabi, United Arab Emirates.

Youth Board

Manchester Museum continues to work with young volunteers who form the Senior Youth Board. The Board has 15 members aged from 14 – 21 who have been involved in a range of activities from Teens Take Over Twitter day (August 2015) to supporting consultation for the South Asia gallery at the Manchester Mela Festival. The group participated in a citizen science research project lead by the Natural History Museum, Microverse, which aims to uncover microscopic life living in urban environments. The youth board were one of 120 schools and community groups contributing to scientific research. They also supported the Manchester Youth Council Launch and the Manchester Cultural Partnership Conference.

New Audiences

In addition to events in the museum we continue to support festivals, as part of our targeted audience development work with the South Asian Community. Participation includes the Manchester Mela, Diwali and British Muslim Heritage Eid celebrations, connecting with over 2,000 visitors to the Festival events. In addition the Museum is a lead partner on the Journeys Festival International, celebrating refugee arts and artists, working the Royal Exchange, Community Arts Northwest and the University's Humanitarian and Conflict Response Institute's Parenting and Families Research Group. Journeys Festival were recently awarded £730,000 from Arts Council to develop and extend the festival, including bringing it to Manchester.

Through a British Museum partnership project, 'Object Journeys' the Museum is working with the British Museum and Community on Solid Ground, intergenerational South Asian Women's Group based in Manchester to explore the British Museum and the Manchester Museum collections to provide inspiration for a display created by the group in the Museum. The group has 25 participants who have attended six workshops between January 2016 – July 2016.

Alongside broader participatory programmes, we run targeted work to attract key family audiences. This year we continued work with Trafford Young Carers Centre, who visited the Museum on a supported visit with 4 young carers and their supporting adults. In March we also held a Museum Sleepover for Manchester's Children's Heart Charity, with a total of 33 participants, 17 children aged between 7-15 and 16 adults. The Charity told us how great it was to see parents and children have quality time together, away from the everyday pressures.

4 Ensure that the Museum plays a distinctive role in the teaching, learning and research programmes of the University

Supporting a distinctive Manchester student experience

Henry McGhie and Prof. Amanda Bamford developed a 'Student Curator' scheme, which involved students attending weekend seminar-style sessions led by curators on practical museum skills. Students gained recognition for participating in the scheme, which aligns with the University's aim of 'socially responsible graduates'. The FLS 'Learning Through Objects' 2nd year biology tutorials scheme was awarded the Social Responsibility Teaching Innovation Award. Curator of Earth Sciences David Gelsthorpe also worked with Caroline Jay in the School of Computer Science to supervise an MSc project to develop a mass digitisation citizen science website to transcribe the fossil collection labels, which has subsequently been taken up to great effect by students.

David Gelsthorpe also worked closely with David Schultz (SEAES) to develop an Earth Sciences MOOC using the collections and the museum; this has had an uptake of over 15,000 users. Campbell Price worked closely with Dr Joyce Tyldesley (FLS), on the first FLS MOOC, 'A History of Ancient Egypt in Six Objects', based entirely on the Museum's Egyptology collection. Launched in October 2015, the course builds on a range of online, distance learning courses in Egyptology and has had over 34,000 worldwide users.

As the Museum is a non-academic unit, it can act as a partner in CASE studentships, but not with research based in the University of Manchester (due to the rules from RCUK). The Museum is the NERC CASE partner in a PhD with the University of Liverpool around palaeontology. We have hosted three Erasmus+ placements from museums in Iceland, the Åland Islands and Italy within the last 12 months. We hosted a PhD from FLS for three months on a BBSRC-funded PIPS placement in Botany.

Supporting student teaching and learning

The Museum has seen significant, year on year increases in the use that is made of it for student teaching and learning; the number of modules using the Museum has risen yet again, to 169 in total (120 in the UoM, 49 elsewhere). The number of research activities drawing on collections rose by 10% to 3,998, with many including student research projects. The number of students involved in research and teaching activities increased by 10% to 7,764 students. We have strengthened relationships with areas of the University that link most closely to our mission, notably the Tyndall Centre and Global Development Institute, and will similarly work to support the newly shaped FBMH and SEES. We have already discussed interactions with the new SEES with Profs. Colin Hughes and Richard Patrick.

Examples of direct teaching

Museum staff, particularly curators, undertake direct student teaching where this draws on the unique strengths of the Museum. Teaching takes the form of participating in field courses, and leading seminars based around collections-related topics and museum practice.

Humanities: Bryan Sitch contributed to Introduction to the Ancient World course (CLAH60510), and Issues and Controversies (ARGY30011). Archaeology objects were used in teaching ARGY20042 and ARGY20941: Changing Worlds. Campbell Price contributed to An Introduction to World Archaeology (ARGY10131), Egypt in the Graeco-Roman World (CLAH21401), Issues and Controversies (ARGY30011), From Gutenberg to Google (HIST31351) (as did Henry McGhie) and Living and Dying in the Ancient World SALC10122 along with tours and handling sessions for osteology students from the University of Sheffield and Egyptology and Archaeology students from the University of Liverpool. David Gelsthorpe has contributed to teaching in the following courses: GEOG 20292 on the evolution of plants and the Art Gallery and Museum Studies MA. Stephen Welsh taught on Materiality and Representation (Social Anthropology), Curating Ethnography (AGMS) and The Making of Modern China (History). , Rachel Webster lectured on GEOG 20292 Green Planet on the Evolution of Plants and on the AGMS MA.

EPS: David Gelsthorpe continued to teach on MACE10212 geotechnics course and supervised a School of Computer Science Citizen science MSc project. Dmitri Logunov gave an introduction to biodiversity to Engineering students

FLS: Curators led the FLS 'Learning Through Objects' tutorials. Dmitri Logunov lectured on forensic insects and on the Urban Biodiversity field course; he and Andrew Gray taught on the 2nd year field Course to Costa Rica. Rachel Webster lectured on BIOL21211 Ecology and Ecosystems guest lecture. She and Henry McGhie taught on BIOL10622 Field Course in Comparative and Adaptive Biology to the Italian Alps.

MHS: Details of the ArtMed programme are given on p. 23.

Supporting teaching in other universities and colleges

The Museum is also a basis for many courses from other universities and FE colleges. For example, Stockport Art College made its annual visit to see the stored insect collections in March 2016 as inspiration for art projects. Two students from Bolton textile design course to see botany collections. We also provided tours of collections for Tameside College's photography course.

Developing the use of the Museum as a vehicle for the research impact agenda

Museum and REF 2014: As reported in the last APR, the Museum featured in more Impact Case Studies than any other UK university museum (17).

