

THE UNIVERSITY OF MANCHESTER

ANNUAL REPORT 2008-2009

THE MANCHESTER MUSEUM

JESSE HANCOCK

was a wealthy cotton merchant from Manchester

He funded archaeologists

W.M. FLINDERS PETRIE'S excavations

19th century.

He DONATED HIS COLLECTION

for an extension to be built to house the objects

BUILT 1912-13

He left money in his will for the 1927 extension.

in 1868

The Museum was transferred to

OWENS COLLEGE

which later became

THE UNIVERSITY OF MANCHESTER

THE ORIGINAL

THE MANCHESTER MUSEUM

lie in the collection

JOHN LEIGH PHIPPS

AFTER HIS DEATH - a small group of men bought his collection

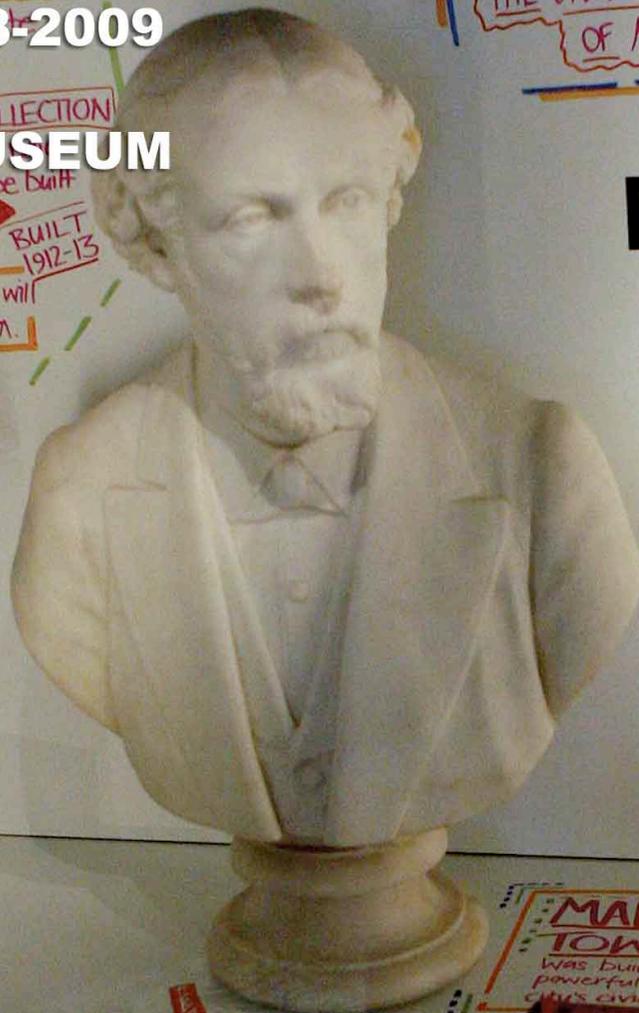
IN 1821

They set up the

MANCHESTER HISTORICAL SOCIETY

PLANT MODELS

Some of the Museum are used as TEACHING AIDS in the University Botany Department



Manchester Town Hall medallion
1877

Bust of Jesse Hancock (1826-1871)

MANCHESTER TOWN HALL

was built in 1877 as a powerful symbol of the city's civic pride

Designed by ALFRED WATERHOUSE

THE UNIVERSITY OF MANCHESTER

ANNUAL REVIEW 2008-2009

THE MANCHESTER MUSEUM

INTRODUCTION

2008-9 was a year of improved performance for the Museum. Research and teaching use of the collections remains high, both inside the university and beyond. International partnerships in China and South America began to be explored, and a close working relationship with the British Museum was developed further. Contributions towards the new 2020 goal of Social Engagement have been significant. Visitor numbers increased by 17.5%, and schools visits by 5% (in a context where we are concentrating on enhancing the length and quality of visits rather than the numbers). With the Whitworth, we continue to deliver a high proportion of the University's entire Widening Participation activity, and increasingly showcase the work of university researchers in our programmes.

Our main exhibition for the year, 'Lindow Man: A Bog Body Mystery' won Best Temporary Exhibition of the Year award from Design Week magazine and was selected by industry magazine Museums Journal as one of the two best exhibitions outside London for its review of 2008. The 'Manchester Hermit' 8-week artist residency raised challenging issues around the value of collections, and generated an unprecedented amount of national and international media attention, as well as over 30,000 blog views. Our award-winning In Touch programme working with long-term local unemployed people completed its second year and is being viewed as a model for other organisations.

We were awarded a Round 1 pass by the Heritage Lottery fund towards our bid for £750,000 to refurbish the archaeology and Egyptology galleries, and raised £187,000 towards our exhibitions and programmes celebrating the life and work of Charles Darwin (which opened in August 2009). Our work on environmental sustainability is being seen as an exemplar for the wider University. Despite the funding pressures, we ended the year with a modest surplus. However, the potential decline in a number of funding sources is a threat to continued high performance in the future.

SWOT ANALYSIS

Strengths

- Excellent collections and creative staff in a listed building
- New management structure and workforce development initiatives have led to more cohesive team working and greater focus on delivery
- Focus on delivery and high level of project funding has led to increased performance particularly in public offer

Weaknesses

- Much achievement is dependent on project funding (see below)
- Progress is slow in some areas where we are reliant on others (e.g. HR, Estates)

Opportunities

- University's new Goal 3 on Social Engagement represents an excellent opportunity to bring the Museum closer to the heart of the University
- The recession has led to an increase in public use of the Museum as it represents a good value day out for tourists and local people
- Increasing co-operation between cultural institutions in Manchester is leading to greater opportunities for international and national collaborations
- The emphasis on tackling worklessness represents an opportunity to work towards greater links with City Council objectives
- Manchester Leadership Programme placements can cement links with university
- Continued working with Beacon brings closer relationship with University (and Salford & MMU)
- Future funding challenges offer opportunity for exploration of shared service provision with Whitworth

Threats

- Funding:
 - HEFCE Review of museum funding puts £1.3 million at risk
 - Cuts to University budget may lead to reduced museum funding
 - Renaissance in the Regions scheme ends 31 March 2011 – currently provides c. £460,000 p.a.
 - Raising the Game NWDA funding (£330,000 over 3 years) ends 31 March 2011
 - Funding for exemplary In Touch initiative finishes June
- Likely reduction in funding will compromise performance

PERFORMANCE AGAINST THE MANCHESTER MUSEUM STRATEGIC PLAN

As with the previous year, the Museum developed a detailed Operational Plan for 2008-9, which was cross-referenced to the 2015 agenda and to the agendas of other funders such as HEFCE and the Renaissance in the Regions scheme. The Plan was based around six strategic objectives, and progress against these objectives is summarised here.

