Beyond the Arts: Economic and wider impacts of The Lowry and its programmes

Final report for
The Lowry

26 September 2013
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Executive Summary

The Lowry is the most visited cultural destination in the North West and the most visited attraction in Greater Manchester. It plays host to one of the UK’s most vibrant and diverse theatre programmes, as well as a visual arts programme that features the largest public collection of works by LS Lowry alongside contemporary exhibitions.

New Economy was commissioned by The Lowry and its Trustees to undertake an assessment of its economic and cultural impact.

The findings from that work highlight that through the quality and breadth of its international calibre cultural programme, The Lowry has a significant impact upon the cultural life of Greater Manchester, the wider North West and the UK as a whole. This in turn supports the employment of staff and expenditure through supply chains that also has a major impact upon the Greater Manchester economy. And through both routes, The Lowry has played an underpinning role in the ongoing regeneration of Salford Quays as an emergent tourism, business and residential location.

The findings also highlight that this unmatched impact is delivered at lower levels of public funding than the average for the arts & cultural sector as a whole, representing outstanding value for public money.

“The Arts Council welcomes this report as an important addition to the discussion around the economic impact of arts and culture. We are pleased to see the analysis of The Lowry’s important contribution to the economy of Greater Manchester and beyond, to cultural tourism and to the creative life of the North West. The findings presented within it add value to the wider arguments about sustained investment in the cultural sector.”
Alison Clark-Jenkins
Director, North, Arts Council England

“This study draws from recent national research by Arts Council England to make an in-depth assessment of the contribution The Lowry makes to Greater Manchester, the North West and the UK as a whole. Its findings show that The Lowry generates a significant economic return on the investment made by the public sector.”
Dr Alexander Roy
Head of Research, New Economy

Key Findings

- The Lowry employs over 370 staff and its activities support the equivalent of 533 full-time jobs across the UK, the majority in the North West

- The Lowry contributes £29m per annum in gross value added to the national economy, corresponding to a total expected contribution of £239m over the coming decade

- The Lowry is the most popular visitor destination in Greater Manchester and one of the most popular in the North West, with around 820,000 visitors per year, a total of over 11m since opening in 2000

- Around a quarter of its shows are either world or UK premiers and/or international calibre shows only available to audiences in the North West because of the presence of The Lowry

- The Lowry has been a cornerstone of the £1.4bn regeneration of Salford Quays – now the new home to the BBC – which has seen the former docks regenerated into one of Greater Manchester’s strongest growing areas in terms of employment, population and households

- Only 11.3% of The Lowry’s income comes from public funding – well below the average across regularly-funded arts & cultural institutions of 40% – and the return on this investment is £16.27 for every £1 of public money – higher than national benchmarks for other public sector interventions.
Methodology

This impact assessment was undertaken by New Economy on behalf of The Lowry, and is based upon quantitative and qualitative research methods. The former includes central government guidance and draws on established research methodologies in developing our model of The Lowry’s economic and tourism impacts, particularly the White Book – the approached adopted by DCMS to HM Treasury’s Green Book – and the recent Arts Council England research methodologies produced by Cebr and BOP. In relation to the qualitative elements, including the cultural and skills and employment regeneration impacts, we have drawn upon primary research with staff and volunteers, and materials provided to us by The Lowry’s management team.

Further Information

The economic impact assessment is available on The Lowry website at:
www.thelowry.com

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1 Introduction

1.1 The Lowry is the most visited cultural destination in the North West and the most visited attraction in Greater Manchester, with a programme encompassing drama, music, dance, comedy, and opera, alongside its unrivalled collection of paintings by LS Lowry.

1.2 It plays host to one of the UK’s most vibrant and diverse theatre programmes, as well as a visual arts programme that features the largest public collection of works by LS Lowry alongside contemporary exhibitions.

1.3 The Lowry has three performance spaces, Lyric Theatre, Quays Theatre and The Studio, with over 2,300 seats between them. The galleries house the largest publicly-owned collection of works by LS Lowry anywhere in the world, alongside contemporary exhibitions. The Lowry is also home to numerous workshop and creative spaces, bars, cafés, restaurants, conference facilities and a compelling retail offer.

Figure 1.1: The Lowry and Salford Quays

1.4 The Lowry is the cornerstone of the broader £1.4 billion regeneration of Salford Quays, a process which began in the mid-1980s and continues to this day with the MediaCityUK development.

1.5 Since it opened in 2000 the Lowry has welcomed over 11 million visitors; in recent years the venue has been averaging around 820,000 visitors per year\(^1\), making it the most popular visitor destination in Greater Manchester and one of the most popular destinations in the North West. The Lowry employs over 370 people.

1.6 In the last 12 months the venue’s theatres hosted 323 different shows (including 34 world or UK premieres) and staged 900 performances.

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\(^1\) Visit Manchester
1.7 Each year, over 100,000 people visit exhibitions in The Lowry’s gallery space. 50% of gallery visitors travel over 30 miles to attend the venue. The galleries also welcome over 8,000 school children a year, one element of the more than 70 education and training activities that the venue runs each month.

1.8 The Lowry has strong links to local communities, with 265 volunteers forming an integral part of the core front of house team on performance nights and 12,000 Salford residents taking advantage of free or discounted tickets and special event offers through the ‘Our Lowry’ scheme.

**Aim of the research**

1.9 Through the quality and breadth of its cultural programme, The Lowry has a direct impact upon the cultural life of Greater Manchester and beyond; regionally, nationally and internationally. Through its employment of staff and expenditure through its supply chains, it impacts upon the Greater Manchester economy. And in both ways The Lowry underpins the ongoing regeneration of Salford Quays as a tourism and business destination.

1.10 New Economy was commissioned by The Lowry and its Trustees to undertake an impact assessment that would bring a more precise understanding of the magnitude of these different types of impact. This report sets out the findings from our research.

**Research methodology**

1.11 This impact assessment is based upon quantitative and qualitative research methods. In terms of the **quantitative research** and calculating the level of employment supported by The Lowry, we have drawn upon central government guidance (particularly the White Book, DCMS’ interpretation of HM Treasury’s Green Book), and the recent Arts Council England research methodologies produced by the Centre for Economic and Business Research (Cebr)

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and BOP. The Cebr report uses input–output tables to estimate the impact of the arts as a whole to the economy, as well as providing estimates of the multiplier effect of the sector for every UK region. Direct job estimates (i.e. those onsite) are based on figures sourced directly from The Lowry, and the employment multipliers for the North West produced by Cebr have then been used to account for wider supply chain impacts.

