



Business Plan 2021 – 2024



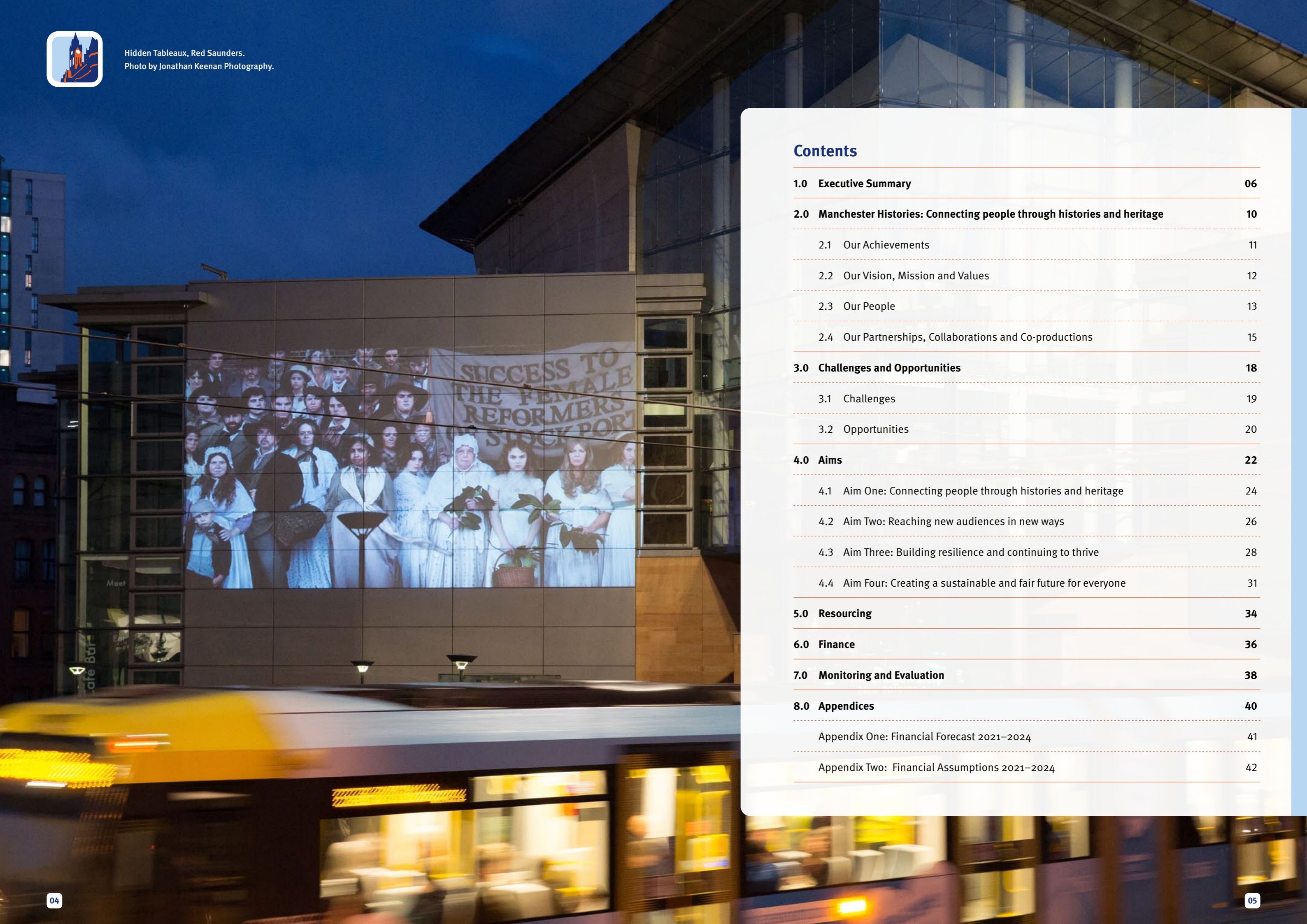
**MANCHESTER
HISTORIES**





From the Crowd:
Peterloo 2019 Programme.
Photo by Jonathan Keenan Photography.





Contents

1.0 Executive Summary	06
2.0 Manchester Histories: Connecting people through histories and heritage	10
2.1 Our Achievements	11
2.2 Our Vision, Mission and Values	12
2.3 Our People	13
2.4 Our Partnerships, Collaborations and Co-productions	15
3.0 Challenges and Opportunities	18
3.1 Challenges	19
3.2 Opportunities	20
4.0 Aims	22
4.1 Aim One: Connecting people through histories and heritage	24
4.2 Aim Two: Reaching new audiences in new ways	26
4.3 Aim Three: Building resilience and continuing to thrive	28
4.4 Aim Four: Creating a sustainable and fair future for everyone	31
5.0 Resourcing	34
6.0 Finance	36
7.0 Monitoring and Evaluation	38
8.0 Appendices	40
Appendix One: Financial Forecast 2021–2024	41
Appendix Two: Financial Assumptions 2021–2024	42



Jackie Hagan hosts
DigiFest 2020.
Photo by Jonathan
Keenan Photography.



1

Executive Summary

We are unique because we work hard to ensure histories and heritage stories are inclusive and engaging

1 Executive Summary

Manchester Histories collaborates with communities, individuals and organisations to reveal and celebrate the histories and heritage of Greater Manchester.

Manchester Histories are delighted to present our plans for the next three years. Our four aims are the foundation of our Business Plan, and they reflect our values of compassion, curiosity and justice. The plan's creation has been a collaborative process, with our staff, volunteers, trustees and partners sharing their ideas and passion.

We developed our plan during the worldwide crisis created by the COVID-19 pandemic. In the plan, we explore how Manchester Histories will positively and proactively meet the complex challenges the pandemic has created for our sector and communities.

History matters. It matters because we forever connect to those who came before, those who exist now, and those who will exist into the future. Manchester Histories does vital work supporting people to explore these connections.

We are unique because we work hard to ensure histories and heritage stories are inclusive and engaging.

We are, as always, thankful to our staff, funders, partners, volunteers, supporters and friends. Your kindness during this challenging time has been outstanding. We would particularly like to thank the Culture Recovery Fund for its support to develop this plan.

If you would like to get involved with our work or support Manchester Histories, please get in touch. We would love to hear from you.

info@manchesterhistories.co.uk
www.manchesterhistories.co.uk



Together we can bring our histories & heritage to life.





The four aims will deliver Manchester Histories' mission, vision and values

Aim One

Connecting people through histories and heritage

Manchester Histories will deliver unique events, projects and networks that connect people through histories and heritage.

- Manchester Histories Experiences
- Manchester Histories Festival
- History Salons
- Walking Histories
- HiDDEN Network

Aim Two

Reaching new audiences in new ways

Manchester Histories will bring creative innovation to how we tell our stories to engage new audiences. We believe that history is for everyone, and it is our job to ensure it is relevant to peoples' lives.

- A new website for Manchester Histories
- Developing our digital capacity and skills
- A new home at Manchester Central Library

Aim Three

Building resilience and continuing to thrive

Manchester Histories will develop our infrastructure, resources, people and partnerships to deliver our ambitious aims.

- Training and supporting our people
- Growing our team
- Delivering our Funding Action Plan
- Developing new income streams
- Friends of Manchester Histories
- Heritage Compass Business Support Programme

Aim Four

Creating a sustainable and fair future for everyone

Manchester Histories will create opportunities to learn from the past and create a better future to benefit our local and global communities.

- Histories of Disabled People
- Championing diversity and inclusion
- Reducing our carbon footprint





Manchester Hill,
Young Identity performer.
Photo by Rachel Bywater Photography.



2

Manchester Histories: Connecting people through histories and heritage

Our engagement with histories
and heritage empowers people by
recognising and valuing their stories

2 Manchester Histories: Connecting people through histories and heritage

We are an award-winning charity that works collaboratively to reveal, share and celebrate Greater Manchester's diverse histories and heritage. We connect people to explore the past and shape the future through histories and heritage.

We are proud to celebrate the diversity, creativity, ingenuity and social principles of the people of the ten Greater Manchester districts. Our engagement with histories and heritage empowers people, both as creators and audiences, by recognising and valuing their stories.

We develop our work in partnership with communities, academics, volunteers, artists and organisations, so our work manifests itself in response to the people we work with and for. As a result, Manchester Histories creates work that is innovative, creative and different.