To give some examples of how the Museum is supporting UoM researchers with their Impact, Prof. Colin Richards co-curated the *Making Monuments* exhibition. Dr Michael Buckley (FLS), Prof Andrew Chamberlain (FLS), Matthew Cobb (FLS), David Kirby (CHSTM), Dr Chantal Conneller (Archaeology), and Prof Jamie Woodward (Geography) contributed to the *Rediscovering Neanderthals* exhibition. Leverhulme Fellows (FLS) Lidija McKnight and Steph Woolham contributed significantly to 'Gifts for the Gods: Animal Mummies Revealed'. Dr Duncan Wilson from the Centre for the History of Science, Technology and Medicine was consulted regarding the exhibition Extinction/Survival. Dr Emma Martin advises the development of the South Asia Gallery. Climate Control was supported by an EPSRC IAA award to support impact of Tyndall Centre research (details above, under Exhibitions).

Research impact plans: We have established partnerships for delivering Research Impact with Prof. C Whitehead (University of Newcastle) on human migration in Europe; Prof. R Harrison (UCL) on 'Assembling Alternative Futures for Heritage', and Dr. A Woodham (King's College London) on 'Heritage in Times of Accelerated Climate Change'. The plans to develop a permanent gallery on South Asia in partnership with the British Museum is already involving academics from Cambridge, SOAS, UCL, KCL and Edinburgh, as well as the UoM.

Supporting research

We do this in the following ways:

- Answering enquiries from worldwide researchers. Curatorial staff answered 7,900 research enquiries in 2015–16 compared to 7,401 in 2014–15. Approximately 75% of these come from researchers beyond the University of Manchester.
- Supporting research visitors. The Museum had 2,060 research visitors to the Collections Study Centre, most of whom were academics or students. In addition, curatorial staff facilitated visits from c.480 research visitors in 2015–16, c.40% of whom came from outside the UoM.
- Sending out research loans. Research loans are a major component of making collections accessible to researchers and enabling global collaboration by facilitating UK researchers working with overseas researchers. During 2015–16, the Museum lent a total of 3,855 objects/specimens in 46 loans, of which 1,225 (17 loans) were sent internationally. The great majority of loans are sent for research purposes, including 38 loans, totalling 3,760 objects/specimens. Research loans were sent to researchers in Germany, Paris, Spain, the Azores, Mexico, USA, Australia, Russia and Poland.

Discoveries based on the Museum collection

To give some examples of research drawing on the Museum/collections, Dr Lutz Ilisch, Curator of Numismatics at Tübingen University in Germany identified a Moorish coin from Spain and a rare overstruck Islamic coin from the mint of Tanja in the Numismatics collection. These will contribute to the 'Image of Islam' project. A new species of feather-winged beetle (*Mnioticus*, *Cryptophagidae*) from Ethiopia was discovered in the collections (Esser, 2015). 'Mummies, Magic and Medicine in Ancient Egypt: Multidisciplinary Essays for Rosalie David' (2016) features research on and inspired by the Egyptology collection, and is one of Manchester University Press's best sellers. See 'Collections-based projects' (below) and Appendix 1 for more details.

Research visitors

The Museum attracts many researchers who wish to undertake longer periods of study; many come from overseas. To give some examples, research visitors to the Egyptology collections came from Australia (Melbourne), Egypt (NEMC, Cairo), Germany (Göttingen), Qatar (UCLQ), Spain (Madrid), Hungary (Budapest), Sweden (Uppsala Univ). The geology collection had research visits from the University of Sheffield, University of California, University of Birmingham, Nottingham University, University of Southampton, Griffith University, Australia and Open University about our joint STFC funded meteorite project. Entomology had 43 visiting British researchers and two international visitors, from Senckenberg Museum and Mexico. A researcher from California State University visited to discuss the nature of curatorship at Manchester Museum and the future of ethnography collections. A visitor from Japan studied plant specimens. Two Ph.D students visited from France and Malta to study archaeological material from Iktanu and Jerusalem.

Use of The Study

The Study, Manchester Museum's new public research space opened in September 2015 after more than a year of development. Founded on the principles of enquiry based learning, The Study brings together innovative research tools, University experts and collections. In the first six months of opening the Study received around 96,000 visitors and over 2,000 people participated in events. The opening of The Study involved a series of targeted launch events including a student event with a 'University Museum Challenge' quiz which attracted 120 students, a teachers event which also launched our new 'teach-meet' socials, and a researchers twilight event attended by 50 researchers from both the University and other research institutions.

Since the opening of The Study, we have been working with University colleagues to embed the use of the space in their programmes. The use of The Study for the 'Learning through Objects' programme in April was particularly successful, and was the winner of the "Outstanding teaching innovation in social responsibility" group in the University's 2016 'Making A Difference' awards. Working with the Faculty of Life Sciences, this programme used museum objects as a starting point for students to explore 'big picture' research questions. 83 students spent time in both the Study Centre and the Share section of The Study, before returning after 2 weeks to present lightning talks for family audiences at the Museum.

The space also gained much press attention and was specially commended in the 2016 UMAC Award for innovations in Museums for being an 'excellently thought out, executed and described project and an example of superb professionalism, from which all university museums can learn.' We have also been invited to speak to staff at Berlin's Museum für Naturkunde, in order to share our experiences of developing a new research space. As an evolving research space, we continue to develop The Study's content, programming and volunteering support.

5 Become known for our fresh approach to the development and use of the collection

Digital collections access

We see opening access to resources and research as a vital part of our work. We use technology from Twitter to Periscope to bring research and collections to wider audiences. We are currently partners in the EU-funded 'A Million Pictures' (digitising some of our 30,000 lantern slides), and on two Ellerman Foundation-funded projects to digitise important scientific specimens, on specimens from the famous Challenger oceanographic expedition (the Museum has collections on a par with e.g. National Museums Scotland) and type specimens of molluscs (in partnership with National Museum Wales and the Natural History Museum, London). We are at the forefront of citizen science approaches to digital engagement with collections, e.g. we co-organised the National Biodiversity Network Data Summit in 2015. A novel approach to digital access has been our work on haptic (touch-focused) technology linked with collections, which forms part of an Erasmus+ project, 'Access to Museums for Blind and Visually Impaired People Through 3D Technology'.

Volunteers have photographed more than 5,000 fossils for use in the Museum's citizen science project Reading Nature's Library. This project was developed by a School of Computer Science MSc student and has now been developed as a citizen science collections mapping tool. The project is now being developed on the Zooniverse platform.

Volunteers have photographed General Flowering Plant type specimens to make them available online. The 'Everyday Scientist' volunteer programme was launched and has created over 9,000 images, which will be used to create a new online, crowd-sourcing activity. In Egyptology, volunteers have photographed several hundred items in storage and added location for several hundred more; several hundred items in the Egyptology archive have been scanned and transcribed.

Using social media to promote collections

The Museum's Climate Control exhibition and programme provided a new opportunity to promote the collection and collective action on climate change. #MMClimateControl engaged with people across the world on themes such as memories of snow, how Manchester has transformed and our Ten Ways to Make Difference call to action. Bryan Sitch wrote a blog post about thematic collecting for NW Museum Development. The Egyptology Blog is approaching half a million unique views and #AnimalMummies continues to be popular. Linking to national/international hashtags has greatly increased our reach e.g. tweeting on #worldbookday.