1.12 The Lowry’s contribution to economic output has been calculated by drawing again on the Cebr research. The importance of the wider Quays area to tourism has also been assessed, as measured by results from the 2012 Scarborough Tourism Economic Activity Monitor (STEAM), which is the industry standard tourism impact model, purchased annually by Greater Manchester partners, including a specific assessment of the Salford Quays area. In addition, detailed analysis of the annual company accounts has been undertaken, supplemented by discussions with The Lowry’s financial director.

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2 Cebr, May 2013: “The contribution of the arts and culture to the national economy”.
1.13 In relation to the qualitative research (such as the cultural regeneration impacts and skills & employment impacts), we have drawn upon extensive primary research consultations with staff and volunteers from The Lowry, and materials provided to us by The Lowry’s management team.

**Structure of the report**

1.14 The report is structured as follows:

- Chapter 2 sets out the direct and indirect economic impacts of The Lowry in terms of the people it employs, the suppliers it purchases from, and the ripple effects these activities create within the Greater Manchester and North West economies;

- Chapter 3 considers the cultural impact of The Lowry;

- Chapter 4 looks at the tourism gains generated by The Lowry;

- Chapter 5 presents the story of the regeneration of Salford Quays and seeks to identify The Lowry’s catalytic role in the regeneration;

- Chapter 6 discusses The Lowry’s education and volunteering programmes and the impact these have upon Greater Manchester residents;

- Chapter 7 brings the analysis together to consider the ‘return on investment’ The Lowry offers to the public purse and how this return compares to other, similar cultural venues.
2 Economic impact

2.1 This chapter sets out the key economic benefit of activities at The Lowry in terms of supporting employment and contribution to gross value added (GVA), which is a common indicator of economic output. The key findings are:

- The Lowry employs over 370 staff and its activities support the equivalent of 533 full-time equivalent jobs across the UK.
- The majority of this impact is in the North West, with activities at The Lowry supporting a total of 504 full-time equivalent jobs.
- The Lowry’s activities are contributing £26.9 million per annum to the regional economy, a figure that rises to £28.8 million at a national level, corresponding to a total expected contribution of £239 m over the coming decade.

Employment Impact

2.2 The main benefits from a jobs perspective are as follows:

- **Direct jobs**: These are jobs which are directly associated with activities at The Lowry.
- **Indirect jobs**: These are jobs that are associated with the supply chain for The Lowry – i.e. the goods and services that it procures in support of activities on the site, which in turn creates employment in the businesses and organisations that supply those goods and services.
- **Induced jobs**: This is the multiplier impact of the direct and indirect jobs. Induced jobs are the jobs found throughout the economy that will be supported by the disposable income of individuals filling the direct and indirect jobs associated with The Lowry.

2.3 Based on information provided by The Lowry, there are 373 employees on its books. A percentage of these are working on a part-time or casual basis and it is estimated that in total, these employees would work 8,427 hours a week if they were all employed at the same time. Taking this figure and assuming a typical FTE is 37.5 hours a week, the number of direct FTEs currently supported by activities at the Lowry is 225, almost all of which are taken by people living in the North West.

2.4 Through its expenditure on goods and services, which currently stands at around £7 million per year in the North West, The Lowry will support additional jobs in the supply chain. Three local companies account for just over 10% of total spend in the North West supply chain:

- **Wilson James**, located in Salford and providing security services to The Lowry.
- **Floorbrite**, based in Sale and providing cleaning services to The Lowry.
HFL, a Denton-based company employed for maintenance services.

2.5 As noted by The Lowry’s Commercial Director, Tony Smith:

“As Greater Manchester’s most popular visitor attraction it is critical that we provide an excellent experience and facility for our customers. Consequently we always ensure that we work with first-rate contractors who have the same ethos of providing the best possible service at all times. Wherever possible we ensure that these contracts are awarded to local companies, as The Lowry acknowledges the important role it plays in supporting the economy of Greater Manchester. We are delighted that we have established excellent longstanding working partnerships with local companies for 3 of our most significant and important contracts across our business and look forward to continuing to developing our relationship with them over the coming years.”

2.6 The jobs supported in the supply chain, along with the direct jobs outlined above, will in turn support further employment as a result of household spend. This is referred to as the “multiplier effect” – economic activity associated with additional local income and local supplier purchases in the economy.

2.7 Research undertaken by the Centre for Economic and Business Research (Cebr) has used input-output modelling to calculate the economic impact made by arts and culture to the UK. One of the main outcomes from the research has been to produce estimates of the multiplier effect of the sector for every UK region. For the North West the employment multiplier is 2.24 – so for every one FTE job supported by the arts and culture industry in the North West, an additional 1.24 FTE jobs are supported in the wider economy. At a UK level the multiplier increases to 2.37. Applying these figures to the 225 direct FTEs, it can be estimated that:

- Activities at The Lowry support a total of 504 FTEs in the North West.
- Across the UK they are supporting 533 FTEs.

Contribution to Gross Value Added

2.8 The number of jobs which The Lowry supports is an important measure of the economic benefits it makes to the North West and UK economies. An alternative way of looking at the economic contribution of The Lowry is to calculate the contribution which it makes to economic output at a regional and national level, as measured by Gross Value Added. This has been calculated by multiplying the direct jobs supported by The Lowry by an estimate of average levels of Gross Value Added (GVA) per employee in the arts and culture sector, and then applying a multiplier to account for the indirect and

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3 Cebr, May 2013: “The contribution of the arts and culture to the national economy”.
4 By converting total jobs at The Lowry (373) into FTEs (225), this allows for those people employed on a casual basis to be included in the impact analysis.
5 Gross value added is the difference between output and intermediate consumption for any given sector/industry. That is the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production.
induced impacts. The assumptions used in the calculations are outlined below and Table 2.1 shows how this translates into GVA.

- GVA per employee in the arts and culture sector is estimated at £52,600 per annum, the figure having been sourced from the May 2013 Cebr report used to inform the employment calculations.
- The same report also provides GVA multipliers, which are 2.27 for the North West and 2.43 for the UK.

