

**MANCHESTER CITY COUNCIL  
REPORT FOR RESOLUTION**

**COMMITTEE:** PERSONNEL  
**DATE:** 11 FEBRUARY 2009  
**REPORT OF:** DIRECTOR OF CULTURE  
**SUBJECT:** SENIOR MANAGEMENT CAPACITY: MANCHESTER CITY GALLERIES

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**PURPOSE OF THE REPORT:**

To set out proposals to strengthen the senior management arrangements for Manchester City Galleries in light of the disestablishment of the post of Director of Manchester City Galleries and creation of the new post of Director of Culture.

**RECOMMENDATIONS:**

The Committee is recommended to agree:

1. That the post of Deputy Director of Manchester City Galleries is redesignated and regraded to Head of Manchester City Galleries at a salary of £59,000.
2. That the post of Head of Development be regraded from Grade 9 (£34,976 - £38,463) to Grade 10 + 10% (£42,294 - £45,180).

**FINANCIAL IMPLICATIONS FOR THE REVENUE AND CAPITAL BUDGETS**

The proposals will result in an additional cost of approximately £11,000 per annum at salary maxima, inclusive of salary related on-costs. The cost of regrading the Deputy Director of Manchester City Galleries can be met from existing budget provision for Cultural Services. The cost of regrading the Head of Development post will be funded externally by Renaissance in the Regions.

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Manchester City Council  
Personnel Committee

ITEM No. 6  
11 February 2009

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**WARDS AFFECTED:** All

**IMPLICATIONS FOR:**

<b>Anti Poverty</b>	<b>Equal Opportunities</b>	<b>Environment</b>	<b>Employment</b>
No	No	No	No

## **1. INTRODUCTION**

- 1.1 On 10 July 2008, Personnel Committee approved a number of changes to strategic management responsibilities in order to effectively address new and emerging challenges facing the City Council. This included the disestablishing of the post of Director of Manchester City Galleries and assimilating the postholder into the new post of Director of Culture.
- 1.2 Arising from this decision, a review of the management structure of Manchester City Galleries has been undertaken to ensure that the service has sufficient managerial capacity to meet its business plan objectives.

## **2. BACKGROUND**

- 2.1 Manchester City Galleries' senior management structure is attached at Appendix 1. Manchester City Galleries is responsible for the asset management, development, presentation and interpretation of the City's designated collections of fine art, decorative arts and costume, comprising 50,000 items valued at over £350M, and the City's portfolio of war memorials and works of public art. It operates 5 historic buildings. 4 are open to the public, 4 are listed, and 4 are based in parks:

Manchester Art Gallery  
Branch Galleries:

Heaton Hall, Heaton Park, Prestwich  
Gallery of Costume, Platt Hall, Platt Fields, Rusholme  
Wythenshawe Hall, Wythenshawe Park  
Conservation Studio, Harpurhey

- 2.2 Manchester Art Gallery is a year-round award-winning visitor attraction with an international reputation, and is currently the North West Large Visitor Attraction of the Year. The Art Gallery has an excellent reputation as a family friendly venue, as well as being a popular place for corporate entertaining, weddings and other celebrations. Income generation and fundraising provide all the finance for the Gallery's outstanding exhibitions programme, which brings the best in contemporary and historic art and design to the city.
- 2.3 The Branch Galleries play an important role in the parks in which they are situated, and the department works closely with Leisure Services on their management and development.
- 2.4 There is a team of over 100 staff working on a wide range of disciplines, from conservation to education. The service delivers a comprehensive education service to Manchester schools from every

- 2.5 ward in the city, working closely with the Children's Services Department, and delivering proven contributions to attainment at Key Stage 2. There is also a learning programme for Manchester residents, from early years to older people, in association with the Culture and Regeneration Officers across the city and other agencies working in areas such as Health.
- 2.6 The salary of the Deputy Director of Manchester City Galleries is currently £55,668. The postholder reports directly to the Director of Manchester City Galleries and is responsible for Asset Management across all sites and managing a team of 20 staff. The team have overall responsibility for the documentation and conservation of the City Council's £350 million designated collections of fine art, decorative art and costume, specialist advice, management and development of the Branch Galleries, in partnership with Leisure Services, and care of the portfolio of war memorials and public art. The Deputy Director also deputises for the Director at internal, regional and national meetings, and is recognised nationally for her expertise in historic buildings, and knowledge of costume and textiles.