1. Establish and maintain the Museum's high regional, national and international standing as a university museum

The collections of the Manchester Museum are of world class importance, containing thousands of type specimens and material of particular biogeographical and environmental history importance. They are consulted constantly by researchers from around the world, and staff are linked to global networks of colleagues in universities, museums and related organisations. It is important to bear in mind that apart from the four Museum Academic Joint Appointments (part-time in Museum and part-time in different Schools), no museum staff are on academic grades, which means that the Museum is not in receipt of QR funding.

National and international collaborations

The Museum is involved in the EU-funded Grundtvig Museum Literacy (MUSLI) programme researching museum visits and engagement for adults of low educational attainment. We also continued to participate in the Grundtvig Multilateral Project 'Volunteers for Cultural Heritage', which is developing and delivering a series of training programmes for individuals in charge of running innovative and established volunteer programmes.

As an institution we began negotiations to establish our first formal international collaborations, with Wuhan Museum in China and with the National Museum of Natural History in Quito, Ecuador. The Wuhan link was facilitated by Manchester City Council, which is twinned with Wuhan, and a grant from the British Council. We intend to cement the relationship with a loan to our exhibition on 'China: Journey to the East' which opens in September 2010.

The Museum continued its ongoing partnership with the British Museum through its Partnerships UK programme. Prime amongst these was the loan of Lindow Man for a year from April 2008-April 2009. We continued planning to host a BM exhibition on treasures from China in September 2010. The Museum, together with the Whitworth Art Gallery, hosted four overseas curators (this year from Ghana and Egypt) as part of the British Museum's International Curatorial Training Programme.

In total, 32 visits were made to overseas institutions by museum staff.

International use of the museum and collections

There were a total of 72 visits by overseas academics/museum professionals and 144 overseas detailed research enquiries. These included:

Egyptian collections: Dr Gerry D. Scott III, Director, The American Research Center in Egypt; Dr Beatrix Gessler, Heidleberg Museum; Dr Daniela Rosenow, Tell Basta Research Project, Berlin; Dr Garry Shaw, American University in Cairo; Dr Larry Berman, Senior Curator, Boston Museum of Fine Arts

Archaeology collections: Dr Ben Kankpeyang (University of Ghana); Yasmin Olivier-Trottenberg, University of Munich; Andrew Prentice, University of Melbourne; Mariana Giovani, Achaemenid Virtual Museum (or MAVI = Musée achéménide virtuel et interactif), Collège de France; Dr John Ratcliffe, PhD student in Classics and Ancient History, University of Queensland, Australia.

Anthropology collections: Rebe Taylor, ARC Fellow at The Australian Centre, School of Historical Studies, University of Melbourne; Perrine Schimpf, University Lumière-Lyon 2; Darla Thompson, Research Fellow, Department of Science & Technology Studies, Cornell University; Sarah Fee, Research Associate, National Museum of Natural History, Smithsonian

Botany collections: there were research loans of specimens to the Institut National d'Horticulture, France; Gottingen University, Germany; Wroclaw University, Poland; Universitat Autònoma de Barcelona, Spain; University of Murcia, Spain; Instituto de Botanica, Brazil; Universidad Nacional de Colombia, Columbia; Landcare Research, New Zealand; Chicago Field Museum, USA; Southern Illinois University of Carbondale, USA

Entomology collections: there were research loans to researchers in the Czech Republic, Russia, China and Germany

National and International conferences and seminars

Staff are frequently invited to speak at national and international conferences to talk about the Museum's collections and practice, and the research stimulated by them. For example in 2008-9, staff were invited speakers for 41 conference presentations.

In international terms, Phil Manning was invited keynote speaker to the Symposium de Natura in Spain March 2009 and also gave two invited lectures in Auckland in August 2008, at the Auckland Institute, and at the Department of Geological Sciences. Malcolm Chapman presented a paper on *Ancient Human Remains: Display, Communities, and Contestations* to the ICOM International Committee for Exhibitions and Exchange conference in Wellington, New Zealand in November 2008, a paper on the Museum's ethical approach to the display, interpretation, storage and research of human remains to Museion at the University of Gothenburg and presented on the Museum's approach to encouraging new and developing audiences at an international conference in Turin. Pete Brown made a presentation on 'Parents & children learning together', at the Grundtvig Adult Learning Conference, Budapest, Hungary. Nick Merriman was invited to give the keynote lecture at a conference on 'Public Archaeology' at the National Museum of History in Stockholm in November 2008.

International Loans

There were 16 international loans of 1231 items from the collection. Notable amongst these are 10 objects to a major international exhibition *Egyptian Sovereigns* at the Grimaldi Forum, Monaco.