### Table 2.1: GVA Contribution of The Lowry

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<tr>
<td><strong>Total direct FTE jobs</strong></td>
<td>225</td>
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<tr>
<td><strong>GVA per employee of direct jobs</strong></td>
<td>£52,600</td>
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<tr>
<td><strong>GVA attributable to direct jobs</strong></td>
<td>£11.8 million</td>
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<tr>
<td><strong>Total annual GVA contribution to North West (multiplier of 2.27)</strong></td>
<td>£26.9 million</td>
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<tr>
<td><strong>Total annual GVA contribution to UK (multiplier of 2.43)</strong></td>
<td>£28.8 million</td>
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<tr>
<td><strong>Contribution to North West GVA over next 10 years</strong></td>
<td>£223 million</td>
</tr>
<tr>
<td><strong>Contribution to UK GVA over next 10 years</strong></td>
<td>£239 million</td>
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Source: New Economy, using Cebr input–output analysis

2.9 As shown in Table 2.1, The Lowry’s activities are contributing £26.9 million per annum to the regional economy, a figure that rises to £28.8 million at a national level. Putting these figures into a longer-term perspective, over the next ten years the estimated value of GVA contributions as a result of The Lowry’s activities are calculated to be £223 million in the North West, rising to £239 million at a UK level.

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6 In order to provide economic estimates in current prices, a Net Present Value (NPV) has been applied. The NPV is the discounted value of a stream of either future costs or benefits. It is used to describe the difference between the present value of a stream of costs and a stream of benefits. A discount rate must be used when calculating an NPV in order to convert all costs and benefits to ‘present values’. Using the Treasury’s Green Book, the recommended discount rate is 3.5%.
3 Cultural impact

3.1 This chapter sets out the cultural impact of The Lowry, with key findings being:

- The Lowry is the most popular visitor destination in Greater Manchester and one of the most popular in the North West, with around 820,000 visitors per year, a total of over 11m since opening in 2000
- In 2012/13 The Lowry staged nearly 900 performances
- Around a quarter of its shows are either world or UK premieres and/or international calibre shows only available to audiences in the North West because of the presence of The Lowry
- Over 1,500 hours of Studio time was provided by The Lowry to new and emerging artists
- The Lowry is working to increase interaction with the arts in Salford and in 2012/13 it subsidised theatre tickets for Salford residents to the value of £135,000

Breadth and depth of The Lowry’s cultural offer

3.2 Since it opened in 2000 The Lowry has welcomed over 11m visitors; in recent years the venue has been averaging just over 65,000 visitors per month. The Lowry is also working to increase interaction with the arts in Salford, traditionally an area of low arts engagement. The Arts Council England Active People Survey, which collected data between 2008 and 2010, showed that only 35% of adults in Salford had either attended an arts event or participated in an arts activity at least three times in the past 12 months – putting the district in the bottom 20% of the country in terms of arts engagement.

3.3 About 6 in every 10 of these visits are accounted for by attendees at the three Lowry theatres (the Lyric, the Quays and the Studio), with the remaining visits in relation to the galleries, the hosting of conferences, dining at the restaurant and general visits to the cafe, shop and information desk.
3.4 Approximately 85% of visitors visit The Lowry once in a given year. Taking the 2012/13 visitor figure of 820,000, we calculate that the venue welcomes just over 697,000 unique visitors per year. A smaller cohort (c.5%) of patrons are regular attendees, visiting the venue three or more times in a given year.

3.5 Many of the visitors travel from outside of Greater Manchester to attend a show or visit the galleries. As Figure 2.2 on the following page shows, The Lowry sells 70% of its tickets to people living outside of the Manchester postcode area, with strong sales in Lancashire postcodes, Merseyside, South and West Yorkshire and North Wales.
Figure 3.2: Map of The Lowry’s 2012/13 ticket sales by postcode area

Source: Lowry ticket office data
Theatres programme and audiences

3.6 The three theatres account for the bulk of visits to The Lowry. Of the three theatres, the Lyric with its 1,767 capacity is by far the largest, followed by the Quays (capacity 479) and the Studio (capacity 180). Unsurprisingly therefore, the Lyric accounts for three quarters of annual theatre visits to The Lowry, the Quays accounts for 20% and the Studio 5%.

3.7 Visitor numbers to The Lowry’s three theatres are not level across the year. November to March sees high numbers of theatregoers, due in part to the Christmas season of programmes, whilst visit numbers fall sharply during the ‘summer recess’ in June, July and August.

3.8 **In 2012/13 the three theatres staged nearly 900 performances**, with the numbers of performances fairly equal across the three stages.

3.9 **These 900 performances were spread across 323 different shows.** Having the three stages allows The Lowry to cater for different sized shows and tours; thus, the smaller Quays and Studio stages host 10 or so different shows in an average month whilst the Lyric hosts 6 larger shows.

3.10 **The Lyric and Quays stages both average 75% in terms of ticket sales to available seats.** The smaller and more experimental Studio also averages 75% based on available seats and ticket sales.

3.11 In 2012/13, drama (including a festive family production) accounted for just under 50% of the overall programme of the Quays Theatre. There has been most growth in terms of Quays Theatre capacity in the comedy programme, which has seen a rise from 10% of the programme in 2011/12 to 16% in 2012/13.

3.12 The Lowry undertakes online surveys of ticket bookers to gain a better understanding of its audience. A striking fact to emerge from these surveys is the distances that people are willing to travel to attend a theatre performance. **One in five theatre bookers lives over 30 miles from the venue.** Most commonly (32%) theatre bookers live between 4-10 miles from the venue.

The Lowry’s dance programme

3.13 The Lowry houses the UK’s largest year-round dance programme outside of London. Over the past thirteen years The Lowry has presented hundreds of performances from over 50 dance companies from across the world. The Lowry is distinctive in that it can present dance across three performance spaces, from international ballet to emerging dance companies from the North West. The Lowry is one of only three UK venues to be part of Dance Consortium (touring large scale international dance) and Dance Touring Partnership (touring mid-scale international dance), playing an active part in the artistic programming of both initiatives. The Lowry has also independently programmed dance from the Kirov, the Bolshoi and The Australian Ballet, bringing some of the world’s finest companies to the North West for the first time.
3.14 In 2012/13, The Lowry’s dance programme:

- Presented over 40 different dance performances across three spaces;
- Played to over 50,000 people;
- Played to 58% audience who had never previously attended dance at The Lowry before; and
- Saw 20% of tickets sold with children’s, under 26s’ or schools’ concessions.

Galleries programme and audiences
3.15 Each year, **over 100,000 people visit exhibitions in the gallery space.** 10% of this visitor number is accounted for by school visits, with approximately 8,000 school children being catered for by gallery staff each year. Unlike with the theatre spaces, visits to The Lowry’s galleries are more evenly spread over the 12 months.