2.1 Our Achievements

Manchester Histories has a track record of delivering high quality and well-received public engagement projects, including:

Manchester Histories Festival: Since 2009, the biennial festival has grown in strength and now takes pride of place in the festival ecology of Greater Manchester and beyond with events such as Belle Vue: Showground of the World. This celebration of Belle Vue Zoological Gardens' heady days in Manchester showcased talks, walks, and exhibitions whilst gathering people's memorabilia and memories of Belle Vue to create an interactive digital map.

Peterloo 2019 commemorated the 200th anniversary of the Peterloo Massacre, a defining moment for Britain's democracy that marked Manchester as a radical city. This four-year programme of cultural activity, led by Manchester Histories, delivered 150 exhibitions, performances, screenings, workshops and talks across the Greater Manchester districts. We worked with 46 cultural organisations, schools, history groups, campaign groups, artists, historians, archivists and individuals to explore the history of Peterloo, and its contemporary relevance to today, engaging over one million people worldwide. This included From the Crowd, an interactive outdoor experience inspired by the spirit of Peterloo and the voices of people today. This co-production (Brighter Sound, Manchester Histories, Walk the Plank, Manchester City Council) included spoken word, music, choirs and songs remembering lives lost in the ongoing fight for political representation.

Manchester Hill was a unique cultural event that commemorated the forgotten story of the fall of the Battle of Manchester Hill in 1918. It culminated in a multimedia experience at Manchester Cathedral, supported by the best and most exciting local musicians and artists, to rediscover and remember this piece of forgotten Manchester history.

Hidden Histories Hidden Historians worked in partnership with communities and community groups across Greater Manchester to reveal and celebrate the histories and heritage of people and places. It resulted in an exhibition in Manchester's Central Library that now forms part of the Archives+ collection. Manchester Histories also created a series of tool kits to support people and communities to conduct their own historical research and oral histories as well as set up archives and evaluate projects.

Manchester Histories has excellent digital reach for a small charity. We have two web platforms, Manchester Histories and Peterloo 1819. Together they attract over 80,000 visitors per year. For example, the Peterloo website attracted 45,850 people from June - September 2019 and Manchester Histories has had 35,500 visits in 2019.

Our Twitter account, the social media platform we use the most to reach audiences, has over 22,000 followers. Our Facebook page has 3,863 followers, and we have 3.1K - 12K reach on posts. On Instagram, we have 1,623 followers. We also have a mailing list of 2,057 people who receive our monthly newsletter.

2.2 Our Vision, Mission and Values

Over the last decade, Manchester Histories has created a strong public engagement programme to enable people to tell their stories across Greater Manchester. Our commitment to equality and diversity in valuing histories and heritage was a founding principle that continues to be embedded in our organisational vision, mission and values.

Vision:

What we are striving for

To explore and share Greater Manchester's past to create a fairer future.

Mission:

What we are here to do

Manchester Histories works collaboratively to reveal and celebrate the stories of the people and places of Greater Manchester. We connect people through histories and heritage to explore the past and shape the future, valuing all voices in the telling, preserving, and celebrating of our stories.

Values:

What we believe in

Our values are inspired by the histories and heritage of Greater Manchester and the people who live and work in this region, who continually demonstrate their curiosity about the world, radical thought, compassion for others and commitment to social justice.

Manchester Histories values informed histories and heritage that reflect:

- **Compassion:**
We value empathy and understanding for others, for ourselves and for the planet.
- **Curiosity:**
We value the creative power of wonder in how we experience the world and how we understand the past.
- **Justice:**
We value fairness as a motivator for action.

2.3 Our People

Our people share a passion for Greater Manchester's histories and heritage and their commitment and talents enable our small organisation to make a big difference.

Our Chief Executive Officer manages Manchester Histories, supported by our small staff team and network of volunteers. Manchester Histories is governed by eight Trustees and supported by two Patrons.

Manchester Histories has a full suite of policies and procedures guiding our organisational practice according to our values.

Trustees review policies on a bi-annual basis, and they are made more accessible to our staff and volunteers in handbooks. We train staff, volunteers and trustees in crucial policy areas such as safeguarding, diversity and inclusion, health and safety. We support our staff, volunteers and trustees to participate in professional development opportunities.

CEO

Karen Shannon is responsible for the creative direction, vision, strategic planning, programming, marketing and income generation of Manchester Histories. Karen has over 25 years of experience delivering cultural projects with partners, professional artists, cultural organisations and communities. Karen joined Manchester Histories in 2017.

Trustees

Hannah Barker is a historian of the industrial revolution in the north of England. She is Professor of British History at the University of Manchester, Director of the John Rylands Research Institute, Chair of Chetham's Library Committee, Governor at William Hulme's School and a Historical Advisor for the National Trust. Hannah is the Chair of Manchester Histories.

Melanie Tebbutt is Professor of Youth History at Manchester Metropolitan University, where she has developed many community-based history projects, especially around themes of childhood and youth in Manchester and the North-West. She is Honorary President of the Children's History Society UK and President of the international Society for the History of Children and Youth.

John Williams is a consultant working with arts and heritage organisations. John is Chair of the Millennium Quarter in Manchester, a mentor for the Museums Association Diploma, a mentor for the Heritage Lottery Fund and a heritage expert for the Institute of Fundraising.

Heather Shore is a historian specialising in crime and youth justice, and she teaches History at Manchester Metropolitan University. Heather is the Director of the Manchester Centre for Public History and Heritage (MCPHH).

Andrew Pattison is a partner at the law firm Shoosmiths LLP, specialising in commercial real estate development projects across Manchester. Andrew has a lifelong love of history and enjoys exploring the history of the sites and buildings he works on.

Rob Higginson is a Commercial Leader with Laing O'Rourke in Manchester and he has years of experience in commercial and financial management. He is a Fellow of the Royal Institution of Chartered Surveyors.

Kirsty Hutchinson is co-chair of the Disability Staff Network at the University of Manchester and is passionate about disability equality. She is also a volunteering & community engagement consultant with the Student Development & Community Engagement Division.

Charlie Wildman is a lecturer in modern British history at the University of Manchester, where she is the Assistant Director of Research Impact for the School of Arts, Languages and Cultures. Charlie has undertaken significant engagement work with heritage and community groups across the North-West.

2.3 Our People

Patrons

Micheal Wood is a historian, broadcaster and author. Michael was born in Manchester and is Professor of Public History at the University of Manchester. Michael was recently awarded the Historical Association's Medicott Medal for outstanding services to history and received the British Academy's President's Medal (2015) for outreach in history.

David Adetayo Olusoga OBE is a British Nigerian historian, writer, broadcaster, presenter and filmmaker. David is Professor of Public History at the University of Manchester. David is an expert on military history, empire, race and slavery and has been described as "one of the UK's foremost historians".

Staff

Our Project Manager (part-time) plans, coordinates and supports Manchester Histories' programmes and events.

Our Community Engagement Manager (part-time) recruits, trains and supports our volunteers and engages groups and communities.

Our Administrator (part-time) is responsible for the administration and financial processes of Manchester Histories and supports the team and Trustees with meetings.

Volunteers

Manchester Histories' dedicated volunteers make a significant difference to our delivery capacity and organisational culture. We value their contribution to Manchester Histories, and we will continue to invest in their development and support.

We have thirty volunteers who give their time to Manchester Histories regularly. This can rise to fifty volunteers during events, which is a significant number for a small charity.

Our volunteers are motivated by their passion for Greater Manchester's histories and heritage, and they support every aspect of Manchester Histories, including:

- Researching and sharing Greater Manchester's histories and heritage.
- Bringing histories to life by supporting events and projects.
- Reaching diverse audiences by providing marketing and public relations support.
- Making sure everything runs smoothly by providing administration and office support.
- Helping Manchester Histories to improve by supporting our evaluations.

We support our volunteers through training, mentoring and development opportunities, this includes volunteers:

- Gaining confidence
- Making a difference
- Meeting new people
- Feeling part of a community
- Learning new skills
- Taking on challenges
- Having fun

2.4 Our Partnerships, Collaborations and Co-productions

Collaboration is the foundation on which the success of Manchester Histories is built. Our positive and proactive approach to working with others is evident in our ability to deliver successful projects that engage a wide range of people with a small core team.