National and International research partnerships

Research projects which involve the Museum's collections and staff included:

- 'The afterlife of animals' – a project led by the Musuem-Academic Joint Appointment (MAJA) in Museology looking at the values attributed to animal specimens in museums, including academics from UCL, Roehampton, University of the West of England, and the University of Edinburgh. The edited volume arising from this project, *The Afterlives of Animals*, will be published by the University of Virginia Press in 2011.
- A major project led by the MAJA in Palaeontology on dinosaur locomotion which includes collaboration with The Natural History Museum, University of Cambridge, University of Liverpool, and Manchester Metropolitan University as well as six U.S. and two European HEIs.
- A complete inventory and analysis of the jumping spiders of Central Asia (Salticidae) by the Curator of Entomology with academics in Finland, Sweden, Russia and Kazakhstan
- A re-examination of the mineralization in the northern Lake District undertaken by the Curator of Mineralogy & Petrology, with colleagues from the Natural History Museum and the University of Newcastle.
- The Curator of Egypt and Sudan and the Head of Conservation are working on a collaborative research project on faience with colleagues from Manchester Metropolitan University and the Daresbury Research Lab
- The Heads of Conservation and Collections Development are working on a project with National Museums Liverpool, the RAF Museum and the International Centre for Digital Content at Liverpool John Moores University to develop an online learning activity for 13-18 year olds.
- The Curator of Herpetology has an ongoing project with the Faculty of Life Sciences, Aalborg Zoo and Universities of Glasgow and Aarhus to study and preserve biodiversity in association with the indigenous community of San Jose de Payamino, Ecuador.
- The Head of Natural Environments is an invited participant and adviser in a 3 year research project 'Animals as symbols and as signs', funded by the Norwegian Research Council and including participants from Universities of Oslo (where he is appointed as Visiting Guest Professor), Richmond (Texas), Milwaukee, and Massachusetts. This will lead to the production of a book 'Appreciating Animals- culture, science, museums'.

International media work

In 2008-9, Phil Manning undertook the following media work as part of his MAJA post in Palaeontology:

- Researched, wrote and presented eight 1-hour documentaries for National Geographic Channel highlighting advances in palaeontological science around the world, which will be transmitted in 120 countries through National Geographic International.
- Contributed by talking about University of Manchester research to one-hour documentary 'The Evolution of Skin' (History Channel, December 2008)
- Co-presented seven of the eight programmes 'Fossil Detectives' (BBC2, October-December 2008) & BBC4 (August-October 2008). The series highlighted the geology and palaeontology of the UK and was co-produced by the Open University, maintaining a high level of content in terms of science.

- Was the lead scientist on Dinosaur Mummy project and the main 'presenter' in the documentary 'Dinosaur Autopsy', a 60 minute National Geographic Channel special, co-produced with Channel 4 and transmitted as an Equinox Special in Summer and Autumn 2008.

Nick Merriman was interviewed twice by Radio 4's 'Front Row' and the World Service about the 'Manchester Hermit'

Membership of International Bodies

[NB details are only given for bodies or positions which are by invitation rather than subscription]

Nick Merriman stepped down as President of the Council for British Archaeology in October 2008; three staff are Fellows of the Society of Antiquaries of London; one is a Fellow of the Royal Society of Arts. One member of staff is on the Council of the British School at Athens, and the Council of the Society for Libyan Studies; another is on the Council of the Egypt Exploration Society.

Benchmarking

Staff who visit museums overseas present back at staff meetings and on the newly-established intra-museum networking website. For example, study visits to museums in New Zealand, Sweden, Belgium and France are contributing to the development of new media strategies, the research potential and offer through the Resource Centre and sustainable approaches to community engagement.

Benchmarking data comparing KPIs of all HEFCE-funded museums for 2008-9 is appended. This again shows the high performance of the Museum in relation to other university museums, but also shows that there are no exact comparators for the Manchester Museum, which is the only museum combining both natural and human history collections.

Esteem Measures

Staff have committee positions on eight specialist academic groups, are members of the editorial boards of five national and international journals, and reviewers for seven. Amongst individual highlights from the year, Phil Manning is Chair of the Outreach Committee for the UNESCO International Year of Planet Earth and David Green was presented with the Russell Medal by the Russell Society in September 2008 for excellence in curatorial work, access to collections and mineralogical publication. Henry McGhie was invited to become Assistant Chair of the International Council of Museums Collections Care working group in Natural Sciences Conservation, and Keith Sugden was invited to give the named lecture to the Numismatic Society of Ireland in Dublin in 2008/9. Nick Merriman is Vice-Chair of the international committee on university museums and collections (UMAC), Chair of the University Museums Group, a member of the DCMS's National Heritage Science Strategy Working Group, the AHRC Knowledge Transfer Panel, the AHRC Peer Review College, and External Expert for Archaeology at the University of Bradford. He was recently invited to give a seminar to the Vice-Chancellor of the University of Tromsø and other senior academics about the Museum and its work as Tromsø University formulates its own plan for its museums.

2. Ensure that the Museum is key to the teaching, learning and research programmes of the University

Teaching and Learning

The use of the collection and staff expertise for teaching HE courses has increased considerably in recent years, both within the University of Manchester and beyond. There are now 58 HE courses using collections and staff, of which 83% are University of Manchester and 17% external (see a list in Appendix). Museum staff also assist in field courses in Life Sciences and Geology, host student visits to the collections, and supervise student dissertations. The Museum is also central to the University's on-line Certificate Course in Egyptology, which currently reaches over 100 students throughout the world, and uses the Museum's collections as a springboard for learning about Ancient Egypt.

The other local universities tend to use the Museum formally for a variety of courses, ranging from Salford MA Media Studies students filming in the Vivarium and BSc conservation students at MMU working on bird collections in museums, to Fine Art students at Salford and Landscape Architecture students at MMU working in the herbarium. There is also extensive use of the Egyptology collections by courses in Liverpool University.

Less easy to document is the use of the Museum's galleries for self-guided student teaching. Some 16% of all visitors to the Museum are in Higher Education (representing a total number of around 46,800 individuals), most of these from the University of Manchester. Because of the Museum's international reputation for innovation, particularly in areas such as the display of human remains, community engagement and the role of university museums, it is the subject of numerous dissertations from undergraduate to PhD level by students inside and outside the university. The resources on the Museum's website are similarly used extensively by students and academics around the world. In the last 12 months the Museum's policies and reports have been downloaded 596 times.