3.16 The Lowry Galleries provide a unique offer. Alongside the largest collection of works by LS Lowry in the world, the galleries present a high profile strand of contemporary programming that explores diverse elements of performance, using the visual arts. Exhibitions, normally lasting around 16-20 weeks, are commissioned and curated by the management team, often in partnership with other major arts and performance organisations including in recent years National Portrait Gallery, Victoria & Albert Museum and the Royal Opera House.

3.17 The power of the LS Lowry name to attract visitors is borne out by statistics showing that **50% of gallery visitors travel over 30 miles to attend the venue.** However, the galleries also attract a higher proportion of visitors living within 3 miles of The Lowry than the theatres (11% for the galleries vs. 8% for the theatres.

3.18 The galleries are free to enter but **the average donation received from each visitor to the galleries is £1.10.**
The added value The Lowry offers to arts and culture in the North West

3.19 The cultural impact of The Lowry relates to more than just the numbers of people who attend a performance or visit the galleries in a given year. Our research has found a variety of quantitative and qualitative evidence to show how this ‘cultural offer’ is more than the sum of its parts; it broadens the range and quality of cultural events that local and regional audiences have access to, it provides a environment in which new artistic ventures can flourish, and it helps other cultural venues to become sustainable in their own right.

*International work and world premieres*

3.20 Included within The Lowry’s 300+ shows in a given year there will be in the region of **34 world or UK premieres and 42 shows which are seen as being of international calibre**. Many of these shows will only have time for one or two performances in the North West, meaning that The Lowry often offers the only chance for people to access such quality. In addition, The Lowry is widely acknowledged as the North West home for international artists and world class work. From the mainstream to the innovative, The Lowry presents an array of international opera, ballet and dance, including the work of renowned international artists such as Robert Lepage, Peter Brook, and Robert Wilson.

3.21 Because The Lowry straddles both the commercial and the publicly-funded arts worlds it is able to **enter into consortia with other UK venues to bring new international work to the UK**. To give an example, The Lowry has an informal relationship with the Dance Consortium, which includes the Cardiff Millennium Centre, Sadler’s Wells and the Theatre Royal Newcastle. The consortium is able to attract international dance troupes with the offer of multiple performances slots around the UK.

*Working with partner companies*

3.22 The Lowry partner companies have ensured that a consistent, high-quality cultural offer has been present in Salford for the past thirteen years. The partnership with the National Theatre is the clearest example. The Lowry has staged 13 National Theatre productions in the Lyric Theatre and 8 in the Quays Theatre. The nine week run of War Horse, between November 2013 and January 2014, will be the best-selling production in Lowry history. This partnership ensures that the National Theatre has consistent representation in the North West and acts as the bedrock for a vibrant, varied and financially secure drama programme. National Theatre productions at The Lowry have sold over 250,000 tickets and made over £5.5m (net) at the Box Office.

3.23 This partnership approach is particularly valuable for smaller and/or newer artistic companies who may lack wide audience recognition. The Lowry’s name and regular press coverage gives these companies an audience reach that they might not get if their work was being shown at other regional venues.
“Having The Lowry’s name attached to our work is an indisputably important recommendation that we are very proud of”

Monkeywood Theatre Company

Commissioning and co-commissioning

3.24 By commissioning and hosting work from partner companies such as Rambert Dance Company, The Lowry provides a stage for touring companies to promote their work and build their audience base. In 2012/13 there were 53 such performances by partner companies. Commissioning often creates medium to large scale work for the Quays and Lyric Theatres, which may later tour or is otherwise site specific; an example of this is work performed outdoors on the Quays, staged in a way that is unique to that space. Commissioning work has included new writing, musicals, multi-media and dance, for example 2012's co-produced musical Wonderful Town with the Royal Exchange, Hallé Orchestra and commercial producers for a 3 week run at The Lowry, that attracted nearly 30,000 people and took over £800,000 net at The Lowry box office before embarking on an eleven week UK tour of major cities. More detail in the case study box below.

Producing and co-producing

3.25 The Lowry’s “Developed With” programme has resulted in 15 productions to date going out onto the national small-scale touring circuit, increasingly in co-commission with other venues. “Developed With” supports the work of new and emerging companies and artists and provides development time and space in the Studio, with mentoring, practical advice and some financial assistance. A minimum of 5 companies or pieces of work will be in development at any given time, with showcase of the work for promoters, which helps the companies to secure further bookings on tour around the UK and internationally. The 2013 Edinburgh Festival Fringe featured five shows with which The Lowry have been involved, one of which gained The Stage award for Best Ensemble.

Wonderful Town

In 2012/13, The Lowry embarked on one of the largest artistic partnership projects that the Greater Manchester cultural sector has produced in recent years. Wonderful Town saw The Lowry, the Hallé Orchestra and the Royal Exchange Theatre come together in a creative partnership that utilised the various talents and resources of the partners. The result was a piece of critically acclaimed work that would have been financially and logistically impossible for any of the partners independently. The show played to sell out audiences in Salford and proved to be an artistic success, with four or five star reviews accompanied by a nomination for “Best Regional Musical" at the What’s On Stage Awards. Wonderful Town was subsequently toured nationally, by commercial producers, taking The Lowry’s artistic brand to eleven venues across the country.
New and emerging artistic companies benefit from The Lowry providing them with the space to work on new ideas. In 2012/13 over 1,500 hours of Studio time was given to emerging artists and partner companies, who benefited from space for R&D/rehearsing, and advice on marketing and script development. The Lowry’s backstage technical team regularly provides pre and during show support to these companies.

The Lowry presents one of the country’s most diverse creative programmes, using its theatres and galleries to challenge traditional boundaries between art forms. The gallery exhibitions have explored the nature of performance, or have used performance to underpin visual art commissions; such as Spencer Tunick’s mass-nude installation photographs made in Salford and Manchester, and Warhol and the Diva, exploring Andy Warhol’s obsession with performers. Meanwhile, the stages have hosted productions such as The Life and Death of Marina Abramovitch and Michael Clark’s paean to David Bowie, come, been and gone.

**Links with other cultural venues**

Greater Manchester has more theatre seats than any city outside London giving it a thriving performing arts scene. The breadth of artistic offer at The Lowry means the venue augments the region’s cultural landscape in numerous ways. It provides a home for large scale musicals outside the city centre venues (Palace and Opera House), with producers including Cameron McIntosh, Stage Entertainments and Bill Kenwright all bringing work to Salford. This capacity means that The Lowry can host high profile events, with Britain’s Got Talent and the Royal Variety Performance just two examples. But it also serves as the only subsidised venue in the region with over 1,000 seats, enabling large-scale artistic risk outside a purely commercial environment.