Our collaborations with partners include:

- Co-producing engaging and creative work with communities, academics, artists, organisations, groups and individuals.
- Creating an inclusive culture by sharing resources, skills and knowledge across sectors.
- Achieving shared aims by working with our funders, sponsors and supporters.

Many of the partnerships Manchester Histories will require to successfully deliver this Business Plan are already in place, reflecting our excellent strategic and delivery relationships. The Aims section outlines who we will work with in each area of work to achieve our aims over the next three years. However, we know that innovation flows when we collaborate with others, so Manchester Histories will also identify and engage new partners to meet the complex challenges we are currently facing (see Challenges and Opportunities).

Some of Manchester Histories key partners and collaborators are:

- The geographic and cultural communities of Greater Manchester
- Arts and cultural organisations across the North West
- Third sector organisations across the North West
- Manchester City Council, including the Cultural Partnership Network
- The University of Manchester
- Manchester Metropolitan University
- Creative Manchester
- Manchester Centre for Public History & Heritage
- Archives+ (Greater Manchester Libraries & Archives)
- North West Film Archive
- Greater Manchester Combined Authority (Culture Fund)
- Greater Manchester HiDDEN Network
- The National Lottery Heritage Fund



2.4 Partnerships, Collaborations and Co-productions

Achieving in partnership

Manchester Histories builds partnerships of mutual benefit. Alongside receiving support to achieve our aims, we support our partners to deliver their strategic objectives. For example, we are supporting Manchester City Council to achieve their ambitious aim of making Manchester a zero-carbon city by 2038 by training our people in carbon-reduction, delivering our Environmental Action Plan and being an active member of the MAST Network (Manchester Arts Sustainability Team).

We have long-standing partnerships with the University of Manchester and Manchester Metropolitan University. Both institutions were involved in establishing Manchester Histories.

The University of Manchester and Manchester Metropolitan University give valuable support, including:

- Academics giving their time to Manchester Histories bringing excellent governance as trustees and patrons.
- Academics offering their expertise to ensure the histories we share are well informed and inclusive.
- Providing ongoing sponsorship and in-kind support, which contributes to Manchester Histories core costs and makes a real difference to our financial viability.

In return, Manchester Histories supports Manchester University and Manchester Metropolitan University to:

- Deliver dynamic public engagement and co-production work across Greater Manchester's diverse communities.
- Offer students excellent quality work and volunteer placements that embed their experience in Greater Manchester.
- Create opportunities for institutions and academics to support a thriving histories and heritage sector in Greater Manchester, contributing to our cultural and knowledge economy.

Other partners that Manchester Histories work alongside to deliver their strategies, include:

GMCA Culture Fund: Grown in Greater Manchester Known around the World

Manchester Histories delivers innovative cultural work across the Greater Manchester Combined Authorities' ten districts. We value each area's unique histories and heritage, while recognising that together we are stronger than the sum of our individual parts.

We support the delivery of GMCA's Cultural Strategy by:

- Bringing Greater Manchester's districts together to celebrate our shared histories and heritage.
- Delivering excellent quality ambitious cultural activity that is reflective of our people and places.
- Sharing and celebrating Greater Manchester's unique contributions to histories and heritage by reaching audiences regionally, nationally and internationally.
- Encouraging people to take responsibility for their own creativity and talent by supporting people across Greater Manchester to tell their own stories.
- Co-producing exciting and engaging work with the people of Greater Manchester that is inclusive of our diverse communities and people.
- Reducing barriers to cultural engagement by delivering events and activities that are financially, culturally and physically accessible to the people of Greater Manchester.
- Delivering work that celebrates, protects and develops Greater Manchester's unique culture, heritage, assets and ecology.



Other partners that Manchester Histories work alongside to deliver their strategies, include:

2.4 Partnerships, Collaborations and Co-productions

Manchester Cultural Ambition 2016-26

Manchester Histories shares Manchester's Cultural Ambition principles. We will act together to ensure that culture makes a bigger difference to more people in our communities. We know that people, their talents and ideas are our greatest asset, and we demonstrate this by co-producing our work with Greater Manchester people and communities.

Manchester Histories delivers Manchester's Cultural Ambition's 2026 Priority Objectives by:

- Creating distinctive work that could only have been made in Greater Manchester because it is embedded in the histories and heritage of the region.
- Engaging a much greater number and diversity of people across Greater Manchester by involving all voices in the telling, preserving, and celebrating of our stories.
- Valuing and nurturing skills, diversity, and expression by co-producing quality work with emerging and established creative talent.

Our Manchester - The Manchester Strategy

The Manchester Strategy sets out a long-term vision for Manchester's future and describes how Manchester City Council and their partners will achieve it. We share Manchester City Council's commitment to creating a fair and equitable city where everyone can contribute to and share in success.

We support the delivery of The Manchester Strategy by:

- Supporting and strengthening smaller arts and cultural organisations across Manchester to create a thriving and sustainable city.
- Creating meaningful opportunities for skilled people (historians, artists, archivists, musicians and more) to interpret our histories and heritage, valuing Manchester as a highly skilled city.
- Reducing financial, cultural and physical barriers to histories and heritage to support Manchester as a progressive and equitable city.
- Delivering Manchester Histories Environmental Action Plan to contribute to Manchester being a liveable and low-carbon city.
- Encouraging travel across Greater Manchester by delivering accessible and inclusive histories and heritage activity that promotes Manchester as a connected city.

National Lottery Heritage Fund

Manchester Histories' Business Plan responds to the challenges created by the COVID-19 pandemic and therefore reflects the National Lottery Heritage Fund's prioritised outcomes for National Lottery Grants for Heritage (2021–2022); for example, Manchester Histories are:

- Involving a wider range of people in heritage by creating inclusive events/activities that engage people as co-producers and audiences.
- Growing resilience to the challenges Manchester Histories and the wider heritage sector faces through proactive partnership working.
- Increasing wellbeing by creating opportunities for people with different life experiences to connect and share through histories and heritage.
- Supporting people to develop skills by creating meaningful links between the professional and community heritage sectors.
- Creating better places to live, work and visit by delivering excellent quality and accessible histories and heritage experiences across Greater Manchester.
- Sustaining a thriving heritage sector across Greater Manchester by supporting networks of smaller cultural organisations to economically thrive.

We also share with National Lottery Heritage Fund a commitment to environmental sustainability (see 4.4 Aim Four: Creating a sustainable and fair future for everyone) and an inclusive heritage sector (see 2.2. Vision, Mission and Values).

Let's Create Arts Council Strategy

The Arts Council's ten-year strategy shares Manchester Histories' commitment to strengthening the role of culture in building and sustaining healthy and happy communities. Manchester Histories have the boldness and vision to make a valuable contribution to creativity and culture in Greater Manchester and beyond.

We support the delivery of Let's Create Arts Council Strategy by:

- Creating cultural work of ambition and quality by engaging emerging and established creative talent in the telling of our histories and heritage stories.
- Ensuring Manchester Histories remains a dynamic cultural organisation by investing in our people and governance, taking an entrepreneurial approach to income generation and using data and technology to drive improvement.
- Delivering cultural activity that is inclusive and relevant to people who can face barriers to culture provision by co-producing work that values and shares their histories and heritage.
- Leading the way in environmental responsibility by creating work that explores the role of our past in shaping our environmental future.



Rise Like Lions, Manchester International Festival and Guardian, Peterloo 2019.
Photo by Jonathan Keenan Photography.

**DON'T JUST
STAND THERE**

3 Challenges and Opportunities

Going forward, Manchester Histories want to build on the Greater Manchester tradition of being part of the solution to the challenges we face

3 Challenges and Opportunities

Manchester Histories identify challenges and opportunities in partnership with our staff, trustees, volunteers and partners. The challenges and opportunities outlined are the most significant for Manchester Histories over the next three years.

3.1 Challenges

2020 was unprecedented in the challenges it created for Manchester Histories and for charities across the UK. Social distancing requirements caused by the COVID-19 pandemic significantly impacted the delivery of our projects and our income generation. Our staff, volunteers and partners experienced uncertainty and isolation and the health and wellbeing of the Greater Manchester communities we work with has been significantly affected.

Project delivery

Manchester Histories may be unable to fully deliver projects if social distancing continues for a significant proportion of 2021. This could potentially result in funders requesting the return of funding, negatively impacting our cash flow and solvency. However, our communications with funders suggest this is unlikely.