Research

Research enquiries are defined as enquiries relating to the collections and staff expertise, by email, phone, letter or visit. There were 6716 of these in 2008-9; an average of over 20 a day.

Research activities are defined as ongoing collaborations, publications and other forms of work which use the collection or staff. There were 661 of these in 2008-9.

In addition, staff themselves made research accessible by publishing 42 scholarly publications and 18 for more popular audiences in 2008-9, including: Joyce Tyldesley, The Pharaohs, (Quercus); Karen Exell, Soldiers, Sailors and Sandalmakers. A Social Reading of Ramesside Period Votive Stelae, (Golden House Publications); Samuel Alberti, Nature and Culture: Objects, Disciplines and the Manchester Museum (Manchester UP); and Phillip Manning, Grave Secrets of Dinosaurs (National Geographic Books). See appendix for other examples of publications.

3. Provide a first-class visitor experience through excellent services and innovative programmes

The following exhibitions and installations were held in the course of the year:

Lindow Man: A Bog Body Mystery ran until 19 April 2009 as a multi-voiced exhibition which examined the discovery of Lindow Man and the meanings he has today for a variety of people who have some form of relationship with him. Comprising a combination of objects from the British Museum, the Manchester Museum, and private individuals, the exhibition highlighted the Museum's sensitive approach to the display of human remains. The exhibition won the Design Week Award for Temporary Exhibition Design.

Birth Rites 20 September 2008 – 30 November 2008. A thought-provoking exhibition exploring the theme of birth. The exhibition featured a series of artworks produced as a result of collaborations between artists and childbirth professionals working together to explore the politics and practice of childbirth in our society. Also featured was a screening of the critically-acclaimed film *Born* by Andy Lawrence, which follows two couples who undergo very different experiences of childbirth.

Lindow Moss: a place of finding 13 December 2008 – 12 July 2009. A photographic exhibition which documented the landscape at Lindow Moss: the mysterious place where the preserved body of Lindow Man was found. A companion piece to Lindow man: a bog body mystery, the exhibition was complemented by a series of guided tours of Lindow Moss.

Manchester Gallery opened 4 April 2009. A new gallery, developed from the Our City outreach programme, which explores the connections between the people of Manchester, the city's history and the Manchester Museum's collection. The gallery explores the different routes the collections took to arrive at the Museum, mirroring the journeys of people, communities and collectors. The gallery had input from Abbey Hey primary school, Gorton Local History Group and the Manchester Museum's senior youth board.

At the same time, work continued on plans for the renewal of the archaeology and Egyptology galleries and the Mammals gallery. A major breakthrough came this year when we were awarded a Round One pass by the Heritage Lottery Fund for an award of £750,000 and a development grant of £70,800 for the archaeology and Egyptology galleries. We have also raised nearly £350,000 from external sources for the redevelopment of the Mammals Gallery into a new issue-based gallery called 'Sustainable Planet?' which will draw on university research on issues such as climate change and decline of habitats and species. £187,000 was also raised towards our exhibitions and programmes celebrating the life and work of Charles Darwin (which opened in August 2009). The Darwin programme involved contributions from members of all four faculties.

The 'Manchester Hermit' 8 week artist residency raised challenging issues around the value of collections, and generated an unprecedented amount of national and international media attention, as well as over 30,000 blog views. The 'advertising equivalent' of the media coverage has been calculated at £173,986.

A major focus this year has been the development of our Visitor Services team away from a stewarding role into one which engages more with visitors as part of the interpretive experience. Although this has not been without its difficulties and progress has been slower than expected, towards the end of the year there were signs that significant improvements were being made to the service to visitors. 'Mystery shopper' reports are now consistently improving.

Over the last five years visitor numbers to the Museum have increased by 75,000 from 192,989 in 2004/5 to 264,141 in 2008/9. 99% of our visitors were satisfied with their visit, 76% 'very satisfied'. 26% of visitors are from social classes C2, D & E and 12% are from Black and Minority Ethnic communities, matching the profile of the city's inhabitants. Only 6% of visitors say they have specialist knowledge of the Museum's themes or collections.

One of the reasons for the high level participation is the wide-ranging programme of events and activities that were attended by 51,563 people in the course of 2008-9. There has continued to be an increased adult focus with formal lectures and informal talks given by University and Museum staff showcasing the research carried out by both. The Museum has a strong involvement in the Manchester Science Festival, in which there is extensive participation from University scientists. In 2008-9 staff also gave 47 public lectures outside the Museum, attended by 2838 people.

Amongst a wide variety of activities aimed at families, the monthly Big Saturdays, in which we explore popular themes with involvement from Museum and wider university staff, are particularly successful. Themes in 2008-9 included Ancient Egypt, Rainforests, Volcanoes, Predators, The Polar Regions, Extinctions, and Plants in Disguise.

4. Provide high quality educational opportunities for schools, colleges and lifelong learners, and excellent community engagement

Education and learning

The Museum and its Learning Team, with the Whitworth Art Gallery, delivers a high proportion of the University's entire WP provision, despite just having one dedicated post each provided by University WP funding. The Museum has developed the Gateway Programme – an innovative set of progressive workshops and activities for schools using hands-on investigation, discussion and debate to develop research skills, from Explorer sessions for toddlers right through to curriculum enhancement and career development for Post-16 students. The programme is now supported by high quality pre- and post-visit resources designed to help teachers plan effectively and to embed the museum experience in larger schemes of work. Much of this is conducted in partnership with others. For example, the Museum has been working with the Natural History Museum in London, Oxford University Museum, Newcastle University's Hancock Museum and King's College London to develop an innovative 'Real Life Science' programme for upper secondary school pupils focused on Life Sciences and Earth Sciences. Last year some 800 pupils participated in study days and sessions around forensic science in the Museum's dedicated Life Lab, using PhD students as demonstrators.