The Lowry formally and informally complements other subsidised arts venues in the region. For example, The Lowry has hosted the Library Theatre Company whilst their own venue is being redeveloped.

“The partnership between The Lowry and the Library Theatre Company has been immensely valuable from the LTC’s point of view. By enabling us during our four year period of ‘homelessness’ to play regularly at a middle-scale venue, it’s kept us in touch with our audiences, most of whom have followed us there, as well as giving us the opportunity to develop new ones. It’s been a successful and happy relationship.”

Chris Honer, Artistic Director of The Library Theatre Company

Through its Quaytickets service (which receives 60,000 unique visits and handles 10,000 transactions each month), The Lowry provides ticketing expertise to a range of Greater Manchester events, including the Manchester International Festival and the annual Pride event. Users of the service are able to access more information on their audience base than they would if they contracted their ticketing service out to a private provider.
The Our Lowry scheme

3.31 The Lowry recognises that audiences for its theatre productions are not always representative of the population in the neighbourhoods immediately surrounding the venue.

3.32 The Our Lowry scheme was launched to attract more Salford residents to visit the venue, especially those who may not have been to a cultural venue before. The scheme is open to any Salford resident and, as of June 2013, it had 12,000 members (which equates to 5% of Salford’s total population). The scheme adds 250 new members every month.

‘It was the first time at the ballet for both of us, and what an amazing performance for us to start out with! I look forward to the next show!’

Survey respondent, local resident

3.33 Whilst the majority of scheme members come from the more affluent parts of the city, the scheme has managed to attract over 2,000 members from more deprived Salford neighbourhoods such as Langworthy, Little Hulton and Broughton. The scheme also has 450 members who live in the Salford Quays area.

3.34 The predominant way in which Our Lowry brings local residents into the venue is through free and discounted tickets. These tickets covered the whole range of Lowry programming, from musicals to drama, opera to dance. Through these discounted ticket prices, over the past 12 months, the Our Lowry scheme has represented a subsidy of £135,000 to Salford-based audiences.

“I am enjoying the benefits of my card/membership. I have been to see Cabaret and West Side Story, both of which were excellent and I probably wouldn’t have been to see them if it were not for the cheaper tickets.”

Survey respondent, local resident

3.35 Alongside the financial subsidy, the Our Lowry scheme offers additional benefits such as performances solely for Our Lowry members, including private performances by artists such as Annie Lennox and launch events for upcoming performances.

3.36 The staff and volunteers we spoke to for our research said that these Our Lowry performances are noticeable by the different audience they bring to the venue and the extra energy and excitement this generates during the performance. The volunteers told us that they most enjoyed working on Our Lowry performance nights.
4 Tourism impact

4.1 The regeneration of Salford Quays and Trafford Wharfside has led to the creation of a significant new visitor destination in Greater Manchester. The Lowry has been at the forefront of this visitor destination, taking a strategic role in developing the Quays Visitor Destination Group, and Quays Culture. Key findings from this assessment of the tourism impact of The Lowry are:

- In 2012, the Quays saw a year on year growth in visitors of 10%
- This accounts for around 60% of Manchester’s overall growth in visitor numbers

4.2 This chapter sets out the value of tourism to the Quays area, as measured by results from the 2012 Scarborough Tourism Economic Activity Monitor (STEAM)\(^7\). The corresponding figures for the whole of Greater Manchester are also provided in order to show how the Quays area fits into the wider tourism offer of the conurbation. A number of different indicators are discussed, including:

- Visitor numbers – both day visitors and those staying for longer;
- Economic Impact; and
- Jobs supported by tourism.

Tourism in the Quays

4.3 The STEAM data show that in 2012 there were 3.3 million visitors to the Quays area, representing year-on-year growth of 10%. Moreover, the data also show that The Lowry was the most visited attraction in Greater Manchester, attracting almost 820,000 people. A particularly positive sign was that the number of staying visitors grew by almost 20% (84,000) on an annual basis to reach 507,000, while day visitors rose by 8% (200,000) to 2.8 million. The increase in staying visitors coincided with growth in the total bedstock in the area, which went from 2,500 in 2011 to 3,200 in 2012 – a rise of more than a quarter over the year.

4.4 The 3.3 million visitors to the Quays area in 2012 brought in £251.6million in revenue, supporting 3,048 FTE jobs. This was 336 more jobs than were supported in 2011 by tourism.

\(^7\) Note: STEAM analysis is not comparable with that contained in chapter three.
Table 4.1: Salford Quays STEAM figures, 2011–12

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>Change, 11-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Impact</td>
<td>£231.9m</td>
<td>£251.6m</td>
<td>£19.7m, 8.5%</td>
</tr>
<tr>
<td>FTEs supported</td>
<td>2,712</td>
<td>3,048</td>
<td>336, 12.4%</td>
</tr>
<tr>
<td>Visitor Numbers</td>
<td>3.0m</td>
<td>3.3m</td>
<td>300,000, 10.0%</td>
</tr>
<tr>
<td>Day visitors</td>
<td>2.6m</td>
<td>2.8m</td>
<td>200,000, 7.7%</td>
</tr>
<tr>
<td>Staying visitors</td>
<td>423,000</td>
<td>507,000</td>
<td>84,000, 19.9%</td>
</tr>
<tr>
<td>Bedstock</td>
<td>2,535</td>
<td>3,197</td>
<td>662, 26.1%</td>
</tr>
</tbody>
</table>

Source: STEAM

Tourism in Greater Manchester

4.5 In 2012 there were 105.5 million visitors to Greater Manchester, equating to an annual rise of 0.5% (0.5 million additional visitors). Day visitors actually fell by 300,000 annually to 95.2 million, however staying visitors grew by 800,000 to reach 10.3 million.

4.6 In total, visitors to the conurbation brought in £6.6billion in revenue in 2012, supporting 83,934 FTE jobs – 2,896 more jobs than in 2011.