A key priority has been developing our social media profiles to attract harder to reach and more diverse audiences as well as increase and encourage digital access to our collections. We have continued to actively engage with visitors on Facebook and Twitter, and have started to use Instagram and Snapchat as modes of communication. We recognise a need to target a younger adult audience and both platforms are currently largely used by 18 – 30 year olds. Over the last year our Instagram profile has grown over 100% with just under 2500 followers.

As part of our Climate Control exhibition we ran a successful targeted campaign using #MMClimateControl to attract visitors and highlight some of the issues the exhibition highlights. This provided us with an opportunity to present the museum as a campaigning museum online. We were recognised by Manchester Evening News and the Museums Association which both featured articles about our social media campaign and its potential to highlight difficult issues. As the campaign was successful, we have continued to use social media to highlight our exhibitions and now build in a campaign alongside the exhibition.

As well as using social media platforms, we have started to live stream our activities and events on Periscope to enable activities to open up to an international audience as well as make them accessible to local audiences who may not be able to get here. We live streamed our After Hours event as part of our Animal Mummies exhibition on Periscope which was targeted at an adult audience. The live stream was watched by over 830 live viewers. Another notable event was the live streaming of a lecture delivered by Dame Vivienne Westwood to a student audience as part of our Climate Control exhibition. We were able to direct individuals who had not been able to acquire a ticket to the live streaming on Periscope as well as to individuals who were interested online.

Website Redevelopment

We began working with UoM IT to redevelop the Manchester Museum website. The priority for redevelopment has been modernising and improving the layout and visitor flow and to better perform on mobile devices. By basing the development on content types commissioned at the Whitworth we have been able to reduce related costs. Work on this is ongoing, with a soft launch planned for the end of November 2016.

Work continued on a parallel workstream to improve the collections search and its links to our collections database Ke EMu. It was disappointing, therefore, that this project was cancelled recently without discussion with the Museum.

Regional working to promote collections and their use (see Esteem Measures for national and international roles)

Henry McGhie heads up the North West Natural History Museums' Partnership, with support from Museum Development North West, to provide advice and support, and advocacy, for NW museums. Stephen Welsh is the North West regional representative and committee member for the Islamic Art and Material Culture SSN. He is also still the ACE Museum Mentor for RNCM and is a member of their Collection of Historical Musical Instruments (CHMI) Management Committee. Campbell Price is North West Representative (and former Chair) of the Egyptology SSN, the Association of Curators of Collections from Egypt and Sudan (ACCES)

Thematic collecting

Curators continue a programme of thematic collecting, identifying contemporary issues and cross-disciplinary themes around which to collect objects and associated context. This approach, which draws on work by the Director, addresses the lack of active collecting in museums today, and aims to reinvigorate acquisition and debate around certain topics. A major contemporary theme is that of

'migration'. The first phase of the project involved curators developing skills in researching and recording relevant contextual information through visits, and preparing and editing filmed interviews with individuals connected to themes. In the second phase, the resulting videos have been reviewed and made available online through a blog (<https://thematiccollectingmanchester.wordpress.com/>). Through this process, individual curators have sought to diversify existing contacts, build new ones and to exploit existing academic work and funding streams in relevant areas. At present, discussions are being held with local authorities on the Greek island of Lesbos to acquire a lifejacket from recently arrived refugees, and to commission and acquire an artwork by a Syrian artist that responds to the museum's collection and the theme of migration. This work has been presented at a number of national and international conferences.

Honorary staff working with collections

HRA Kay Prag continued work on the Jerusalem and Iktanu archives in the Museum, produced three papers on these, and submitted two monographs and three articles, including one deriving from a paper "Kenyon, Jericho and the Amorites" presented at a symposium at the Institute of Archaeology organized by the Dutch NPAPH Project, the CBRL and UCL in London in June 2015.

Professor John Prag completed the Alderley Edge Landscape Project with the publication by MUP of *The Story of Alderley*. The book had two launches, in Alderley Edge with Lord Stanley of Alderley and in the Museum with Professor Michael Wood (and a performance from the Alderley Mummers). The project archive will be transferred to Cheshire Archives and Libraries. Professor Prag continues to give advice to staff and visitors on aspects of the Archaeology and Egyptology collections, notably the on the Manchester Geographical Society lantern slide collection, and for various blogs.

Graham Proudlove completed rearrangement of the Museum's collection of British centipedes and millipedes formed by a former lecturer in the then Zoology Department. The collection is the most important of its kind in the UK and probably the world. Graham is now rearranging the Museum's collection of ticks, which is important as it was collected by the African Entomology Research Committee between 1910 and 1913; all specimens identified by the leading authority on ticks, George Henry Falkiner Nuttall.

Collections-based projects

Encountering the Unexpected is a two-year project (April 2016 – March 2018) that will initiate a series of bold museum experiments with natural heritage collections to develop a framework, or set of principles, that will activate, and interrogate, the potential of these collections to support successful ageing. Funded by the Museum Association's Esmée Fairbairn Collections Fund, the project is a partnership between the Research Centre for Museums and Galleries (RCMG), University of Leicester, the North West Natural History Museums' Partnership (led by HM), and strategic partners including The Eden Project, Age UK, Wildlife Trusts and Equal Arts.

Curatorial Assistant Rachel Petts continued to prepare bird and mammal skeletons from frozen animal carcasses, with assistance from student volunteers, and has undertaken training in type specimens as part of an Ellerman-funded project. The Mesopotamian and Ancient Greek pottery collections have been reboxed and re-organised. Volunteers and students have now photographed and given a

unique location to most objects in Egyptology. The Howie mineral collection has been re-boxed and documented. 377 drawers of British butterflies and moths have been arranged in new drawers purchased with a grant from the Preservation of Important Scientific Materials (PRISM) fund. In Entomology, volunteers are extracting data from labels of British butterflies with a view to making it more widely available to aid with butterfly conservation, c.40% of data have been extracted. Documentation and recuration of J. Murphy's spider collection is ongoing. Ellerman Foundation-funded curator Jenny Norton-Wright is documenting and researching Islamic collection across Manchester, with support from curators and student volunteers, as part of the research and development for a cross-city programme on Islamic culture. Lindsey Loughtman has reviewed bryophyte storage in other museums to come up with a solution to recurate the moss collection. She designed bespoke folders with Conservation by Design, the recuration project will start next year. About 10-15% of the bramble collection recently acquired from Alan Newton (one of the best such collections in the world) is unmounted and is being worked on by volunteers.

New shelving was installed in the coin room and the coin cabinets re-organised. The herbarium has had unnecessary sinks, pipework, asbestos, damp and dry rot removed and has received double glazing with blinds and/or UV filters, extra roof insulation and additional controls to the heating system. Following the building work, it has been deep cleaned and the storage units were re-assembled or replaced. The recant of the botanical collection has allowed for a total reorganisation of the stores and improved labelling for solander boxes.