In 2008-9, over 19,000 primary school pupils visited the museum to engage in sessions in our hands-on Discovery Centre on subjects as varied as Natural Sciences, Egyptology, Drama and Citizenship. To meet demand, we have also developed an outreach programme called 'The Museum Comes To You' which involves loan boxes, visiting curators, teaching/ discussion materials and innovative drama techniques, which in 2008-9 reached 3541 pupils.

A particular innovation has been the MAGPIE project, a literacy programme for primary pupils developed in partnership with Manchester Education Partnership, other museums, and other universities. Longitudinal evaluation conducted by the University of Warwick has recorded a significant improvement in the literacy levels of the pupils who have taken part from the 77 primary schools involved in the project.

At Secondary level the Real Life Science programme is now complemented by a humanities equivalent called Exploring Arts and Cultures, and for Post-16 students, we offer a series of 'Engage with the Experts' workshops in Earth Sciences, Biology, Art and General Studies. In total, 5292 students from secondary schools and FE colleges attended sessions at the Museum in 2008-9.

Our programmes reflect current issues, so for example, much of 2009 has been concerned with Darwin and evolution. Amongst our schools provision has been 'Clippy Island: An Investigation into Natural Selection', a range of activities designed for Key Stage 4 students (ages 14-16). The pack was developed by a team of scientists, curators and educators from The University of Manchester and the Manchester Museum, and was trialled and tested by Year 10 students at Sandbach High School. Clippy Island was funded by the BBSRC as part of its UK Darwin Today programme and is available nationally via the BBSRC website, where it is one of the main vehicles for teaching evolution to secondary schools.

The development of pre- and post-visit resources, including web-based materials, to support enquiry-based learning across the age range and help teachers embed the Museum visit into project work is a crucial element in our aim of providing a full service to schools and colleges (<http://www.museum.manchester.ac.uk/learning/>).

An innovation in 2009 has been the Changing Planet project which has produced a new web resource aimed at learners of all levels, using museum collections to highlight issues and stimulate debate around environmental sustainability and climate change (<http://www.museum.manchester.ac.uk/collection/changingplanet/>).

Community Engagement

The Museum has an admired volunteer programme which involved training people to take collections out onto the galleries, work behind the scenes in collection areas, cataloguing collections and engaging with visitors in the reception area and on the galleries. The 'In Touch' scheme works with local long-term unemployed people who spend time volunteering in the Museum whilst having access to a 10 week cultural heritage course delivered by Salford College. At the end of the course all participants can gain a nationally-recognised Literacy qualification from Entry Level to Level 2. So far 160 individuals have been involved, and the project has had a significant impact on their self-confidence, motivation and progress into employment. At the end of the first two years of the project, 89% of those that did the course went onto volunteer at The Manchester Museum; 18% went on to gain employment and 41% moved into further learning. The model is currently being rolled out to a variety of cultural organizations in Manchester.

The Museum has developed a distinctive approach to community engagement with collections through the *Collective Conversations* programme which sees community groups (such as Somali and Sudanese refugees, Canadian First Nations people and local pensioners) working with academics and curators to provide their own interpretations of objects, which are added to the computerised database with digital images and video which is made in the dedicated 'Contact Zone' studio space, The films are also available in the galleries, through the Museum's website, and on YouTube, where there are now 330 films which have received 163,500 viewings.

The Museum continues to run two Youth Boards (one for 8-13 year olds and one for 14-18 year olds), and a Young Archaeologists Club. The Museum's Community Advisory Panel is now developing into a Community Network helping to shape important role in emerging projects and commenting on developing policy.

The Museum also engages with its communities by reaching out to them. For example, a series of eight visits to groups who are not regular museum visitors within Manchester City Council's 'Valuing Older People' network was made as part of the Lindow Man project, and as part of the Darwin project, 20 groups were involved, identified through the Valuing Older People network, Henshaws Society for Blind People, community centres, libraries, adult education centres, events and festivals. In preparation for the development of the Manchester Gallery, an outreach exhibition in Gorton Library was developed with Abbey Hey Primary School, and Gorton Local History Group.

Another outreach project, Dig Manchester, has run for three years and involved 2,380 pupils from 36 local schools, together with many thousands of visitors on open days, within ODPM Neighbourhood Renewal priority areas in the city (Wythenshawe and Northenden) in undertaking archaeological excavations within their local area. The involvement of archaeologists from the University demystified archaeological techniques to this hard-to-reach audience. A new community archaeology project in Whitworth Park is currently being planned.

The Manchester Beacon for Public Engagement

The following statement was prepared by Beacon staff for inclusion in this report:

In the first year the Manchester Beacon has been actively listening to the needs and priorities of its partners and stakeholders (specifically staff, students and local residents) to establish clear objectives in order to determine what success would look like. This active stakeholder mapping was undertaken through internally and externally hosted networking events, one-to-one consultations, participatory events such as "Ideas Cafes", and a web-based listening project called 'Mapping Creativity', that connected listening through small group activity to the wider picture of engagement across Manchester and Salford. The objectives have been identified as:

Objective 1: PE is encouraged, valued and supported

Objective 2: Change perceptions and improve accessibility

Objective 3: Increasing the relevance of research and connectivity with communities

Objective 4: Improve the opportunities for sustainable two-way learning

Objective 5: Develop deeper partnership working across the Beacon partners and with the community.

The University of Manchester Beacon Lab

To drive the cultural change within the Manchester Beacon, each partner has a cultural change lab to contextualise public engagement within their institution and to explore what success would look like if public engagement were embedded. The University of Manchester Beacon Lab is a strategic think tank led by Manchester Beacon advocate, Professor Dame Nancy Rothwell (Deputy President and Deputy Vice-Chancellor), to identify key priorities for encouraging staff and students to pro-actively and respectfully engage diverse publics in their work. By addressing the priorities and key themes through pilot projects, the long term goal is to develop an internal culture that fosters, supports, recognises and rewards

public engagement activity. Following on from the Beacon Lab meeting on 15 May 2009, the first phase of nine small cultural change pilot projects were launched in July to be completed by the end of November 2009.