Table 4.2: Greater Manchester STEAM figures, 2011–12

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>Change, 11-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Impact</td>
<td>£6.2bn</td>
<td>£6.6bn</td>
<td>£400m, 6.5%</td>
</tr>
<tr>
<td>FTEs supported</td>
<td>81,038</td>
<td>83,934</td>
<td>2,896, 3.6%</td>
</tr>
<tr>
<td>Visitor Numbers</td>
<td>105,000,000</td>
<td>105,500,000</td>
<td>500,000, 0.5%</td>
</tr>
<tr>
<td>Day visitors</td>
<td>95,500,000</td>
<td>95,200,000</td>
<td>-300,000, -0.3%</td>
</tr>
<tr>
<td>Staying visitors</td>
<td>9,500,000</td>
<td>10,300,000</td>
<td>800,000, 8.4%</td>
</tr>
<tr>
<td>Bedstock</td>
<td>43,772</td>
<td>49,364</td>
<td>5,592, 12.8%</td>
</tr>
</tbody>
</table>

Source: STEAM

Contribution of the Quays to Tourism in Greater Manchester

4.7 Looking at the 2012 STEAM data in further detail and analysing the contribution which the Quays makes to tourism in Greater Manchester:

- Only Manchester, Salford and Trafford have a greater level of bedstock than the Quays area. The other seven districts of Greater Manchester each have less than 3,000 beds available.
- 31% of the bedstock of Trafford and Salford was within the Quays;
- 37% of serviced guests in Trafford & Salford stayed at the Quays;
- 26% of the economic impact of Trafford and Salford was generated by tourism in the Quays;
- 24% of the FTEs supported in Trafford and Salford was generated by tourism in the Quays;
- 22% of the day visits to Trafford and Salford were to the Quays; and
- 23% of all visits to Trafford and Salford were to the Quays.
Quays Partnership

Visitors to Salford Quays are attracted as much by the area’s outdoor activities as those indoors. The Lowry has been central to efforts to boost the number and range of these outdoor activities and, through the Quays Partnership, it has developed a 3-year arts and cultural programme for visitors to the area. To date the programme has included:

- Art in the Public Realm throughout the year;
- The Quays as a site for participatory activity for the opening of the Olympics 2012 in the North West;
- MediaCityUK as a ‘live-site’ for the Olympics 2012;
- Secret Gardens festival;
- A programme of participatory activities throughout the summer for creative people of all ages;
- Developing The Quays Volunteers scheme and offering new opportunities for volunteering and skills development.

Speed of Light

NVA’s Speed of Light in March 2013 was an extraordinary public art performance that brought Salford’s waterfront to life. Previously developed for Edinburgh International Festival and the docklands of Yokohama in Japan, Quays Culture commissioned NVA to re-imagine the piece to reflect the modern landscape and context of the Quays and MediaCityUK. This night-time event used light, intentional movement and sound to change the way we see and feel about a chosen environment. Hundreds of runners in specially commissioned LED light suits created beautiful, choreographed patterns of light flowing over bridges and around public spaces and buildings that surround Salford Quays.

The event was free of charge and was seen by 8,000 people over three nights and featured over 700 local participants.
5 Regeneration impact

5.1 The regeneration of Salford Quays and Trafford Wharfside has led to the creation of a significant new destination in Greater Manchester for housing, leisure and business, as well as a new visitor destination. Key findings from this assessment of the regeneration impact of The Lowry are:

- The Lowry is the cornerstone of the broader £1.4b regeneration project of Salford Quays – now the new home to the BBC – which has seen the former docks regenerated into one of Greater Manchester’s strongest growing areas.
- The Quays area accounted for almost 75% of new employment opportunities in Salford between 2003 and 2008.
- In the period 2001-2011 the number of households on Salford Quays grew by 43%.

5.2 The Lowry is the cornerstone of the broader £1.4 billion regeneration of Salford Quays. As the first major investment in the revitalised Quays area that emerged from the former Manchester Docks, The Lowry provided an important anchor for what has become one of the key growth areas of Greater Manchester, in business, population, and visitor terms. Clearly, this also has an impact on the broader region, particularly in terms of the strong cultural offer and attraction of the BBC, with concomitant increases in jobs and sectoral strengths in digital and media.

Figure 5.1: Timeline of Salford Quays development and regeneration

5.3 Following the decline of the Manchester Docks in the 1970s, large-scale regeneration plans were formulated. The 10-year Salford/Trafford Enterprise
Zone, which included the docks, was introduced in 1981, attracting businesses and starting the transition for the Quays away from its previous majority use.

5.4 Salford City Council purchased the docks in 1984, developing a master plan and framework for the area in 1985. A number of infrastructure works were then undertaken until 1990, bringing new bridges for road and pedestrians, and renewing the frontage, basins and other cosmetic works, in order to attract visitors for leisure, water sports and boating.

5.5 Significant investment – particularly in infrastructure – continued, and employment started to return to the area. Following this progress, Salford City Council published a revised master plan that sought to establish the Quays as a cultural destination with accompanying commercial developments, light rail links, creation of a flagship development and a centre for performing arts. This centre was an integral part of regeneration works over the following decade, and became a watershed for Salford Quays.

5.6 Toward the mid-1990s, the regeneration master plan moved into its next phase and the centre for performing arts was rebranded as “The Lowry”, after the artist synonymous with Salford. The project secured significant funding for key elements such as: The Lowry building, the plaza, the Lowry footbridge and Digital World Centre, a commercial property development. The ground was broken in the summer of 1997.

5.7 The Lowry was opened in spring 2000. The public space and the striking architecture of The Lowry serve as a focal point for visitors arriving to Salford Quays and has become an iconic image of the regeneration of Greater Manchester. During the first 12 months, more than one million visitors visited The Lowry, and the site served as a finishing place for marathons, long distance walks and triathlons during the 2002 Commonwealth Games, reflecting the status and appeal of the new space.

5.8 The Lowry has clearly been of huge importance for Salford Quays and the broader area. As the first major visitor development in the regenerated Quays, it has catalysed the transformation of the area to one that is a major part of Greater Manchester’s cultural offer, and an emerging centre for the conurbation’s digital sector. Driving visitors and opening the Quays, The Lowry was an anchor development, preceding the Imperial War Museum North and other key developments, eventually leading to the relocation of the BBC to MediaCityUK. There is a projected additional £200 million of investment from MediaCityUK to 2020, bringing the total investment in Salford Quays by the end of that time to £1.6 billion.