Collections Study Centre

The Portable Antiquities Scheme identification service run by Vanessa Oakden continues in the Collections Study Centre. The Collections Study Centre, which was redeveloped as part of The Study, had 2,060 users since September 2015. To give a sense of the range of uses the Centre has, in October 2015 it was used for UG seminars in Archaeology, Biology, Classics, and PG seminars in Art Gallery and Museum Studies, and Archaeology, and for an MMU Arts seminar. It was also used by individual students from Archaeology, Environmental Sciences, Classics, Earth Sciences, as well as by the Youth Board and volunteers.

Transfers

The skull of a WW2 Japanese soldier, which was returned to Japanese authorities in 2015, was interred in the Chidorigafuchi National Cemetery in 2016.

New acquisitions

Objects from the Manchester and Old Salford Exhibition were transferred from Manchester Art Gallery to Manchester Museum. They include archaeological finds from the Edwardian excavations on the site of the Roman fort in Manchester. A large collection of fossils from a private collector in Eyam, Derbyshire has been acquired. It contains high quality specimens from key sites across the UK with exceptional locality data. The collection is currently being conserved, repacked and documented. There were 18 new acquisitions in

Entomology, including the worldwide spider collection by J. Murphy (over 30,000 samples). The latter acquisition made the MM's spider collection the third in rank amongst British museums of Natural history (after NHM and Oxford).

Haptic technology

A Science and Technology Funding Council (STFC) grant is funding the development of a stone touch digital replica of a rare fossil to deliver research undertaken by scientists at Manchester University through a physical interaction with the replica. The project is being lead by Sam Sportun, Collections Care Manager, who trialed the prototype at Daresbury Science Festival in the Dino zone, where it was well received by many of the 7000 visitors who attended on the day. The work is part of a continuing part-time PhD at Loughborough University creating digital touch interactive to improve access to collections. As part of the AMBAVIs project an interactive Digital touch replica of an ancient Cat Sarcophagus was created to increase access for the visually impaired visitors to our very fragile objects. It has also been incorporated in to our Haptic Probos machine along with Gustav Klimt's The Kiss. The Belvedere in Vienna is also a project partner. A musical composition by a young composer Leo Geyer (graduate of RNCM) will be incorporated onto the digital replica and on the haptic rendering of the object.

Managing and developing our resources

The Collection Care team undertook training of two interns from conservation courses at Durham University and the Institut National du Patrimoine, Paris, France, for a 9 month period. Both completed practical conservation treatments, as well as experiencing the full range of collection care activities associated with a busy and high profile institution. Staff contributed to teaching on the University's AGMS and archaeology courses, delivered a Collections Care training programme for museum staff across the north west in collaboration with Museum Development North West and facilitated continued active use of collections in school, University and public programmes. The team have provided staff training and continued work in developing the Museum's first handling trolley - giving flexibility and high visibility on the galleries, whilst overcoming the challenges of object safety; the Nature Discovery handling table is the most innovative to date.

Nicola Walker, Head of Collection Care & Access, also leads a new collaborative working group, across Manchester Museum, the Whitworth and the John Rylands Library, which meets quarterly. The group is actively promoting collaborative working in the areas of curatorial and collection care expertise, and finding numerous synergies in exhibitions, IT, loans, transport, workshop facilities, skills sharing, emergency preparedness and staff training.

Conservators have provided external conservation services on an ad hoc basis to Buxton Museum and on an annual contract for the Garstang Museum of Archaeology, Liverpool University, whilst, the Technicians provided mounts and support to the Museum of Wigan Life, Egyptian exhibition.

6 Make sure we manage and develop our resources, facilities and workforce to deliver our objectives

The Courtyard Project

Over the course of the year, the overriding priority for development has been the launch of fundraising for the Courtyard Project. In what is, by some distance, our largest capital development in almost twenty years, the Courtyard will provide significantly expanded space for temporary exhibitions, a permanent new South Asia Gallery developed in partnership with the British Museum, a much more visible entrance area which is directly accessible from Oxford Road, and much-improved visitor facilities.

With a total project cost of £12.4 million (£1.4 million to be contributed from Museum sources and non-cash contributions) the Museum has made excellent progress against the overall target of £11 million required from external funding:

- Last year's report outlined how a request for £5 million, specifically towards the South Asia Gallery, had been submitted by DCMS to Treasury as part of the Comprehensive Spending Review. In November 2015, the Museum received formal confirmation of this commitment, announced in the Chancellor's autumn statement.
- In March 2016, we were delighted to receive notification of a successful First Round application to the Heritage Lottery Fund for a total of £4.6 million. This award includes development funding of £406,400 to help the Museum progress its plans in detail, with the full Second Round application due to be submitted in June 2017.
- Ongoing work has been undertaken throughout the year in preparation for a matched fundraising campaign for the final £1.4 million required, particularly: prospect research; development of case for support documentation; submission of initial enquiries to trusts; ongoing liaison with DDAR with a view to engaging alumni and High Net Worth Individuals with the project; initial planning of advocacy events for late 2016 / early 2017.

Revenue Fundraising

Whilst fundraising for the Courtyard has been, and will continue to be for the foreseeable future, the primary focus for fundraising and development, the Museum has continued to secure funds for additional projects across a range of external sources. Applications for revenue funding to external funders continue to be made to support exhibitions, curatorial activities, conservation and learning and engagement programmes, with applications submitted both by the development team and by colleagues in the individual Museum department(s) concerned.

During the reporting period the following has been secured:

Funder	Project	£
Zochonis Charitable Trust	Museum Comes to School – Year 2	25,000
Individual donor	Legacy donation	10,000
Individuals	Donations box income	21,133
Science and Technology Facilities Council	Dinorelief	7,335
Paul Hamlyn Foundation	Happy Museum	4,000
Natural History Museum	Science Uncovered in Manchester	6,520
Natural History Museum	Real World Science	2,016
Central Manchester University Hospitals / various	Arts and Health	6,422
Individuals	Vivarium – donations and sponsorship	2,650
Scottish Archaeological Society	Gifts for the Gods	1,000
Children and the Arts	Learning programme	1,280
Arts Council England funding for work in South Asia (see p 3)	£941,650 awarded through three schemes, shared between Manchester Museum, the Whitworth & Manchester Art Gallery, so divide by 3	313,883
Total		401,239

In addition, over the course of the year successful funding applications were also submitted to the following (although final notification of the outcome was only received after the year had ended)

Funder	Project	£
Zochonis Charitable Trust	Museum Comes to School – Year 3	25,000
Total		25,000

Grant management and reporting continues to be a key part of the development function, leading to the following grants – which had been awarded prior to the beginning of this reporting period (and reported in previous APRs) – being drawn down:

Funder	Project	£
Arts Council England PRISM Fund	Storage of Entomology collection – final payment	949
University of Manchester Learning Enrichment Fund	Collection Study Centre	5,000
Arts Council England Designation Development Fund	The Study – final payment	7,900
Wellcome Trust (* application in partnership with colleagues at KHN Centre for Biomedical Egyptology)	Gifts for the Gods exhibition – interim payment	11,667
Heritage Lottery Fund	Inspiring Futures Volunteering Programme	24,080
Economica Institut Fuer	Ambavis Project	30,674
National Art Collections Fund	Treasure Box	2,250
Total		82,520

As an integral part of the business planning process for the Courtyard Project, the Museum is preparing to undertake a comprehensive review and scaling up of its approach to revenue funding through the solicitation of visitor/general public donations. Over the past year, the first stage in this long-term approach was successfully completed with the design and installation of two new, professionally-produced donations boxes in April 2016. Installation of the new boxes has, to date, seen a 12% increase in the value of the average 'per head' donation of each visitor (7.5p per head from April – August 2016, compared to 6.7p per head in the same period in 2015).