### **3. HEAD OF MANCHESTER CITY GALLERIES**

- 3.1 Arising from the disestablishment of the Director of Manchester City Galleries and creation of the new post of Director of Culture with a much broader portfolio of responsibilities, it is critical that steps are taken to secure the effective day to day management of Manchester City Galleries and ensure that the Director of Culture is not drawn into operational issues.
- 3.2 It is therefore proposed that the existing post of Deputy Director of Manchester City Galleries is allocated broader responsibility for the day to day management of the Galleries service. These responsibilities would include acting as a point of contact with other institutions in terms of negotiations over collections loans, exhibition programmes, collections acquisitions and external grant aid, fundraising and sponsorship, and overseeing the progress of new strategic relationships in relation to the City's historic houses in parks.
- 3.3 These additional responsibilities would be in addition to overseeing the management of buildings and collections, staff employed on three sites, responsibilities in relation to the delivery of Renaissance in the Regions, and the growing city-wide work with the other major museums through the Manchester Museums' Consortium.
- 3.4 Accordingly, it is proposed to redesignate the post to Head of Manchester City Galleries with responsibility for the line management duties of the Manchester City Galleries' management team, consisting of the Head of Programmes, Head of Development, Head of Services, and Head of Asset Management and Development.

- 3.5 It is proposed that the Head of Manchester City Galleries would report to the Director of Culture. Given the scale of the responsibilities and the international standing of the Art Gallery, it is proposed that this post is set at a salary of £59,000.
- 3.6 The proposed revised structure for Manchester City Galleries is shown at Appendix 2.

#### **4. HEAD OF DEVELOPMENT**

- 4.1 The Head of Development is a post funded by Renaissance in the Regions. This post was established to raise income from a variety of external sources, including corporate hire of the Art Gallery building, fundraising and sponsorship. Originally seen as a specialist adviser and not a member of the Departmental Management Team, the post provides the direct link between Manchester City Galleries and the Manchester City Galleries Trust and Company Boards. These organisations exist to fundraise for the Galleries Department. The post is currently remunerated at Grade 9 (£34,976 - £38,463).
- 4.2 As part of the review of the approach to managing fundraising within the Department, this post is now taking on considerable additional responsibilities. The streamlining of Manchester City Galleries' fundraising activities has resulted in the Friends of Manchester City Galleries (600 Members), currently an independent charity, being wound up, and its activities transferred to Manchester City Galleries Trust. The recruitment and retention of Friends and their programme of fundraising and social activities will become the responsibility of the Head of Development and the Development Team.
- 4.3 In addition, given the increasing dependence of Manchester City Galleries on external funds (currently 45% of all the money that comes into the department is raised externally) the Head of Development's brief has expanded and the postholder now sits as a member of DMT. This post is central to budget setting and monitoring, and programme and relationship management, as all of the exhibition and education programme spend of circa £1m per annum for Manchester City Galleries is raised externally from a variety of sources. The performance of the current post holder is outstanding, and the City Galleries' fundraising work is nationally recognised as an exemplar.
- 4.4 It is also proposed, given the changes within Manchester City Galleries at the highest level, that the Head of Development replaces the current Director of Manchester City Galleries as the Company Secretary for the Trust and its trading company subsidiary, reporting to the two Boards of external trustees linked to these organisations. In the light of these additional responsibilities, and the considerable demand for fundraising and development staff, it is proposed that the grading for this post is re-

evaluated and set at Grade 10 + 10% (£42,294 - £45,180). This is consistent with other senior management posts in the Galleries service and other comparable services.