5.9 Beyond figures relating to total regeneration investment at Salford Quays over the last 20 years, the impact of these regeneration activities is perhaps best measured through analysis of changes in the size of the Quays’ business base, resident population and numbers of households, benchmarked against changes seen elsewhere in Salford and Greater Manchester.
Impact on size of local employment base

5.10 From 2003–08, employment in the Salford Quays area (covering lower super output areas falling wholly or partly within the M50 postcode sector) grew from 31,000 to 35,300 – equating to an increase of 3,400, or 10.9%. Salford local authority saw job numbers increase by 4,700 over the same period (from 112,900 to 118,600), meaning the Quays area accounted for almost 75% of new employment opportunities between 2003 and 2008 in the district. Greater Manchester (flat employment), the North West (1.0%) and Great Britain (3.8%) all saw lower levels of growth over the same period than the Quays area. Figure 5.2 shows the trend in further detail. There was a sharp increase in employee numbers in the Quays areas between 2007 and 2008, while there was a small fall in 2006. However, the general trend since 2003 has been for the area to see an overall increase in its employment.

Figure 5.2: Employment Change, 2003–08 (2003 = 100)

Source: Annual Business Inquiry

5.11 Bringing the employment picture more up to date, 2011 data from the Business Register and Employment Survey indicate there are 42,700 people working in the Quays area in more than 1,000 companies. While the jobs figure cannot be compared with earlier estimates due to changes in the way the data are collected, it serves to highlight the important contribution the area makes to Salford economy.

5.12 The development of MediaCityUK has strengthened a nationally significant site that employs in excess of 3,000 people.\(^8\)

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\(^8\) Source: Inter-Departmental Business Register, 2012
Impact on size of local population

5.13 From 2001, the total resident population of the Salford Quays area grew from just under 7,800 to more than 10,000 in 2011. This represents a substantial rise of 31%, or 2,400 additional people. A large part of the growth was down to increasing numbers of people aged 16-29 in the area, which grew from just over 2,000 in 2001 to almost 4,000 in 2011. In contrast, the number of people aged 50 and over fell over the period.

5.14 The increase in total population seen in the Salford Quays area was well above the growth seen in Salford (8%) over the same timeframe, as well as being above population growth in Great Britain (7%), Greater Manchester (7%) and the North West (4%).

Table 5.1: Population Change, 2001–11

<table>
<thead>
<tr>
<th>Area</th>
<th>2001</th>
<th>2011</th>
<th>Change, 01–11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salford Quays</td>
<td>7,795</td>
<td>10,200</td>
<td>2,405</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>30.9%</td>
</tr>
<tr>
<td>Salford</td>
<td>217,000</td>
<td>234,500</td>
<td>17,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8.1%</td>
</tr>
<tr>
<td>Greater Manchester</td>
<td>2,516,100</td>
<td>2,685,400</td>
<td>169,300</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6.7%</td>
</tr>
<tr>
<td>North West</td>
<td>6,773,000</td>
<td>7,056,000</td>
<td>283,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4.2%</td>
</tr>
<tr>
<td>Great Britain</td>
<td>57,424,200</td>
<td>61,425,700</td>
<td>4,001,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7.0%</td>
</tr>
</tbody>
</table>

Source: Office for National Statistics

Impact on number of households

5.15 The Lowry has had a pronounced impact on the number of households in Salford Quays. According to Census data, between 2001 and 2011 the number increased from 3,800 occupied households to over 5,400. This represents growth of 43%, significantly greater than comparator areas over the same period, including the Salford Local Authority area (which saw a 10% increase), Greater Manchester (8%), North West England (7%) and England and Wales as a whole (8%). This means that the number of households in Salford Quays has increased four times as much as in the wider Salford local authority area, complementing the increase in the area’s population as described above, and indicating increased investment in building homes for the expanding population.

Table 5.2: Change in number of households, 2001–11

<table>
<thead>
<tr>
<th>Area</th>
<th>2001</th>
<th>2011</th>
<th>Change, 01–11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salford Quays</td>
<td>3,809</td>
<td>5,443</td>
<td>1,634</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>42.9%</td>
</tr>
<tr>
<td>Salford</td>
<td>94,238</td>
<td>103,556</td>
<td>9,318</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9.9%</td>
</tr>
<tr>
<td>Greater Manchester</td>
<td>1,040,231</td>
<td>1,128,066</td>
<td>87,835</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8.4%</td>
</tr>
<tr>
<td>North West England</td>
<td>2,812,789</td>
<td>3,009,549</td>
<td>196,760</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7.0%</td>
</tr>
<tr>
<td>England and Wales</td>
<td>21,660,475</td>
<td>23,366,044</td>
<td>1,705,569</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7.9%</td>
</tr>
</tbody>
</table>

Source: Census 2001 and 2011

5.16 It is unlikely that the well-above average increases in total population, number of households and numbers of employees living and working in the Quays which symbolise the area’s regeneration are totally due to The Lowry. The
other developments mentioned at the start of this chapter have also played a role in boosting perceptions of the Quays as a place to live and work. Nevertheless, The Lowry was amongst the first of these new developments. By attracting large numbers of visitors to the area it must have helped to make people more aware of the location and hence make developers more confident of the area’s potential. The large visitor numbers delivered by The Lowry formed part of the justification for further transport and infrastructure investments which helped to attract occupiers such as the BBC. Thus, The Lowry can be seen as being fundamental to the regeneration of Salford Quays.
6 Skills & employment impact

6.1 Salford is one of the most deprived cities in the UK with almost 50% of the city\(^9\) falling within the 20% most deprived parts of England. It is characterised by pockets of multiple and severe social deprivation, including:

- Low levels of educational achievement and high levels of long-term unemployment compared to the rest of the UK
- An increasing proportion of lone-parent households
- High levels of youth unemployment, with more than 2,000 people aged 18-24 claiming Jobseeker’s Allowance (JSA)

6.2 A core part of The Lowry’s business and values since its inception is to support the city and Greater Manchester as a whole through a programme of initiatives to address deprivation and impact positively upon skills and employment, with key impacts including:

- **The Lowry is playing a leading role in developing a new University Technical College at MediaCityUK**
- **Over the past twelve months The Lowry’s volunteers have provided 37,500 hours of service**
- **The Lowry’s Inspired to Aspire project has been commissioned by Salford City Council as a model of increasing the economic prosperity of Young People in Salford.**

6.3 As demonstrated in the previous chapter, The Lowry has a significant direct impact upon its local area through the employment of staff to deliver its various functions. Several of these staff are in turn involved in running education, training and volunteering projects through which The Lowry has a further positive impact upon Greater Manchester and the North West.