Beacon Highlights 2008-9 :

- *Hosted 3 network lunches for 82 staff and external participants.*
- *Facilitated 3 internal faculty/centre mapping/networking meetings for 124 staff.*
- *Held one-to-one meetings with 138 staff and students from all faculties, support services and cultural assets.*
- *Hosted two “cultural lab” meetings – one at strategic level (21 staff attended) and one at practitioner level (34 staff attended).*
- *Presented or ran workshops at 10 conferences/courses/seminars for over 250 staff and students both internally and at regional and national events.*
- *Piloted two PE training sessions for 18 staff and postgraduate students.*

5. Establish an integrated and innovative approach to the management and use of the collection

Digital access

The development of the Museum’s website continues in accordance with University brand guidelines and has been increasing and improving the resources available online. In the course of the year, our website received 350,564 visits from 164 countries/territories, with over 1,100,000 page views. The Museum has been developing a series of eleven mini blog sites for different exhibitions as well as collection and operational areas. Notable amongst these are the Hermit blog and the Egyptology blog, both of which have proved extremely popular as a means of communicating directly with audiences. Further Web2.0 developments have included the expansion of the Museum’s Flickr pages (which have so far had 15,600 views) and the introduction of a Twitter account providing immediate and ongoing interaction with users. The Museum now has 1,050 Twitter followers as well as Twitter accounts for the Director and 3 curatorial areas. We are now working on an integrated social media strategy with the Whitworth, based on a shared post.

The Museum’s website was listed as one of Encyclopaedia Britannica Web’s Best Sites 2008 and two of our blogs (on Learning and on Palaeontology) were listed in the global Top 100 Best Curator & Museum Blogs.

Work has progressed slowly on the integration of the KE EMu database to the content management system website. A number of issues have been resolved and the new more efficient web service is due to be introduced in late 2009. This will provide a fully-integrated online enquiry system and provide greater access to the collection as a whole.

Making the collections accessible for research

Much curatorial time is spent developing greater access to the extensive collections by inputting them onto the collections management database and making these records accessible via the Web. In 2008-9, nearly 460,000 additional items were documented during the course of the year, and

104,362 records created, which now means that a third of the c. 4.25 million items in the collection is documented to modern standards, and more than 25% is available online.

The Museum established a Resource Centre on its top floor gallery in 2007 which acts as a central, publicly-visible area where researchers can book in to study objects from the stored collections. The Centre has had 670 users in the last two years, including from The British Museum, The University of Oxford, The British School at Athens, 16 geological researchers working on the Regionally Important Geological and Geomorphological Sites project and from universities in New Zealand and Germany.

6. Manage and develop the resources, facilities and workforce to deliver our objectives

Organisational development

The Museum's Organizational and Workforce Development Group oversaw the implementation of the Action Plans on Disability Equality, Cultural Diversity and Gender Equality. A key feature of the latter was the 'Rising Stars' programme, which was aimed at providing development opportunities for staff below management level who wish to develop their careers further. Applications from women, who are underrepresented at management level, were particularly encouraged. 13 women and 2 men participated in the programme, which included such activities as undertaking the Institute of Leadership and Management Level 3 course in Management; secondments; shadowing and mentoring, alongside more formal courses. We will be running the same programme in 2010.

The Museum now has a flatter management structure, following the merger of the Senior Management and Section Heads levels, and a series of development activities were held to promote close collaboration between members of this new team.

Funding and Development

HEFCE resumed responsibility for core funding university museums and galleries, and over the course of the year, details were revealed of HEFCE's plans to review this funding. As Chair of the University Museums Group, Nick Merriman played a major role in advocating for the sector, and produced information on the performance of all university museums across the last five years. Submissions to HEFCE for continued funding were made on 18 November 2009, and outcomes will be known in the New Year.

We continued to diversify our funding streams, with our Head of Development assisting considerably in this. In 2008-9, the Museum was awarded new grants totalling £219,556, alongside longer-term grants for 2-3 year projects from sources such as DCMS (£508,000 in 2008-9), NWDA (£209,000), Wolfson, Heritage Lottery Fund, Wellcome Trust and Foyle Foundation. All of this was done in close liaison with DARO, which co-ordinates a University-wide development forum.

In preparation for our long-term programme of gallery refurbishment, the Director and the Head of Development undertook a campaign of cultivation of potential donors and 'door-openers' by introducing them to the work of the Museum.

Finance

The Museum operates a system of devolved operating budgets managed by team leaders who were all involved in the development of a bottom-up budget for 2008-9, which ensured robust and realistic budget assumptions.

At the end of the 2008-9 financial year the Museum recorded a modest surplus of £20,824 Full details of this are given below.

We had been expecting in 2007-8 to be reimbursed for 3 years' backlog of VAT payments (university museums have been permitted to do this since 2004). However delays in reaching agreement on a formula with HM Revenues & Customs meant that this did not happen until early in 2009. The decision was taken by the Director of Finance to only reimburse the Museum and Gallery an element of VAT repayments relating to grant funded costs, all other future VAT repayments are to be retained centrally. The projected income for VAT reimbursement in 08/09 was £128,813, following the decision immediate cost saving measures were taken to avoid an operating deficit.

Environmental sustainability initiatives

The Museum completed a project, together with the Whitworth Art Gallery and John Rylands University Library, in partnership with Global Action Plan on reducing their carbon footprint. The 12 month action plan to reduce energy and waste was taken forward vigorously by each organisation. This has been seen as a model of good practice in the university and is being rolled out across the University via the Sustainability Enthusiasts initiative championed by Professor Maynard Case.