Jo Beggs and Steve Walsh represent the Museum at the University's Development Forum, run in conjunction with the Division of Development and Alumni Relations, which brings together DDAR and cultural assets development staff on a regular basis to share prospect information and coordinate approaches to potential funders. Over the course of the past year, the team has worked closely with DDAR colleagues to support the success of wider University philanthropy initiatives. This has included: Museum tours offered to all DDAR staff as a way of introducing the Courtyard development; submission of content for the Philanthropy at Manchester blog, highlighting the role of donations from alumni and friends of the University through the Learning Enrichment Fund towards improved study facilities within the Museum's new Collections Study Centre; liaison on potential projects for the University's new crowdfunding platform; initial planning for the second Celebration of Philanthropy Day scheduled for April 2017.

Commercial Activities

In order to build a more financially sustainable future, the Museum has set out to review and reorganise its three commercial areas: retail, events and café, to maximise income.

Under the supervision of a professional buyer appointed during the year, a new approach to stock meant that the shop comfortably beat its expected turnover levels. However, due to high staffing costs, the profit achieved was only £6000. Following a review, costs have been reduced and the effect of the changes made will be apparent in 2017. We are also now exploring the development of an online presence with other colleagues in the University and intend that this will be rolled out with the Museum's new website in December 2016.

Towards the end of 2016 a review was initiated of the Museum's events business. We do not fully exploit the opportunities open to us as a unique venue. The review aim to reduce administration and free up the events coordinator's time so that she can focus more on making sales. In parallel a thorough review of costs will be undertaken to establish the most profitable activities and those that are less profitable.

One of the major developments of 2015/16 was the change of café operator, and the parallel need to refurbish the kitchen, which had not been changed for some 15 years and was no longer fit for purpose. The costs of the refurbishment were borne by the new operator (Casual Manna Ltd, trading as Teacup). These costs were higher than originally anticipated, and therefore the reduction in the payments to the Museum from Teacup were greater than budgeted. Following opening in January, Teacup have achieved what we were looking

for, which is a high quality food and drink offer that has been very popular. Feedback from customers (which include a high proportion of University staff and students) has been extremely positive. However, there have been some operational difficulties with late delivery of the operator's financial results meaning we were unable to invoice them for the commission payable to us. This in turn resulted in a reduction in income for 2015/16. 2017 will see the resumption of income from the café, although at a lower level than in previous years due to our contribution towards the capital refurbishment costs.

Facilities Management

The House Services team have overseen the planning and implementation of a number of major building and facilities projects during this period, including Fire Alarm up-grade, Intruder Alarm up-grade and the Building Envelope Project – a major maintenance project on the Museum's roofs, walls and windows – which is already demonstrating improvements in terms of energy savings and the prevention of water ingress. Staff accommodation across the Museum has been revised and the House Services team continues with further improvements.

Workshop equipment is regularly maintained and during this period new electric roller shutter fire doors have been installed around a wood store adjacent to the Technician's workshop, and a new Laser Cutter has been purchased, and used to great effect.

Lowell Wallbank, was recruited to the House Services team as Events Supervisor for the Museum as part of an improved events communications strategy and a clarification of areas of responsibility across the Museum and the Whitworth teams has seen improved delivery of a wide range of events.

Dean Whiteside has been working with Greater Manchester Police's Counter Terrorism Adviser to raise awareness and deliver staff training, and identifying potential vulnerabilities in our buildings and procedures.

Sustainability information is outlined in a separate report and utilities data reported via the Julie's Bicycle IgTools against ACE targets.

7 International Interactions and Esteem Measures

International

Nick Merriman was invited to be a keynote speaker at the international conference in Delhi in December 2015 of CIDOC, the International Committee on Museum Documentation, a specialist committee of the International Council of Museums. While there, he met with British Council colleagues to plan further work with South Asia.

The strong focus on South Asia has been noted in the Introduction, and has involved both visits to India, and visits by Indian, Pakistani and Bangladeshi artists and colleagues, as well as British Council staff, to Manchester.

Sam Sportun continues to work on the International AMBAVis Erasmus + project (2014-2016) - <http://www.ambavis.eu/>. The Project has focused on the development and evaluation of the 3D digital prototypes to improve access for VI participants in Galleries and Museums, including Manchester Museum (UK); Economica (Austria); Austrian Federation of the Blind and Partially Sighted (BSVÖ) (Austria); German Association for Blind and Visually Impaired People (DBSV e.V.) (Germany); Trnka n.o. (Slovakia); Österreichische Galerie Belvedere (Austria); Center for Virtual Reality and Visualisation (VRVis) (Austria). The prototypes developed along with colleagues at Loughborough University and Chris Dean of Touch and Discover Systems have been well received and can deliver a new positive user experience for the visually impaired on the gallery.

Henry McGhie is a participant in the 4-year project A Culture of Copies, funded by the Norwegian Research Council, and including researchers from the UK, Denmark and Norway. He was invited to give a keynote at a conference on radical interdisciplinarity and environmental sustainability at Svalbard Museum in October 2015, again funded by the Norwegian Research Council, and gave the keynote address on the Role of Museums in Science and Society in Trondheim in March 2016 to an audience of museum directors and politicians, as the culmination of a major project to strengthen the Norwegian university museum sector. He participated in workshop in Tromsø in November linked with the Arctic interdisciplinarity project.

Bryan Stith visited Accra in Ghana in connection with a proposed touring exhibition about Magic in October 2015 and University of Tübingen in Germany in July 2016 to discuss the Arabic and South Asian coins in the Numismatic collection for a project funded by the Ellerman Trust. The Museum hosted international curators from the British Museum's annual training programme, from India, Egypt, Croatia and South Africa.

Stephen Welsh met Renna Kallat, a contemporary artist from India, and spent two days with her at Manchester Museum on 14th and 15th March 2016. Renna explored the collections and will be coming back in 2017 to exhibit her work as part of The New North and South.

Rachel Webster was interviewed by international student from Clair Mansour about women in STEM subjects for her blog (a condition of her scholarship funding). Rachel and Lindsey Loughtman hosted Berglind Greta Kristiansdottir from the University of Iceland for an 8 week Erasmus funded placement as part of her Museum Studies course.