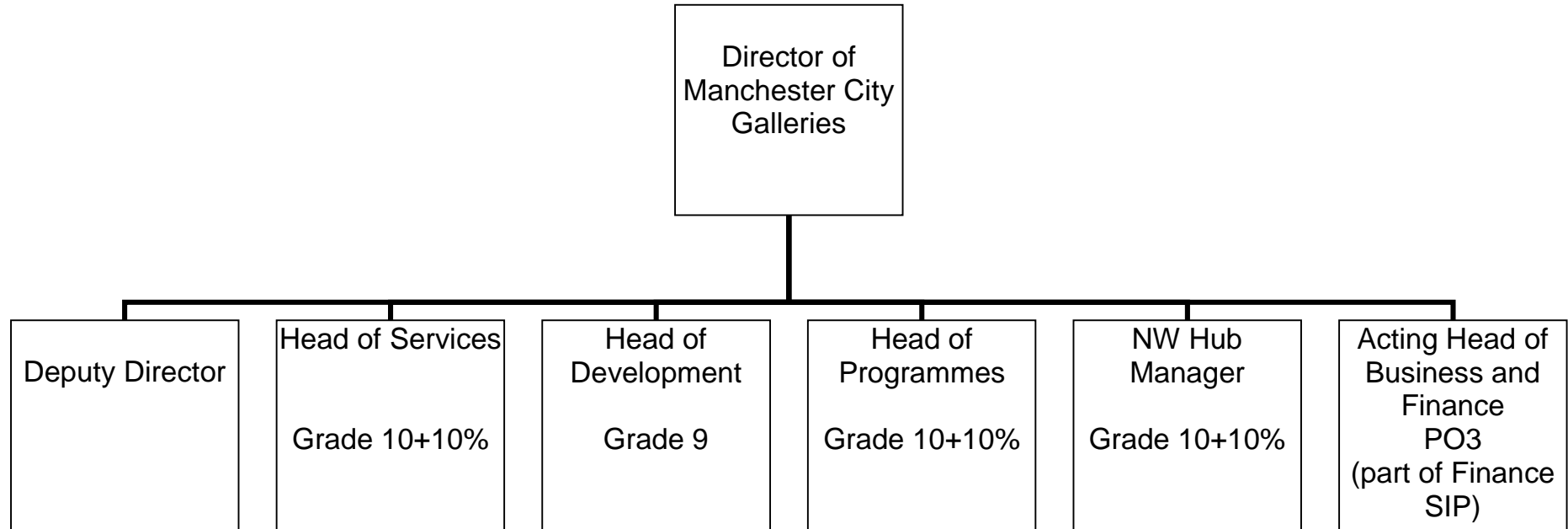
## **5. COMMENTS OF THE HEAD OF CORPORATE PERSONNEL**

- 5.1 I have worked with the Director of Culture in developing this report and confirm that I agree with the proposals herein.
- 5.2 The creation of the post of Director of Culture leaves a significant shortfall in leadership capacity within Manchester City Galleries. I agree therefore that there is a requirement to create the post of Head of Manchester City Galleries to maintain the Art Gallery's international reputation and continue to develop partnership working with connected City Council services and external organisations.
- 5.3 I agree that the current Deputy Director has the appropriate skills, expertise and profile to fulfil the requirements of the role and therefore support her appointment to the post.
- 5.4 The Head of Development will take responsibility for recruiting and retaining Friends of the Gallery, a vital source of income that supports the Art Gallery's ongoing exhibition and education programme to the sum of £1m. The importance of this fundraising is increasing and as such I agree the salary proposed is proportionate and commensurate with comparably graded posts.

## **6. TRADE UNION COMMENTS**

- 6.1 The proposals contained within this report are straightforward in relation to the proposed restructuring and creation of the Head of Manchester City Galleries. Although there is an identified cost to the department and Manchester City Council of £11,000 per annum, this cost can be met and managed from existing budget provision.
- 6.2 It is also acknowledged that to attract the right person into Manchester City Council the salary must reflect the responsibility of the role.

**APPENDIX 1  
CURRENT STRUCTURE**



**APPENDIX 2  
PROPOSED STRUCTURE**