The Museum was awarded £40,000 from the Revolving Green Fund for the installation of low energy LED lighting, particularly in public areas.

At the annual staff conference half a day was spent developing and agreeing practical initiatives including:

- Installation of recycling bins & the removal of personal waste bins
- Removal of water coolers
- Removal of personal printers and use of central high speed printer/copiers

Other activities include the replacement and optimisation of the Museum's Building Management System (BMS) and a review of space heating requirements.

The Museum has set itself challenging environmental targets:

- Reduce waste to landfill by 40% by the end of 2010
- Reduce energy consumption by 40% by 2012 (assuming additional Revolving Green Funding being made available).

The Museum disseminates its environmental sustainable practice via conference contributions and on-line articles.

**THE MANCHESTER MUSEUM:
PUBLIC AND ACADEMIC ENGAGEMENT KEY PERFORMANCE INDICATORS**

Please comment briefly on performance in 2008-09, in particular where there are significant variances from 2007-08 and include target figures where appropriate. Also make cross reference to narrative where appropriate.

Public Engagement	Annual increases in, and broadening of, participation in educational programmes and public visits to the Manchester Museum/Whitworth Art Gallery					
	2005-06	2006-07	2007-08	2008-09	% change	Comment (include target where appropriate)
a) Annual number of visits	206,476	253,474	224,852	264,141	+ 17.5%	
b) Contacts with school age children	33,690	32,233	24,345	25,649	+ 5.3%	Strategic reduction in 2007-8 to concentrate on improving quality. Slight increase this year. This has been amended to "Contacts with school children as part of a school group"
c) Number of contacts with people from priority groups	63,867	83,646	74,201	87,166	+ 17.5%	Priority groups are: Socio-economic groups C2DE Disabled BME
d) Beacon for Public Engagement e)	See commentary above					
Customer Satisfaction	Annual increase in levels of satisfaction in users of the Museum					
	2005-06	2006-07	2007-08	2008-09	% change	Comment (include target where appropriate)
e) Results of annual user satisfaction surveys	99% satisfied	100% satisfied	97% rated visit excellent or good	96% very or fairly satisfied	-1%	Satisfaction measure re-introduced
Academic Engagement	Annual increase in levels of teaching and research use of the Museum					

	2005-06	2006-07	2007-08	2008-09	% change	Comment (include target where appropriate)
f) Number of research activities drawing on collections <i>including contribution to publications, seminars, partnerships, PhD supervision etc</i>	423	751	638	661	+3.6%	
g) Number of teaching courses drawing on collections/staff (to include report on course unit survey scores on which Museum/Gallery staff teach)	52	55	60	58	-3%	Course unit survey scores ranged from 0.53 to 1.88. In most cases museum staff contributed as occasional guest lecturers, participated in field courses etc, so it is difficult to draw any conclusions about impact of museum and collections on teaching.
h) Number of students involved in research and teaching activities	1,783	2,742	2,863	2,976	+3.9%	
	2008-09					Comment
i) Esteem measures	<p>Staff have committee positions on eight specialist academic groups, are members of the editorial boards of five national and international journals, and reviewers for seven. Amongst individual highlights from the year, Phil Manning is Chair of the Outreach Committee for the UNESCO International Year of Planet Earth and David Green was presented with the Russell Medal by the Russell Society in September 2008 for excellence in curatorial work, access to collections and mineralogical publication. Henry McGhie was invited to become Assistant Chair of the International Council of Museums Collections Care working group in Natural Sciences Conservation, and Keith Sugden was invited to give the named lecture to the Numismatic Society of Ireland in Dublin in 2008/9. Nick Merriman is Vice-Chair of the international committee on university museums and collections (UMAC), Chair of the University Museums Group, a member of the DCMS's National Heritage Science</p>					

	Strategy Working Group, the AHRC Knowledge Transfer Panel, the AHRC Peer Review College, and External Expert for Archaeology at the University of Bradford. He was recently invited to give a seminar to the Vice-Chancellor of the University of Tromso and other senior academics about the Museum and its work as Tromso University formulates its own plan for its museums.	
International Interaction		
j) Number of overseas institutions	144	
k) Number of overseas academics	72	

**THE MANCHESTER MUSEUM:
MANAGEMENT AND ADMINISTRATION KEY PERFORMANCE INDICATORS**

Please comment briefly on performance in 2008-09, in particular where there are significant variances from 2007-08 and include target figures where appropriate. Also make cross reference to narrative where appropriate.

Performance Indicator	Achievement 2005-06, 2006-07, 2007-08 and 2008-09(as appropriate)				Comment (include target where appropriate)			
HR								
m) Number and proportion of people being reviewed annually under the Performance and Development Review (PDR) scheme	2005-06	2006-07	2007-08	2008-09				
	100%	100%	100%	100%				
n) Equality and Diversity: staff profile and recruitment by gender and ethnicity, disability profile, age profile <i>Include figures for core and freelance staff separately</i>	Tables attached as appendix							
o) Sickness absence figures	Sickness Absence (Days Lost)		Lost Time Rate %age of available working days)		Average annual absence per employee		Costs	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
	487	859	2.53	4.68	5.6	10.35	£46,619	£74,951
Communication								
p) Evidence of pervasive, meaningful engagement of staff at all levels in strategic planning and decision-making	There are all-staff briefing meetings each week, together with monthly staff presentations and Director's briefings. The latter are a particular opportunity for all staff to have an input into strategy and decision-making. Team meetings are a vehicle for staff communication and feedback. All projects are developed through 'diagonal slice' teams involving colleagues at all levels. There is an annual staff conference which engages everyone in shaping key programmes and a confidential annual staff survey which provides feedback for managers.							