To ensure we can deliver our projects in 2021, Manchester Histories are developing alternative delivery strategies. This includes moving towards blended delivery, using face-to-face and digital technologies to connect with participants and audiences. We have also developed dynamic infection control risk assessments and COVID-19 safe delivery practices for events and projects.

Grant funding

Most of Manchester Histories' income comes from the delivery of grant-funded projects. Grant funding for project work, such as the National Lottery Heritage Fund, have been frozen due to COVID-19. Consequently, we have been unable to apply for grants to support our planned activity. This has put staff roles at risk and impacted cash flow. However, we have received valuable help from the National Lottery Heritage Emergency Fund and the Culture Recovery Fund to support our core costs, cash flow and development during the COVID-19 pandemic.

Donations and sales

Due to the pandemic, we have been unable to bring people together in public spaces, which has negatively impacted donations and ticket sales. For example, we cancelled Manchester Histories Festival (due to take place in June 2020) at a loss of 8-10K in donations and ticket sales. This impacts our unrestricted funds that support our core organisational costs not covered by grant-funded projects.

Sponsorship

We deliver excellent quality public engagement events and projects that democratise history and heritage. This is attractive to a range of sponsors, who value our work. We have strong affiliations with our sponsors, with many relationships lasting for years. However, our sponsors are also experiencing financial challenges. For example, one of our significant sponsorships is currently frozen due to the impact of COVID-19 on the sponsor's finances. We are hopeful this relationship will be continued in the future, but the current impact on Manchester Histories is significant.

Greater Manchester

COVID-19 has had a devastating impact on the communities we work alongside, with Greater Manchester being hit hard by the pandemic. The region has experienced long periods of lockdown and the local economy has been hit exceptionally hard with curbs on activity. Health inequalities before the crisis have caused higher rates of mortality and overcrowding has aided the spread of the virus. The region's mental health and associated issues, such as substance misuse, have been negatively impacted.

The long-term implications of COVID-19 on Greater Manchester's economy, communities and cultural sector is currently unclear. However, Manchester Histories will support Greater Manchester to recover by creating opportunities for people to come together, share their stories and start to rebuild their wellbeing.

Moving forward

COVID-19 will continue to present challenges for Manchester Histories. The inability to deliver face-to-face work and reduced income-generating opportunities will continue for a significant proportion of 2021, as the virus is brought under control in our communities. This will be followed by a period of flux, as we attempt to understand the longer-term impact of the virus on Manchester Histories and on the people we work alongside. Manchester Histories will need to remain flexible and innovative to continue to operate in these challenging environments.

3.2 Opportunities

Digital Delivery

Alongside presenting significant challenges to Manchester Histories, the COVID-19 pandemic also creates opportunities to do things differently. During 2020, we reframed our work and, where possible, moved to digital delivery, including:

DigiFest 2020: celebrated 50 years of the Chronically Sick & Disabled Persons Act and Disabled People's Rights. We delivered DigiFest 2020 completely online in a two-day broadcast live from Manchester Central Library. Over 3,000 people joined Manchester Histories to watch a wonderful montage of disabled people's lives, histories, contributions, political struggles, and joyous creativity. This included exploring the positive legacy of Alf's Act as well as the contemporary challenges that people experience today.

People's River Project marked the bicentenary of Friedrich Engels' birth and his connection to the industrial river Irk. We delivered online workshops and talks, socially distanced photography walks and produced an online tool kit for people to better understand the life and times of Friedrich Engels.

Through these experiences, we learnt that increasing digital delivery and engagement can support Manchester Histories to reach new audiences and create new partnerships. However, due to the global pandemic, high-quality digital content is more abundant as larger and better resourced cultural organisations move to online delivery. Consequently, we expect it to become increasingly challenging to reach and engage audiences online. Manchester Histories must improve our digital skills and capacity to meet this challenge.

Over the next three years, we will invest in our people and our technologies, so we have the resources to successfully engage people into the future. We will build on Manchester Histories substantial digital reach and recognise where we need support to develop our digital infrastructure and skills.

Living our values

During 2020, Manchester Histories have been exploring our values as foundations of what we do, why we do it and how we work with others to achieve it. We have been considering the interrelationship between our personal and organisational values as well as those of the wider heritage, arts and culture sector.

This process has been:

- **Promoted by:** The devastating impact of the COVID-19 pandemic on the health and wealth of our communities, heritage sector and society.
- **Inspired by:** Grassroots social justice movements, such as Black Lives Matter, Me Too and climate change activism.
- **Concerned with:** Political changes, such as Brexit, that have increased polarisation as disagreements come into sharp focus for those with opposing views.
- **Supported by:** The Common Cause Foundation, a collective working to rebalance cultural values to create a more equitable, sustainable and democratic society.

Our staff, volunteers and trustees have participated in workshops, mentoring and partnership working with twenty-six culture and arts organisations.

Through this process we have developed Manchester Histories' compassionate values (see Our Vision, Mission and Values) to continually inform our work and improve our impact by:

- Sharing inspiring and uncomfortable histories and heritages.
- Letting our values guide our decision-making.
- Ensuring our values are reflected in our policies and actions.
- Working with partners, funders and sponsors who share our values.
- Being true to our values in how we work with staff, freelancers, volunteers and communities.

3.2 Opportunities

Going forward, Manchester Histories want to build on the Greater Manchester tradition of being part of the solution to the challenges we face. We want to connect people through histories and heritage, reducing polarisation and supporting people to develop respect and understanding towards each other, which is essential to our personal and shared wellbeing.

We believe that histories and heritage have powerful abilities to shape identities and bring positive changes to our lives and to our communities. As part of our commitment to living our values, Manchester Histories will create opportunities for the people we engage with to explore the views of others with curiosity, listen with compassion, and act with justice.

National Portfolio Organisation Art Council

Manchester Histories' work is innovative and dynamic. We bring lesser told histories and heritage to life, often through creative expressions, such as visual art, music and performance. We work with communities that can face social and economic barriers to accessing quality cultural provision to democratise histories and heritage.

Our work's ethos and quality resonate with the aims of the Arts Council in their National Portfolio Organisations programme. National Portfolio Organisations are arts and culture organisations that the Arts Council supports. They have been recognised as leaders in their areas, with a collective responsibility to protect and develop our national arts and cultural ecology. In 2018 history and heritage organisations, such as museums, were able to apply to be a National Portfolio Organisation.

National Portfolio Organisations range in their size and scope. They receive excellent development support from the Arts Council, including funding, advice, training, evaluation and national exposure. Support currently lasts for four years to offer organisations stability and time to put their business plans into action. In return for their support, the Art Council expect high-quality standards alongside public accountability and a commitment to review and learn from work.

The current round of National Portfolio Organisations is due to end on the 31st March 2023 (extended by one year from 2022 due to the COVID-19 pandemic). It is currently unclear how the Arts Council plans to develop the programme after this time to meet the changing needs of art, culture and heritage organisations across the UK.

We are confident that Manchester Histories has a lot to offer the Arts Council Portfolio Organisations programme, and we plan to apply to the programme post-March 2023. In 2021 and 2022, Manchester Histories will continue to review our programme and structure to ensure we are in a strong position to secure a future place in the programme.





Radical Read,
Manchester Art Gallery.
Photo by Jonathan
Keenan Photography.



4 Aims

Manchester Histories will need to remain responsive to opportunities over the next few years with aims that allow for flexibility and innovation in uncertain times

4 Aims

Aim One

Connecting people through histories and heritage

Manchester Histories will deliver unique events, projects and networks that connect people through histories and heritage.

Aim Two

Reaching new audiences in new ways

Manchester Histories will bring creative innovation to how we tell our stories to engage new audiences. We believe that history is for everyone, and it is our job to ensure it is relevant to peoples' lives.

Aim Three

Building resilience and continuing to thrive

Manchester Histories will develop our infrastructure, resources, people and partnerships to deliver our ambitious aims.

Aim Four

Creating a sustainable and fair future for everyone

Manchester Histories will create opportunities to learn from the past and create a better future to benefit our local and global communities.

The four aims outlined in this Business Plan have been co-produced with staff, volunteers, trustees and partners to deliver Manchester Histories' mission, vision and values and guide our work over the next three years.