Campbell continues to coordinate the British Museum International Training programme for the Manchester Partnership. Campbell Price visited the Grand Egyptian Museum in Cairo, building on links through the BM's ITP programme and building up links for the future; collaboration with Roberta Mazza and Andrew Cottson to develop links with the Potters Museum in Australia.

Henry McGhie is an adviser to the University of Oslo Museum Studies MA, and Treasurer of the University Museums Group. Henry McGhie is a participant in the 4-year project A Culture of Copies, funded by the Norwegian Research Council, and including researchers from the UK, Denmark and Norway. He was invited to give a keynote at a conference on radical interdisciplinarity and environmental sustainability at Svalbard Museum in October 2015, again funded by the Norwegian Research Council, and gave the keynote address on the Role of Museums in Science and Society in Trondheim in March 2016 to an audience of museum directors and politicians, as the culmination of a major project to strengthen the Norwegian university museum sector.

Esteem Measures

Nick Merriman continues to be Chair of the Collections Trust, and has recently been invited to chair the Wellcome Trust's Inspiring Science Fund committee. This is a new capital fund co-funded by the Department for Business, Energy & Industrial Strategy and the Wellcome Trust that helps science centres rethink what they do and what they offer to the public, and will disburse grants from £150,000-£3 million from summer 2017. He is also a member of the National Museum Directors' Council, and of the National Natural Science Collections Consortium.

Esme Ward was on the Advisory Review Committee on the Future of Cultural Learning for Arts Council England and a member of the Prime Minister's Champion Group on Dementia (Arts), convened by the Alzheimers Society. She is also the Strategic Lead on Culture for the GM Ageing Hub. She advised Tokyo museums on community engagement and outdoor participation, invited by the British Council, Japan, and was an invited guest speaker and advisor for the International Museum Academy Programme, convened by the British Council, Greece. She has been awarded a prestigious Clore Leadership Fellowship for 2016-7.

Stephen Welsh is the North West regional representative and committee member for the Islamic Art and Material Culture Specialist Subject Network (SSN). He is also still the ACE Museum Mentor for RNCM and is a member of their Collection of Historical Musical Instruments (CHMI) Management Committee. Stephen Welsh is a HLF North West committee member.

Campbell Price is North West Representative (and former Chair) of the Egyptology SSN, the Association of Curators of Collections from Egypt and Sudan (ACCES)

David Gelsthorpe is a committee member of the Natural Science Collections Association and has participated in the Museums Association Transformers programme.

Dmitri Logunov is member of 9 professional societies (entomology and arachnology) and a section editor of the international journal 'Arthropoda Selecta'.

Campbell Price is external advisor the University of Liverpool Museums Group and NW representative of the Egypt and Sudan SSN.

Bryan Stith is a Fellow of the Society of Antiquaries, is on the committee of the Society for Museum Archaeology and Hon. Secretary of the Medieval Section of the Yorkshire Archaeological Society.

Rachel Webster won a UoM FLS 'Innovative Teaching Award' for planning the FLS 'Learning through Objects' tutorials.

HRA Kay Prag was invited to deliver the 2016 Schweich Lectures, joined the Advisory Board of a new monograph series on Middle Eastern archaeology, and was invited to act as external examiner for a Ph.D by UCL.

Professor John Prag continues to serve on the Advisory Council of the Warburg Institute, University of London, and as President of the Manchester Branch of the Classical Association. He had a leading role in the film 'Aby Warburg: Metamorphosis and Memory' by Judith Wechsler.

HCA Graham Proudlove is a Chartered Biologist (C.Biol.) and a Fellow of the Royal Society of Biology (FRSB).

Irit Narkiss is an Icon CPD Review reader, and an Icon Accreditation Pathway mentor.

Jo Beggs (Head of Development for the Manchester Museums Partnership) is a committee member and Steve Walsh (Head of Development, Manchester Museum) is a member of the North West Development Network, a rapidly growing network for development professionals from across the cultural sector in the region. The group has continued to offer excellent training and networking opportunities for the Development Team this year. Jo Beggs and Steve Walsh are both also members of the Capital Development Network, a networking forum run by Museum Development North West and the Heritage Lottery Fund, for cultural organisations undertaking capital projects.

Jo Beggs is Northern representative to the National Committee of Arts Fundraising and Philanthropy and a Board Member at Contact Theatre, Manchester. Steve Walsh is an associate member of the Institute of Fundraising.

Both Jo Beggs and Steve Walsh continue to respond regularly to requests from other cultural venues and heritage organisations across the UK, to share advice and experiences in good practice in development. Over the past year, this has included, among others: Bristol Museums; University of Sheffield Management School; Libraries, Museums and Galleries, University of Edinburgh; Tate; Royal Armouries; Visit Chicago; Courtauld; Black Country Museum; Aberdeen Museums; Dorset Development Network; Design Museum; Gainsborough House; Science Museum Group.

THE MANCHESTER MUSEUM
PUBLIC AND ACADEMIC ENGAGEMENT KEY PERFORMANCE INDICATORS

Public Engagement	<i>Annual increases in, and broadening of, participation in educational programmes and public visits to the Manchester Museum</i>						
	2011/12	2012/13	2013/14	2014/15	2015/16	% change	Comment
a) Annual number of visits	367,082	388,613	425,369	442,202	426,367	-3.5%	Roadworks & hoardings obscured museum for the year
b) Contacts with school age children	19,549	25,791	31,301	29,872	29,655	0	
Social Responsibility							
	2011/12	2012/13	2013/14	2014/15	2015/16	% change	Comment
c) Number of contacts with people from priority groups	132,063	108,847	137,924	152,562	Not available		See below
d) Definition of priority groups and further breakdown of data (as available and appropriate)	n/a	BME 15% Disabled 6% C2DE 17%	BME 18% Disabled 7% C2DE 19%	BME 11% Disabled 9% C2DE 21%	BME 20% Disabled 7% C2DE not available		In 2015-16 a new mandatory audience survey, Visitor Finder, was introduced by Arts Council. The data collection in this year was flawed, meaning the results for socio-economic groups are not reliable. After discussion with ACE and with Audience Agency, this has been addressed for 2016-17
e) Number of UoM student	n/a	24	47	83	95	+14%	

volunteers							
f) Number of staff who are school governors	n/a	2	2	2	3	+50%	
Environment							
	2013/14 Actual	2014/15 Actual	2015/16 Actual	2015/16 Target	2016/17 Target	Comment	
g) Number of environmental sustainability enthusiasts	1	1	1	1	3		
h) Number of green impact teams	1	1	1	1	1		
Customer Satisfaction	Annual increase in levels of satisfaction in users of the Manchester Museum						
	2011/12	2012/13	2013/14	2014/15	2015/16	% change	Comment
i) Results of annual user satisfaction surveys	98% Very or Fairly Satisfied	97% Very or Fairly Satisfied	98% Very or Fairly Satisfied	98% Very or Fairly Satisfied	97% Very or Fairly Satisfied	-1%	Hoardings & road works have had an impact
Academic Engagement	Annual increase in levels of teaching and research use of the Manchester Museum						
	2011/12	2012/13	2013/14	2014/15	2015/16	% change	Comment
j) Number of research activities drawing on collections <i>including contribution to publications, seminars, partnerships, PhD supervision etc</i>	1,817	2,917	3,462	3,635	3,998	+10	Concerted efforts to improve engagement
k) Number of teaching courses drawing on collections/staff <i>(to include report on course unit survey scores on which Museum staff teach)</i>	98 (70 UoM; 19 other)	123 (96 UoM; 27 other)	151	165 (117 UoM; 48 other)	169 (120 UoM, 49 other)	+2%	ditto
l) Number of students involved in research and teaching activities	4,315	5,915	6,802	7,074	7,764	+10	Ditto