Financial Management		
q) Confirmation of managing within budget	At the end of the 2008-9 financial year the Museum recorded a modest surplus of £20,824	
r) Detailed financial statement, including breakdown of income sources and external grants generated, and commentary	See below	
s) Details of new grants awarded in 2008-09	See below	

Financial Statement 2008-9

Income

The Museum reports income received to budget as an adverse variance of £10k.

Adverse Variances

- HEFCE Income down £28k on budget due to funding not being confirmed at the time budget was set.
- Teaching Income down £5k on budget as slightly less activity undertaken than expected. Only agreement in place with FLS.
- Other Income down £10k on budget due to unspent HUB funds which are deferred to 09/10.

Favourable Variances

- Other Income up £30k on budget due to increased income from commercial activities.
- Donations up £2k due to increased public donations in the collections box in the Museum.

Expenditure

The Museum reports expenditure undertaken to budget as a favourable variance of £30k.

Adverse Variances

- Non Pay costs up £30k on budget due to the costs of temporary staff employed to cover the work of the permanent roles which are currently vacant.

Favourable Variances

- Pay costs are down £60k on budget due to vacancy savings.

Summary

With £10k adverse variance of income and £30k favourable variance of expenditure the Museum reports a £20k surplus to budget at the year end.

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Cumulative

	Actual £m	Budget £m	Variance £m
HEFCE Income	1.74	1.77	(0.03)
Net Load Transfer Total	0.01	0.02	0.00
Endowment Income	0.02	0.02	0.00
Other Income	1.35	1.32	0.02
Investment Income	0.00	0.00	0.00
	3.12	3.13	(0.01)
Pay	(2.70)	(2.77)	0.06
Non-Pay	(1.35)	(1.32)	(0.03)
Total Expenditure	(4.05)	(4.08)	0.03
Contribution before exceptionals	(0.94)	(0.96)	0.0
Exceptionals	0.0	0.0	0.0
Contribution after exceptionals	(0.94)	(0.96)	0.02

The Manchester Museum External Income Secured 2008/9

Details of new grants awarded in 2008-9

In 2008-9, the Museum was awarded new grants totalling £219,556. This was supplemented by £140,000 of earned income from shop, café, corporate hire and donations.

Sustainable Planet? Gallery Redevelopment

- DCMS / Wolfson Foundation Museums & Galleries Improvement Fund: £97,000 as part funding towards the transformation of the Museum's main natural history gallery into a new gallery which focuses upon contemporary environmental issues.

Ancient Worlds Gallery Redevelopment

- HLF: £70,800 as a development grant to work up detailed designs for the redevelopment of the Museum's existing Ancient Egypt and Archaeology Galleries into three new Ancient Worlds Galleries. (planned for 2012). Also awarded a Stage One pass in our application for £750,000 towards the proposed capital costs of the gallery refurbishment (Stage Two application expected to be submitted in August 2010).

Darwin Festival

- Wellcome Trust: £30,000 to pay for wide-ranging public engagement activities as part of the Museum's year-long Festival to celebrate the life and work of Charles Darwin. The grant will pay for public and schools programmes, community outreach, marketing and evaluation.
- Edina Trust: £5,000 towards the Darwin Festival's schools education programme.
- British Ecological Society: £1,910. To pay for a special 'Big Saturday' public programme at the Museum in August 2009, to mark the opening of the new Nature Discovery Gallery and the launch of the Darwin Festival.

Individual Donations

- £14,846.08 (includes Gift Aid and Govt. Match Funding where applicable)

The Manchester Museum OPR 2008-9

Courses involving museum staff and collections

Museum staff as course co-ordinators

AHVS70101 The Museum and its Contexts: Masters
AHVS60892 Science, Nature, Museums: masters
AHVS60862 Museum Policy and Practice: Masters
AHVS60900 Art Gallery and Museum Studies MA dissertations
EART 20112 Vertebrate Palaeontology and Evolution, 2nd year undergraduate
ARGY30231 Prehistoric Cyprus (3rd year), Note that this course was in the top 10 of the student satisfaction survey for the whole faculty
ARGY30011 Issues and Controversies in Archaeology and Ancient History (3rd year).

Museum staff giving guest lectures

HIST60301 Reading the Victorian: A Case Study of Manchester: MA
HSTM20181 Science, Media and the Public: MA
EART 30372 Topics in Sedimentology and Stratigraphy, 3rd year undergraduate
EART 10012 South Devon Field Trip 1st Year undergraduates,
EART10211- 1st year introduction to Palaeontology course (EPS)
FLS 3rd year Biology and Zoology
BIOL20861- evolution of animals
BIOL10602 – marine biology
BIOL 10622 Field Course in Comparative and Adaptive Biology (000782)- FLS 1st year
BIOL 20872 Urban Biodiversity and Conservation RSM (023184) (FLS)
BIOL20742 Vertebrate Locomotion, 2nd year undergraduate
BIOL31111- Evolutionary Developmental Biology (FLS)
BIOL 20872 Urban Biodiversity and Conservation RSM (023184) (FLS)
BL 151- Introduction to biodiversity
BIOL 60220 Introduction to Egyptology
GEOG30350 Geography of Life
First Year Geotechnics Course for MACE (School of Engineering)
ARGY30362 Museums, Anthropology and Material Culture
ARGY20942 Changing Worlds in the Near East and eastern Mediterranean (2nd year),
ARGY10132 Introduction to World Archaeology
ARGY60131 Complex Societies MA

ARGY10501 Archaeology Vocational Skills 1
ARGY30502 Vocational Skills 3
ARGY10132 World Archaeology
ARGY30501 Cultural Resource Management Vocational Skills
AHVS60282 Museums & Archaeology 2 Seminars
ARGY60102 Archaeology of Artefacts
AHVS1062 Objects & Exhibitions
AHVS60272 Digital Heritage
AHVS60862 Policy & Practice
SOCY20181 Sociology, Race, Gender & Difference
SOAN30081 Anthropology of Museums
07915 MA Ancient World Studies
CIAH 0230: Introduction to Ancient History