The aims are purposefully broad in scope. Due to the impact of the COVID-19 pandemic, Manchester Histories will need to remain responsive to opportunities over the next few years with aims that allow for flexibility and innovation in uncertain times. Therefore, the areas of work outlined in this Business Plan will continue to evolve over the next three years. We have designed our aims to complement each other with some overlap, so in practice, work areas may deliver across several aims.

Manchester Histories' Action Plan (2021 – 2024) is an operational document developed with our staff team that supports the delivery of this Business Plan. It outlines SMART objectives, outcomes, timescales, risks and resources for each area of work. It is a live document that will continue to be reviewed and developed over the next three years.



4.1 Aim One: Connecting people through histories and heritage

Manchester Histories will deliver unique events, projects and networks that connect people through histories and heritage, including:

- Continuing to play a lead role in connecting the community and professional histories and heritage sectors and supporting thriving histories and heritage networks in Greater Manchester.
- Continuing to deliver our highly regarded histories and heritage public engagement activities.
- Developing new histories and heritage events and projects that encourage Compassion and Curiosity and value Justice.

Areas of work

Manchester Histories Experiences

Our new programme of creative-led events will celebrate, explore and commemorate the moments that make Greater Manchester unique. Manchester Histories Experiences will create opportunities for poets, visual artists, musicians, actors, dancers and more to share their creative responses to Greater Manchester's histories and heritage at place-based and blended events. Manchester History Experiences will take place across the ten Greater Manchester districts. The events will further develop Manchester Histories' approach of combining creativity and history to tell unique stories in engaging ways.

People's River Project

The People's River Project is community-led. It explores the hidden histories of people who live and work alongside the River Irk in Manchester today, and their relationship to it throughout history. The project is inspired by the life and works of Friedrich Engels and marked the two hundredth anniversary of his 1820 birth in 2020. We will reveal the experiences, stories and pictures shared throughout the project through a series of public exhibitions in Spring and Summer 2021.

The People's River Project will engage people in a significant moment of Greater Manchester's histories and heritage. It will build Manchester Histories' reputation as a trusted 'go to' charity that supports people and cultural organisations to produce high quality and meaningful creative work that tells important stories.

Manchester Histories Festival

In 2022, Manchester Histories will deliver our highly regarded biannual festival to reveal, share and celebrate Greater Manchester's rich and diverse histories and heritage. It will include a programme of curated activities by Manchester Histories and an open call out to people, organisations and groups across Greater Manchester to contribute their ideas, events and stories.

The 2022 festival will work in partnership with key cultural institutions across Greater Manchester, including Universities, Gallery Oldham, Turpinke Rochdale, Manchester Central Library, and smaller historic societies such as Friends of Angel Meadow.

During Peterloo 2019, Manchester Histories reached new audiences and we are confident that we can build on this exposure, ensuring the 2022 festival increases our audience locally, nationally and globally. The festival plays a key role in Greater Manchester's festival ecology by enabling people to celebrate their stories. It will continue bi-annually, with the festival returning in 2024.



4.1 Aim One: Connecting people through histories and heritage

History Salons

Manchester Histories developed a programme of Salons, delivered in Spring 2021.

Built upon the principles of the historic salons as spaces of shared interests, knowledge and amusement, they explored the history of topics people are passionate about, including:

- Environmental Campaigning
- Death and Mourning
- Migration and Communities
- Pets and Pet Loss

Due to the ongoing COVID-19 social distancing restrictions, Salons will be online. We will use this as an opportunity to develop our digital delivery skills. There has been a great deal of interest in the Salons so we will look for opportunities to develop the approach in 2022 and 2023.

Walking Histories

Manchester Histories will build on the People's River project to develop a programme of History Health Walks. The walks will improve wellbeing by allowing people to explore their local area and learn about its heritage while being active and connecting to others. The walks will take place across Greater Manchester's ten districts.

History Health Walks will be supported by Manchester Histories involvement in the Greater Manchester Learning Together Programme, which underpins social prescribing across the North West.

Holy Name

Manchester Histories will work in partnership with The Holy Name Church, Oxford Road Corridor and the Royal Northern College of Music (RNCM) to devise a project that will engage people in the heritage and stories of the Holy Name Church and Oxford Road Corridor. The Oxford Road Corridor is Manchester's innovation district. Manchester University moved to premises on Oxford Road in 1873, and the Corridor has continued to grow as a unique concentration of knowledge, business and cultural assets. The Church of the Holy Name of Jesus was completed in 1871 by members of the Society of Jesus (Jesuits) and serves Manchester's university communities. The RNCM is a centre of music education and one of the UK's most diverse public performance venues, dating back to the Hallé orchestra's foundation in Manchester (1858).

Despite the incredible history of the Corridor, much of the area's unique heritage has become part of the background in this busy and dynamic Manchester area. Manchester Histories will work with our partners to bring these heritage assets to life for the people of Greater Manchester and beyond.

HiDDEN Network

The Hidden Network consists of smaller Greater Manchester based museums that hold rare collections, such as the Jewish Museum, Pankhurst Centre, Elizabeth Gaskell House, Victoria Baths, Portico Library, Greater Manchester Police and Transport Museum and the Working-Class Movement Library. Manchester Histories will promote Greater Manchester's HiDDEN Network by developing a programme of creative exhibitions, talks and interventions that showcase smaller heritage venues.

The HiDDEN Network has previously acted as a forum to support and promote the fantastic work and amazing collections in smaller heritage venues. The Network is currently building a two-year programme of collaborative work, which Manchester Histories will coordinate. This will include securing funds to test out ideas and curate a programme of work based in Manchester Central Library. This programme will build a more resilient histories and heritage sector across Greater Manchester.

4.2 Aim Two: Reaching new audiences in new ways

Manchester Histories will bring creative innovation to how we tell our stories to engage new audiences. We believe that history is for everyone, and it is our job to ensure it is relevant to peoples' lives.

Areas of work

Manchester Histories website redevelopment

We have commissioned a new website for Manchester Histories with a focus on accessibility and engagement. Funding for the new website is from the Culture Recovery Fund, and it will be developed and delivered by Reason Digital.

Reason Digital are a digital agency based in Manchester that works with organisations that want to create digital tools that have lasting social good. Manchester Histories will work alongside Reason Digital to build our digital capacity and presence to develop our online audience.

The website will be easy to use for a wide range of people. It will enable our supporters to donate or sponsor our work more efficiently. It will include more moving images and have the potential for an online shop to generate income for Manchester Histories.

We will train staff, volunteers and freelancers to have the digital skills to ensure the website's content continues to be fresh and relevant to our audiences over time. The website will link to our social media platforms to further promote and profile our work. Reason Digital will host the website and provide technical support once the website becomes live.

Developing Manchester Histories' digital capacity

We will build the digital capacity of Manchester Histories by supporting our staff and volunteers to learn new digital skills and knowledge. We will achieve this by working in partnership with the Digital Heritage Lab programme (funded through The National Lottery Heritage Fund) as part of the Digital Skills for Heritage initiative. This programme supports small and medium heritage organisations to develop their digital capabilities and capacity by training staff and volunteers.

Manchester Histories' Digital Mentor is Katie Moffat, who is the Head of Digital at the Audience Agency. Katie will support Manchester Histories to develop our digital journey using tools and techniques (e.g., media streaming, podcasts and accessible moving image content) to reach wider audiences.

Manchester Histories will develop a new digital skills training programme for our volunteers. The programme will enable volunteers to contribute to the website and support digital activity online and at our new home at Manchester Central Library.

4.2 Aim Two: Reaching new audiences in new ways

Creating a new home for Manchester Histories at Manchester Central Library

Manchester Histories will create a welcoming and inspirational space in Manchester Central Library to cultivate wellbeing by sharing histories and heritage. We will achieve this by working in partnership with Manchester City Council and Greater Manchester's communities to establish and develop a Manchester Histories space.

Our space in Central Library will be an accessible environment where we bring people together to share the histories and heritage of Greater Manchester in creative ways, including exhibitions, performances, installations, workshops and events. Our volunteers will take a lead role in facilitating the space and will receive training and support to do this.

Manchester Central Library was the most visited public library in the country in 2019/20, with 2,022,641 visits recorded. By creating a space in the library, we can make Manchester Histories more visible in the public realm. We will also reach out to those who may not ordinarily engage with history by inviting people into the library space to share their stories.