Finance Summary for 2015-2016

Manchester Museum Management Accounts 31 July 2016

	Actual	Cumulative Budget	Variance
	£'000	£'000	£'000
Income			
Tuition fees and education contracts	59	0	59
Funding body grants	1,375	1,410	-34
Research grants and contracts	0	0	0
Other income	1,275	1,221	54
Investment income	16	0	16
Donations and endowments	70	20	50
Total Income	2,796	2,650	146
Expenditure			
Staff costs	2,704	2,678	26
Other operating expenses	1,305	1,002	304
Interest and other finance costs	0	0	0
Total Expenditure	4,009	3,679	329
UNDERLYING CONTRIBUTION	-1,212	-1,029	-183
Capital and Investing Activities			
Capital Income	0	0	0
Gain/(Loss) on investments	0	0	0
Pensions and Taxation	0	0	0
Sale of Fixed Assets	0	0	0
Total capital and investing activities	0	0	0
Depreciation	0	0	0
ACCOUNTING SURPLUS	-1,212	-1,029	-183

Overall:

- *The Museum reports an overall adverse variance for the year of £183k.*

Income:

- *The Museum reports income received to budget as a favourable variance of £146k. Each year, we apply for, and often receive, grants that are not budgeted for at the time of budget-setting. This income is netted off against expenditure. In the course of the year, donation income was higher than budgeted for and includes money received from a Japanese museum for a loan exhibition, as well as from the Zochonis Foundation.*

Expenditure:

- *The Museum reports expenditure incurred as an adverse variance of £329k. Much of this is balanced by the additional income noted above. The remaining variance is accounted for as follows:*
 - £100k is caused by the changes consequent on the new SORP. The majority of this relates to grants for 'The Study' 3rd floor redevelopment received in 2014/2015 but where the expenditure was incurred in 2015/16.
 - £33k is accounted for by the higher than budgeted costs for the refurbishment of the café kitchen, with this sum being payable by the Museum
 - £25k is accounted for by fees which were payable to the Courtyard Project Design Team in order to develop the designs to RIBA Stage 2 prior to the submission of the bid to the Heritage Lottery Fund. It was always planned that these fees would be paid for by releasing funds from the Museum endowments, a project which began in 2011. When planning the budget for 2015/16 we felt it was reasonable to assume that these funds would be released this year. This has proved not to be the case.
 - £25k was accounted for by further work towards the Courtyard Project, which again were planned to be taken from the endowments.

THE MANCHESTER MUSEUM
MANAGEMENT AND ADMINISTRATION KEY PERFORMANCE INDICATORS

Performance Indicator	Achievement			Comment (<i>include target where appropriate</i>)
Staff				
m) Staffing summary: headcount (<i>FTE</i>)	2013/14	2014/15	2015/16	
Admin & management	22 (21.0 <i>FTE</i>)	23 (22.4 <i>FTE</i>)	13	
Clerical	33 (30.49 <i>FTE</i>)	39 (31.85 <i>FTE</i>)	41	
Computing/IT	1 (1.00 <i>FTE</i>)	1 (1.00 <i>FTE</i>)	1	
Manual/craft	1 (0.71 <i>FTE</i>)	0 (0.0 <i>FTE</i>)	0	
Technical	14 (13.39 <i>FTE</i>)	13 (12.40 <i>FTE</i>)	22	
Total	71 (66.59 <i>FTE</i>)	76 (67.65 <i>FTE</i>)	77 (66.61 <i>FTE</i>)	
Financial Management				
n) Confirmation of managing within budget				See above
o) Detailed financial statement, including breakdown of income sources and external grants generated, and commentary				See above
p) Details of new grants awarded in 2015/16				See above

5. RISK STATEMENT AND RISK MAP

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Risk Register

Organisation: The Manchester Museum

Oct-16

[illegible]

6. COMPLIANCE STATEMENT

Table 4: 2016 Returns from Directors of the Manchester Museum, Whitworth Art Gallery, University of Manchester Library and Jodrell Bank Discovery Centre

	1	2	3	4.1	5.1	5.2	6	7
	Are you confident that you understand your financial management responsibilities?	Are you satisfied that all necessary internal control processes are in place to ensure that any significant variances from your approved budget can be properly identified and controlled?	Are you satisfied that your authority to spend (and those exercising it on your behalf) is not compromised by any conflict of interest?	Has the School compiled a register of interests for the academic year 2015-16?	Does your Operational Plan contribute to the University's Strategy for Environmental Sustainability?	If so, is there designated responsibility for ensuring implementation?	Have all staff who handle person identifying data (such as personal data related to staff, students and research participants) completed the University's online Data Protection course?	I understand my legal and management responsibilities for Health & Safety and related matters, as set out in the University's Health & Safety Policy
Manchester Museum	Y	Y	Y	Y	Y	Y	Y	Y

For Library, Manchester Museum, The Whitworth Art Gallery & Jodrell Bank Discovery Centre									
Number of positive responses	4	4	4	4	4	4	4	4	Average
% Positive response	100%	100%	100%	100%	100%	100%	100%	100%	100%

Key:  Positive  Negative  N/A

7. BENCHMARKING DATA

As noted in the APR review in 2015, the University Museums Group has not collected benchmark data in recent years, so this requirement can be omitted.

8. APPENDICES

Please note: As HEFCE was undertaking a review of its Museums, Galleries and Collections Fund, no Annual Monitoring Statement was requested this year.