Manchester Histories' move to Manchester Central Library is embedded in our response to the Covid-19 pandemic and our commitment to living our values. Our histories hub will promote wellbeing through creating opportunities to connect with others, explore histories and heritage, make new friends and combat isolation. Although exploring the past, the hub will be looking to the future by exploring how we can better understand and support each other.

The move offers Manchester Histories the opportunity to build even stronger partnerships. We are looking forward to working closely with Archives+, Manchester & Lancashire Family Histories Society and the Ahmed Iqbal Ullah Race Relations Resource Centre who are based in the library. We will also act as a signposting hub, linking people to other smaller histories and heritage organisations in Greater Manchester, such as the Jewish Museum, Victoria Baths and the Pankhurst Centre.



4.3 Aim Three: Building resilience and continuing to thrive

Manchester Histories will develop our infrastructure, resources, people and partnerships to deliver our ambitious aims, including:

- Creating income streams from new and diverse sources while continuing to work proactively with our long-standing valued supporters.
- Building resilience in our organisational structure through partnership working.
- Supporting and developing our people (staff, volunteers, trustees, supporters and partners) to continue to build the Manchester Histories family.

Areas of work

Funding Action Plan

Manchester Histories will continue to develop relationships with grant and trust funders who are a great fit for what we do and how we do it. With support from the Culture Recovery Fund, Manchester Histories will work in partnership with Helen Jenkins from 117 Consultancy to identify Trusts and Foundations, or other appropriate funders, to support our work over the next three years and beyond.

117 Consultancy will work with Manchester Histories to understand our work before providing a manageable 'pipeline' of potential funders who are a good fit for our aims.

117 Consultancy will prioritise the pipeline to reflect how well Manchester Histories meet funders' criteria and the probability of securing funding. 117 Consultancy will also support Manchester Histories to develop a funding bid identified as a strategic priority. The pipeline created by 117 Consultancy will form the basis of a Funding Action Plan for the next three years (2021 – 2024). The Action Plan will be overseen by trustees and delivered by our CEO.

Manchester Histories enjoy excellent relationships with our funders. We achieve this by developing meaningful relationships with our funders based on excellent communication and shared values. We will continue to take this approach when developing new relationships over the next three years.

Alliance Manchester Business School Consultancy: Income Generation Strategy

Diverse and creative income generation is essential if Manchester Histories is going to survive and thrive following the impact of the COVID-19 pandemic. Manchester Histories is working with 3rd-year students from the Alliance Manchester Business School (AMBS) Consultancy Module. They are working with Manchester Histories to create an Income Generation Strategy through three project strands:

- Developing a charitable trading arm for Manchester Histories, including developing an online shop selling appropriate merchandise on the new website.
- Creating a sponsorship package for Manchester Histories, including developing benefits and identifying target sponsors.
- Reviewing the current online facilities (such as booking or donations) by researching models of good practice used by charities and making recommendations.

The Income Generation Strategy will be completed in Spring 2021. The Strategy will enable Manchester Histories to identify which income generation opportunities are deliverable with our current resources and which opportunities will require development support to deliver. Manchester Histories remains open to income generation opportunities beyond those outlined above. We will continue to be proactive in identifying income generation opportunities that do not create an economic barrier to participating in histories and heritage.

4.3 Aim Three: Building resilience and continuing to thrive

Friends of Manchester Histories

Manchester Histories is a highly regarded and popular organisation with a broad support base across Greater Manchester. We are currently considering ways that individuals and organisations who value our work can be more active in showing their support. This includes establishing a 'Friends of' supporters' group for Manchester Histories.

'Friends of' groups are popular across the heritage and cultural sectors. They are often associated with physical assets, such as buildings, galleries or archives, but this is not a requirement. The Friends of Manchester Histories will share an enthusiasm for Greater Manchester's diverse histories and heritage.

We will offer our Friends benefits, such as:

- Regular updates on our work
- Priority booking for events/activities
- Friends only social activities/talks/workshops
- Discounts on purchases from Manchester Histories online shop (under development)
- Discounts on event/activity tickets where charges apply
- Opportunities to:
 - ▶ Learn more about our partners
 - ▶ Influence what we do and how we do it
 - ▶ Volunteer
 - ▶ Fundraise

We are currently consulting with our staff, trustees and volunteers to explore how a Manchester Histories' Friends group should be structured, including appropriate membership fee structures and how the group should be constituted. This is an area of work the Business Manager will develop when they are in post (see Staff Training, Development and Welfare).



4.3 Aim Three: Building resilience and continuing to thrive

Staff Training, Development and Welfare

Manchester Histories' small team delivers high profile public engagement projects that reach large numbers of people and significantly impact the people who participate in them. Manchester Histories achieves a significant impact for a small organisation by working in partnership with others; however, we also recognise that our staff and volunteers work incredibly hard.

Over the next three years, Manchester Histories will support our people by:

- Continuing to be a supportive employer that promotes wellbeing.
- Developing trustees and patrons by inviting people to get involved.
- Growing our team by addressing our current skill/capacity gaps.

Manchester Histories needs to increase our staffing capacity if we are going to deliver the ambitious aims outlined in this Business Plan and support our staff and volunteers' wellbeing. Achieving organisational growth will be challenging, considering the broader impacts of the COVID-19 pandemic, but the financial resources required will be planned in our Income Generation Strategy supported by our Funding Action Plan.



The roles Manchester Histories will develop over the next three years are based on current gaps in capacity or future requirements to develop and grow.

- **Business Manager** (full-time) to support the delivery and management of income generation/funding, demonstrate our impact, support operations, oversee the office and deputise for the CEO. This post will focus on operational delivery, releasing capacity so the CEO can focus on the strategic development of Manchester Histories.
- **PR/Communications Manager** (part-time) to continue to develop Manchester Histories' profile in the region and beyond to reaching new audiences in new ways.
- **Manchester Histories Festival/Experience Manager** (part-time) to manage the two high profile events-based programmes.
- **Community Engagement Manager** (full-time) the existing role developed into full time/job share position.

These roles will form part of the core team. If we are successful in additional project work, we will employ Project Managers to manage specific projects. We are confident that Manchester Histories can successfully manage our staff team's growth within our current management and governance structure. By increasing delivery support in new roles, we will create capacity for Manchester Histories' CEO to support, manage and lead new team members.

Heritage Compass Business Support Programme

Manchester Histories will participate in the Heritage Compass Programme. This is a new Business Support Programme funded by the National Lottery Heritage Fund. Social development business, Cause4, launched the Heritage Compass programme in 2020 to grow and invigorate the heritage sector. Partners include Creative United and the Arts Marketing Association.

In 2021 and 2022, Manchester Histories will be working with Cause4 and over 100 small to medium heritage organisations to build our resilience strategies. Manchester Histories will benefit from bespoke training, mentoring, and peer learning to develop strategies. We will also become part of a dynamic new network of heritage organisations focusing on building their resilience.

4.4 Aim Four: Creating a sustainable and fair future for everyone

Manchester Histories will create opportunities to learn from the past and create a better future to benefit our local and global communities, including:

- Reducing Manchester Histories' environmental footprint.
- Sharing histories and heritage to challenge social, economic and environmental injustices.

Areas of work

Histories, Stories, Voices in Public Spaces

Manchester Histories are supporting Manchester City Council to conduct a consultation on Manchester's public spaces. Manchester Histories are inviting the people who live and work in Manchester to have their say on how Manchester's history and the people who made it should be reflected in public spaces across the city.