Conferences and seminars attended

- Sam Sportun - *Haptics, Digital Touch Replicas: Adding touch to Digital*, DCDC15 Exploring new digital destinations for heritage and academia, Manchester, October 2015
- Sam Sportun - *Objectively Speaking: Development of Haptic technology for museums and working with the visually impaired*, British Museum, London, April 2015
- Gillian Smithson - *Ebb and Flow of Collecting*, UKRG, Manchester, 16 May 2016
- Irit Narkiss (with Elaine Bates) - *Can natural history collections support a connection to nature for young children and families?*, NatSCA conference, Derby, April 2016
- Irit Narkiss - Guest lecturer for MA in Conservation programme, Haifa University, Israel, July 2016
- Nicola Walker - *Turn and Face the Change: Conservation in the 21st Century*, ICON, Birmingham, June 2016
- Gillian Smithson - *For What it's Worth: Essentials of Collections Valuation*, Natural History Museum, London, April 2016
- Gillian Smithson - European Axiell User Conference, MOSI, Manchester, June 2016
- Irit Narkiss - European Axiell User Conference, MOSI, Manchester, June 2016
- Irit Narkiss - *Turn and Face the Change: Conservation in the 21st Century*, ICON, Birmingham, June 2016
- Andrea Winn, Annual National Conference, GEM, Presentation *Measuring Magic* and led workshop, 10-09-15 and What Makes an Age Friendly City? Age Friendly Cities Network and MICRA (Manchester institute for Collaborative Research into Ageing), Presentation – Applying an Age Friendly Approach in Museums and Art Galleries, 13-09-15.
- Anna Bunney, Museums at Play seminar, Creative Volunteering: Beyond Policy & Procedure, Heritage Volunteers, Presentation

and hosted Workshop, 21-03-15 and The Happy Museum, Jointly organised and convened by Manchester Museum and the Happy Museum, 17-11-16

- Elaine Bates, Creating Captivating Spaces, Manchester Museums and Galleries Partnership, Presentation : Nature Discovery, 25-01-16 and The Nature of Collections: How museums inspire our connection to the natural world, NatSCA (Natural Sciences Collection Association) annual conference, Presentation : Can natural history collections support a connection to nature for young children and families? 22-04-16
- Kate Glynn, MA Annual Conference, Museum Association (MA), Presentation, 05-09-15, Annual National Conference, GEM - Presentation *Measuring Magic* and led workshop on 10-09-15 and Creative Volunteering: Beyond Policy & Procedure presentation, Heritage Volunteers, 21-03-16
- Vicky Grant, Autism Friendly, GEM (Group for Education in Museums) North West Presentation and Learning In Museums international best practice and exchange, British Council, Presentation and panel, Abu Dhabi, 30-03-16
- Chad McGitchie, Access all Areas, Visitor Studies Group, Panel, 11-11-15. Arts Council England's national pilot of the Quality Metrics framework, Arts Council England / Nordcity presentation, 29-04-16 and Digital Engagement event, British Council presentation Istanbul 29-03-16
- Esme Ward
 - LICA, University of Lancaster, Quality principles and the future of cultural learning, Curious Minds, Provocation and panel, 16-09-15
 - British Council delegation, presentation, 21-09-15
 - Annual MA Conference, Museums Association, presentation, 05-11-15
 - NWBLT seminar (STEM to STEAM), Presentation: early years, 09-11-15
 - Inluseum: Innovation and Cultural Excellence, British Council (Greece), American Embassy (Greece), Keynote presentation on the social purpose of museums, 26/27-11-15
 - Everything Speaks, National Trust annual conference, National Trust, Presentation on reaching new audiences, 03-02-16
 - House of Lords, London, APPG: Museums, Health and Wellbeing, All Party Parliamentary group on Arts and Health, Lead presentation, 29-02-16
 - Arts, ageing and museums, Centre for Museology, University of Leicester, Presentation on age friendly culture and Manchester, 16-03-16
 - VSG Annual Conference, Visitor Studies Group, Keynote presentation (Transforming the Whitworth), 17-03-16, Royal Geographical Society, London
 - European Museum of the Year, European Museum of the Year and ICOM, Presentation, San Sebastian, Spain, 08/10-04-16
 - Copenhagen Culture and Leisure Committee Cultural Leadership Summit, Copenhagen Culture and Leisure, Ideas exchange, 04-05-16
 - Hong Kong Arts Administrators, British Council, Keynote, Hong Kong, presentation (Ambition for Arts and ageing), 03/05-

06-16

- Roundtable seminar: Museums and Social Change, British Council, Presentation and led roundtable, Tokyo, Japan, 07-06-16
- International delegation visit, Widening Participation, University of Manchester, Presentation and tour, 12-07-16
- Cityco conversation: Arts and Sciences (ESOF), Cityco (ESOF), Presentation and panel discussion, 21-07-16
- Wendy Gallagher,
 - Research Grants and Peer Learning, Arts Council England, Presentation, Birmingham, 27-10-15
 - Inclusive Culture conference, Museum of Communication, Key note speaker, Frankfurt, 16-12-15
 - National Alliance of Museums, Health and Wellbeing Annual Conference, National Alliance of Museums, Health and Wellbeing, Presentation, 02-03-16
 - Medical Artists Association Conference, Medical Artists Association, Presentation, 23-04-16

Committees, Board memberships, Consultancy work, media appearances and publications

- Andrea Winn, Co-authored (with Esme Ward) chapter, *MuseumsEtc: The Caring Museum: New Models of Engagement with Ageing, Museums Etc, 2015*
- Anna Bunney, Northenden Community Primary School Governor
- Elaine Bates, Vice Chair of governors at Martenscroft Nursery school and children's centre, Hulme
- Kate Glynn, Cultural Volunteer Coordinators Network (Chair)
- Menaka Munro, LuCiD Advisory Board Member and Impact Champion (2015/16), North West Tonight, Inflatable Museum (13th April 2016), That's Manchester, The Study (10th Sep 2015), Print includes Time Out Manchester, Manchester Wire for The Study (Sep 2015) and BBC Radio Manchester, The Study (Sep 2015)
- Chad McGitchie, Visitor Studies Group committee member, Recruitment advice and consultancy, Fitzwilliam Museum, Cambridge and-Visit England Promotional video Culture Hosts (Visit Manchester)
 - Expert author, Guide to Dementia Friendly Arts Venues (Alzheimers Society, 2016)
 - Chapter, co-authored with Andrea Winn, *MuseumsEtc: The Caring Museum: New Models of Engagement with Ageing, publisher, year?*
- Wendy Gallagher, Governor, Seashell Trust, Cheadle

NB: Please note that shared staff (the Whitworth / Manchester Museum) are included.
Where a * is used, this denotes international / major / keynote esteem measures.

Partnerships / External organizations we work with:

- The Whitworth - provision of workshop space for Dan Hogger
- John Rylands Library – collaborative working
- Julie's Bicycle – ACE sustainability partnership
- MAST - *Manchester Arts Sustainability Team*
- Durham University – student placement
- The Institut National du Patrimoine, Paris – student placement
- AMBAVIs Erasmus + - *Haptics research*
- *Loughborough University* AMBAVIs Erasmus +
- Touch and Discover Systems - *Haptics research*
- Daresbury Science Festival - *Haptics research*
- *Royal Northern College of Music* - *Haptics research*
- *British Museum* - *exhibitions*
- *Natural History Museum* – *exhibitions*
- Kelvingrove, Glasgow – *exhibitions*
- National Museums Liverpool – *exhibitions*
- Manchester International Festival – *exhibitions*
- University of Haifa, Israel – teaching
- Institute of Conservation
- Greater Manchester Police