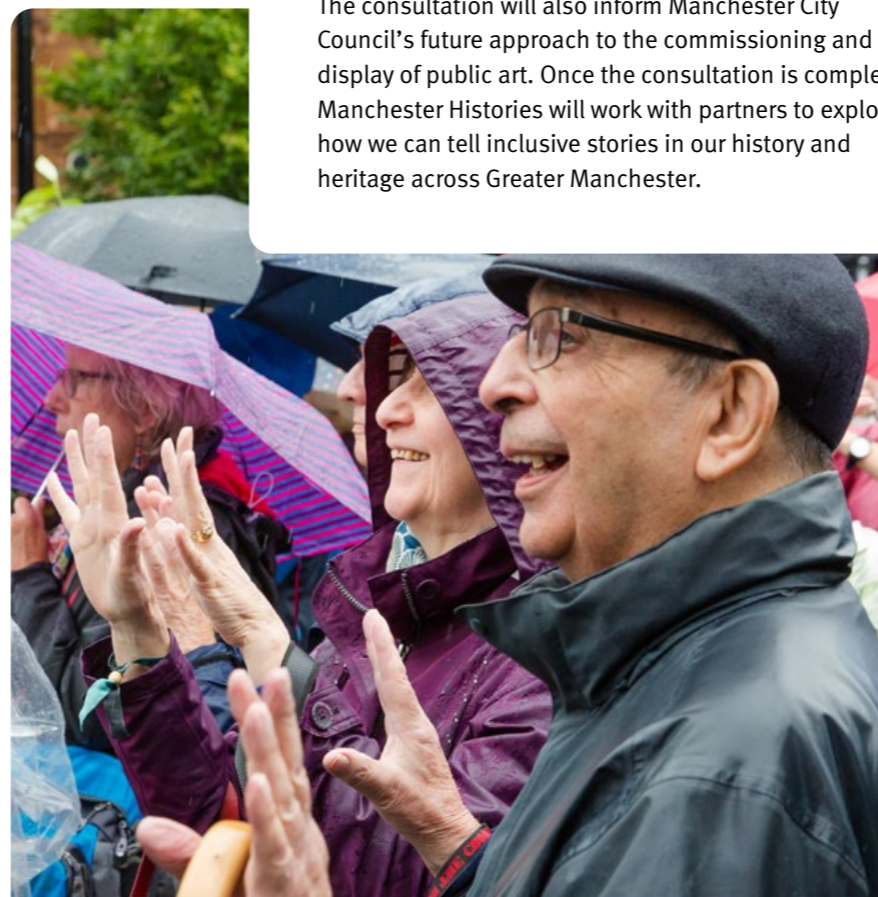
The consultation focuses on statues, monuments, and memorials. It marks the start of a review by Manchester City Council of existing public realm artworks in Manchester. This will include an asset review that considers what, where, and how artworks relating to the city's history should be displayed.

The consultation will also inform Manchester City Council's future approach to the commissioning and display of public art. Once the consultation is complete, Manchester Histories will work with partners to explore how we can tell inclusive stories in our history and heritage across Greater Manchester.

Histories of Disabled People

A new action-led steering group are developing a Disability Pride event in 2022. The annual event will contribute to the festival ecology of Manchester and beyond. Partners include the University of Manchester, Manchester City Council, and the Greater Manchester Coalition of Disabled People.

Building on the success of DigiFest 2020, Manchester Histories will support this process and provide co-produced cultural activities for the event. Our focus will be on promoting disabled people's stories to build more compassionate and care in our communities. This will include disabled people's histories and heritage, social justice and rights.



4.4 Aim Four: Creating a sustainable and fair future for everyone

Diversity and Equality Training and Development

Manchester Histories' commitment to creating a fairer society for all is evident throughout our work, mission, vision, values and aims, and it is part of our organisational culture. However, we understand that creating an inclusive culture is an ongoing process where you must continually remain open to growth and change.

As part of our commitment to living our values, we have identified and accessed Diversity and Inclusion Training for our staff, volunteers and trustees from Marshall E-learning Consultancy. We will complement this by also undertaking the University of Manchester Equal Opportunities, Diversity and Inclusion Training.

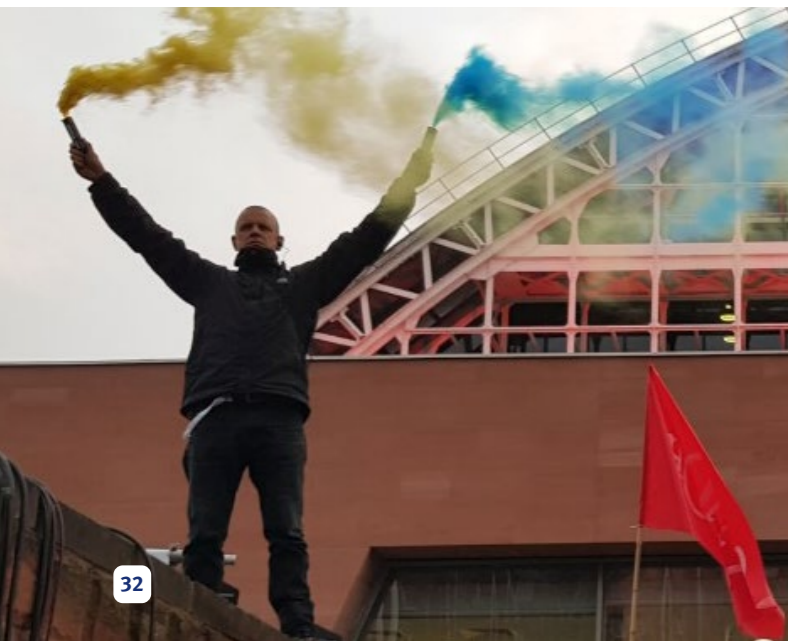
Over the next three years we will develop our Equality and Diversity practice by:

- Embedding our equality and diversity policy and practice more effectively within Manchester Histories.
- Supporting our people to explore best practice and better understand the benefits of equality and diversity.
- Developing a deeper understanding of the relevant laws/best practice and implications for Manchester Histories.
- Developing our principles of equality and diversity to create guidelines so our staff, volunteers, trustees and partners work in a way that aligns with our principles.

MAST Carbon Literacy Training

MAST (Manchester Arts Sustainability Team) is a consortium of 47 cultural organisations focused on becoming carbon zero. The Manchester Histories team has recently taken part in Carbon Literacy Training with Manchester Arts Sustainability Team (MAST) and HOME.

The training has increased our knowledge and enabled Manchester Histories to positively tackle climate change in line with Manchester's aim to become a zero-carbon city by 2038 or before. We will produce an Environmental Action Plan that reduces Manchester Histories' carbon footprint, and Manchester Histories will become part of the MAST network. Alongside reducing our Carbon Footprint, our Environmental Action Plan will support Manchester Histories to save resources by identifying green cost savings wherever possible. We have also set personal and organisational pledges with MAST to reduce our carbon footprint.





From The Crowd Performance,
Danny Boyle. Reading of the Names
of the dead, Peterloo 2019. Photo
by Jonathan Keenan Photography.



5

Resourcing

We will always identify and secure resources from partners, suppliers and people who share our values in what they do and how they do it

5 Resourcing

Manchester Histories will deliver our aims by managing our resources effectively, including:

- **Sharing resources to deliver our aims and create a collaboration culture**, e.g., sharing space with Archives+ at Manchester Central Library.
- **Saving resources to reduce costs and improve the environment**, e.g., delivering our Environmental Action Plan supported by MAST.
- **Supporting our people to deliver our aims**, e.g., developing the digital skills of staff/volunteers supported by the Digital Heritage Lab programme.
- **Growing our organisational resilience to adapt to challenges**, e.g., training, mentoring and peer learning in Heritage Compass Business Support Programme.
- **Securing resources to deliver our aims**, e.g., ensuring funding/income by delivering our Funding Action Plan and Income Generation Strategy.

Manchester Histories' Action Plan (2021 – 2024) details the resources required for each work area, including people, funding, physical spaces, partnerships, knowledge, skills and equipment. The Action Plan also identifies if we have the resources identified or if they need to be secured. We will be creative and proactive in identifying and addressing gaps in resources as the Business Plan's delivery progresses.

We predict that the COVID-19 pandemic will make it increasingly challenging to secure resources for our core costs (see Challenges and Opportunities). This has the potential to place Manchester Histories' long-term solvency at risk if not adequately addressed. We will remain creative, proactive and positive in identifying and securing the resources we need to survive and thrive. Our Business Plan is values-led, and we will always identify and secure resources from partners, suppliers and people who share our values in what they do and how they do it.

Manchester Histories' priority areas for resource investment are:

- ➔ **New income streams to ensure our future stability.**
- ➔ **New staff posts to embed the capacity we require to deliver our aims.**
- ➔ **Digital resources (equipment and skills) to meet the challenges of blended delivery.**
- ➔ **Investing in our people's wellbeing, including delivering training, creating new roles and developing wellbeing resources.**





Protest Music, Royal Northern College of Music, Street Wise Opera. Photo by Jonathan Keenan Photography.

STREETWISE
OPERA

6

Finance

Over the next three years we will continue to explore ways to diversify our income by applying for a broader range of grants and developing an e-commerce strand

6 Finance

Manchester Histories have effective and accountable methods for managing our finances to ensure good governance, including:

- Up-to-date Finance, Reserves, Anti-Corruption and Bribery policies to ensure we operate in a safe, honest and transparent manner.
- An ethical procurement policy to ensure we obtain economic and social value for money for all the services and products we purchase.
- Using QuickBooks to monitor and report on our income and expenditure.

Manchester Histories is a Registered Charity (1151944) and Limited Company (08283259). We employ an independent accountant, Slade & Cooper, to prepare our end of year accounts. We monitor all financial information and report on our financial position to our trustees at our quarterly board meetings.

Income is a mixture of public grants from our funders, ticket sales, donations, trusts and foundations. Over the next three years we will continue to explore ways to diversify our income by applying for a broader range of grants and developing an e-commerce strand.

Expenditure is mainly spent on staff costs and delivering cultural activity. Over the next three years we aim to increase our expenditure to support extra staff costs, digital activity, marketing and communications.

The Financial Forecast and Assumptions (2021 – 2024 - Appendix One and Two) for the coming three years reflects the ambitious targets Manchester Histories has set in order to achieve its aims and objectives.





Rebel Karaoke, Brighter Sound Artist.
Photo by Jonathan Keenan Photography.

7

Monitoring and Evaluation

Our evaluation framework enables Manchester Histories to respond to feedback, improve the work we deliver and report back to our funders

7 Finance

Manchester Histories are always learning. We learn from the projects we deliver, the people we work with and the audiences we engage with. We use this knowledge to improve what we do and how we do it.

Manchester Histories uses an evaluation framework to measure the impact of our work. Our evaluation framework enables Manchester Histories to respond to feedback, improve the work we deliver and report back to our funders.

The Institute of Cultural Practices at the University of Manchester first developed the framework. Manchester Histories has revised the framework several times to ensure its continued relevance to our programme of activity. The framework includes a tool kit that demonstrates the impact our projects have on creatives, communities and other stakeholders. Our toolkit also links to themes emerging from our work such as health and wellbeing, social isolation or poverty to support the identification of future funding partners. We will continue to use and develop the framework over the coming three years.

Manchester Histories also works with partners to produce external evaluations of exceptional quality. For example, the Heritage Lottery Fund supported the external evaluation of our Peterloo 2019 programmes. This included external evaluators attending events, talking to participants and reviewing data. The evaluation culminated in a high-quality report to share our learning with partners and continue to develop our practice going forward. Manchester Histories values the reflection and accountability that external evaluation offers. We will continue to secure resources to participate in external evaluations of our projects whenever possible over the next three years.





Manchester Hill Remembered,
Manchester Cathedral.
Photo by Rachel Bywater Photography.



8

Appendices

One: Financial Forecast 2021 – 2024
Two: Financial Assumptions

8 Appendix One: Financial Forecast 2021 – 2024

Manchester Histories Year End runs from 1st September to 31st August

Description	2020/21 Year End £	2021/22 Forecast £	2022/23 Projection £	2023/24 Projection £
Income				
Grants				
University of Manchester	10,000	15,000	15,000	15,000
Manchester Metropolitan University	10,000	5,000	5,000	5,000
Manchester City Council Cultural Partnership Agreement	22,231	22,231	22,231	22,231
Greater Manchester Combined Authority Culture Fund	25,000	25,000	25,000	25,000
Emergency NLHF & Culture Recovery Fund 1 & 2	70,300	56,570	0	0
Other (Including Trusts & Foundations)	5,900	20,000	50,000	90,000
Project Grants	29,600	90,000	170,000	250,000
Donations/Sponsorship/Shop				
UoM (in kind use of office space)	20,000	20,000	20,000	20,000
Donations/Friends Scheme	2,300	5,000	10,000	15,000
Online-Shop	0	4,556	6,000	9,000
Earned Income				
Consultancy	2,900	5,000	10,000	15,000
TOTAL INCOME	198,231	268,357	333,231	466,231
Expenditure				
Staffing Costs				
	74333	74,333	114,145	147,689
Operational & Governance Costs				
Office Rent	20,000	20,000	20,000	20,000
Marketing & Communication	4056	4160	5,000	5,000
Publicity & Promotion	2333	2,000	6,000	4,000
Cultural Activity	65508	90,000	120,000	200,000
Access Costs	4,698	2,000	5,000	5,000
Evaluation	1,916	1,000	6,000	6,000
Insurance/Legal/Accounts	2,100	2,300	3,000	2,300
Training & Development	180	500	1500	2000
Regular Direct Debits/Subscriptions	14,508	14,780	14,980	15,208
General Expenses	2,117	1,000	1,650	2,555
Digital/Technical support	500	1,500	4,000	6,000
Travel & Subsistence for staff and volunteers	1255	1,250	2,000	3,000
Volunteer Training costs	0	6,000	3,000	3,500
TOTAL EXPENDITURE	193,504	220,823	306,275	422,252
Balance				
Restricted	4,727	47,534	26,956	43,979
Unrestricted	2,427	14,864	956	4,979
	2,300	32,670	26,000	39,000

8 Appendix Two: Financial Assumptions

Staffing:

Over the next three years we hope to increase the staff team to include the following roles to be able to deliver the business plan's aims and objectives. This will include:

Year 2

Increase Community Engagement Manager role to a full-time post £28,000 + oncosts = £31,208

Recruit a part-time Experience Co-ordinator
£28,000 + oncosts = £15,604

Recruit a part-time Marketing & Communication
£28,000 + oncosts = £15,604

Year 3

Recruit a full-time Business Support Manager
£30,000 + oncosts = £33,544

Grants:

Manchester Histories has developed strong relationships with our key funding partners and act as trusted delivery agents. We see these relationships continuing in the future. However, we are currently in uncertain times and we are aware that future public funds may face cutbacks due to the Covid-19 pandemic. At this stage we can only make an assumption that these grants will still be available and have kept the income at the same level of support for the Manchester Cultural Partnership Grant and the Greater Manchester Combined Authority Culture Fund. These will be reviewed on an annual basis.

Project Grants:

In year two and three the income for project grants increases considerably, this is due to project grants becoming open again to applications post Covid-19. We have forecast an application to the National Lottery Heritage Fund for approx. £250,000 for the Holy Name project and an application to the Arts Council for the development of the Manchester Central Library project of approx. £80,000, with other support from smaller grants, trusts and foundations.

Publicity & Promotion:

In 2020 there is an increase in the expenditure for publicity and promotion, this is due to the delivery and promotion of Manchester Histories Festival to ensure we attract a diverse audiences and participation in the festival programme.

Access Costs:

It is important to Manchester Histories that we ensure our events and festival are accessible to as many people as possible. In year two and three our access costs increase as we will deliver Manchester Histories Festival and a large-scale event as part of the Holy Name project. Access costs include: BSL interpretation, audio description, live captioning, subtitling of digital content, providing materials in easy read and large print if requested.

Consultancy:

Our CEO offers consultancy in the development and funding of project work with partners, including the Histories, Stories, Voices public consultation and the Holy Name project. We will see an increase in this kind of activity over the next three years as we start to recover from Covid-19, and organisations need support with heritage projects.

Reserves:

Our trustees ensure we have sufficient free reserves (unrestricted funds not invested in fixed assets or otherwise designated) to manage our cash flow. This can be challenging due to the inherent risks associated with staging a festival and the current need to respond to changing funding regimes. Over the past year, Manchester Histories has formulated a Reserves Policy that will build no less than three to six months core operating costs. These costs are estimated at approximately £8K per month. In the last year, the charity has seen an increase of 50% in its reserves to £17,452. However, as part of the Culture Recovery Fund Round 2, Manchester Histories has been awarded additional costs of up to £43,270 to support our reserves.



In memory of composer Lucy Hale, her music played by Georgina Aasgaard as part of DigiFest 2020 in collaboration with Drake Music. Photo by Jonathan Keenan Photography .



Manchester Histories

Mansfield Cooper Building The University of Manchester
 Oxford Road Manchester M13 9PL Telephone 0161 306 1982
www.manchesterhistories.co.uk info@manchesterhistories.co.uk

Company Number 08283259 Registered Charity 1151944