**Employment profile**

6.4 **The Lowry employs 373 people.** Not all of these people work full-time; 115 people (31%) are recorded as being full-time employees, with the remaining 258 spread across part-time and casual employment categories.

6.5 Directly comparing these figures to national and regional averages is complicated by Creative and Cultural Skills analysis\(^10\) not including casual employees within its sector analyses. Accepting this caveat, CCSkills analysis shows that 25% of sector employees nationally and 29% regionally, are employed on a part-time basis. Thus, The Lowry differs little from national and regional pictures in terms of the numbers of staff who are employed part-time.

6.6 CCSkills data (2012/13) also shows that 39% of employees within the national sector are female, within the NW sector this figures falls to 36%. The figures

\(^9\) As measured by lower super output areas (LSOAs), small areas within districts that typically have a population of around 1,500 people.

suggest that The Lowry, where 55% of employees are female, differs markedly from other cultural organisations in terms of its employment of women.

**Figure 6.1: Male/female split of The Lowry’s employee groups**

![](image)

Source: Lowry data, 2013

6.7 By considering the average numbers of hours each employee works in a week, New Economy has calculated that The Lowry’s figure of 373 employees translates into **225 full-time equivalent positions** (that is, the number of staff The Lowry would employ if all workers worked a 37.5 hour week).

6.8 Profiling the home addresses of Lowry employees reveals that:

- 31% of staff live in Salford;
- 55% of staff live within GM but outside Salford; and
- 14% of staff live outside GM.

6.9 This geographic profile is fairly consistent across the three categories of employee (full-time, part-time and casual).

Volunteering programme

6.10 The Lowry operates one of the largest volunteer programmes of any cultural venue in the country. **At present there are 265 volunteers within the programme**, 35 of whom have been volunteering at the venue since it opened. Most volunteers undertake 3 or 4 shifts per month.

6.11 Over the past 12 months The Lowry’s volunteers have provided 37,500 hours of service to the venue, which is the equivalent of £450,000 worth of economic activity based on the median Greater Manchester hourly wage.
of £12.00\textsuperscript{11}. This methodology of valuing the cost of volunteer time is a standard approach, that has been used in other research undertaken by New Economy, including an assessment of the Greater Manchester Section 48 programme – a grant scheme that awards funding to non-statutory organisations (including The Lowry) which provide services impacting on districts within the conurbation.

6.12 The strength of The Lowry volunteer programme is shown by the fact that arts venues from outside Greater Manchester have approached The Lowry to learn more about how its volunteer programme works and how they could implement something similar.

6.13 Several of the volunteers on the programme were recruited through the Our Lowry scheme which strengthens links between the venue and Salford neighbourhoods (see chapter 4 for more details). The importance of the volunteering programme to forging these local links is shown by 27\% of the volunteers living within Salford. There are further concentrations of volunteers travelling from neighbouring Trafford and Bury but the venue does also attract volunteers from further afield (Cheshire, Merseyside, Rochdale etc).

6.14 Volunteers come from a variety of backgrounds and occupations, meaning that The Lowry has a wealth of skills to draw upon in addition to those found within its permanent staff. Management point out that many plaudits and virtually no complaints are received about the volunteers in a given year and the longevity of many volunteers’ service means that they are able to form bonds with regular visitors and to provide a greater breadth of information and advice to new visitors, thereby increasing the likelihood of repeat visits. Management say they often receive a fresh perspective on venue policy and activities via the volunteer consultation forum.

6.15 For the volunteers, working at The Lowry is seen as a way of giving something back to the local community. The regular training opportunities (for example, we were told of recent training in how to help visually and hearing impaired visitors to get the most from their visit) provide an opportunity to develop new skills or refresh old skills. In some cases, volunteering has led to permanent employment. Volunteers also told us that they valued the opportunity to feedback to management via the consultation forum as this helped them to feel that they could influence the policies and direction of the venue.

Education and training opportunities

6.16 The Lowry’s Community and Education team runs a variety of education and training programmes, varying in terms of their length and intensity, with some being delivered at the venue, others within Salford neighbourhoods. The breadth and depth of the team’s work is almost unique when compared to other arts venues in the UK. \textbf{On average, 70 such events, reaching nearly 700 participants, are run every month.} Much of this work has a direct impact upon Salford communities; since the beginning of the Walkabout project in

\textsuperscript{11} Figure sourced from the 2012 Annual Survey of Hours and Earnings.
2007, The Lowry has leveraged in excess of £1 million of additional strategic funding from public and private sector sources specifically for the delivery of Community and Education activities...

6.17 The school visiting programme is one of the largest and most visible aspects of this community and education work. **The venue hosts an average of 8,000 school children a year to the galleries.** In addition to touring the gallery, schools can have access to the venue’s classrooms and studio spaces, where children work with freelance artists to develop their artistic talent and take advantage of additional expertise that is unavailable within the school environment (for instance, The Lowry’s expertise in the area of dance education is not something that many local schools can match).

6.18 The school visiting programme encompasses schools from as far afield as Birmingham and Belfast and is run as a ‘paid for’ service. However Salford schools pay a subsidised rate.

6.19 Another high profile element of The Lowry’s community work is its **Walkabout programme.** Walkabout has been running since 2007 with an aim to ‘**develop a perception of The Lowry as relevant and accessible to the people of Salford and a key asset in the social and cultural regeneration of Salford’s most disadvantaged communities.**’

**Walkabout**

**Participant case study**

D first came to The Lowry’s attention during Walkabout in Lower Broughton in 2011–12. Following engagement in Walkabout activity, including performing at Walkabout supported community events in Broughton; D joined The Lowry’s ID Talent Pass Scheme (funded by The National Theatre). He received a bursary of £100 to put towards developing a programme of arts engagement to develop his skills and interests. D requested to use the bursary to stage his own show in The Studio. Following a highly successful first show which D organised, marketed, directed and performed in, he began to work towards a Silver Arts Award and towards a second showcase at The Lowry held in May 2013. D also supported a younger boy and worked with him to co-write a rap which they performed live at The House of Lords as part of a Lowry advocacy event in November 2012. He was interviewed and performed on BBC Radio Manchester.

6.20 It seeks to achieve this via large-scale public events, creative participatory projects, facilitation and advice for development of projects and visits to The Lowry. The programme covers a wide range of art forms including visual arts, photography, video, music, graffiti, dance and crafts.

6.21 Each Walkabout is unique to the community it takes place in but past evaluations have shown that **these events can engage 2,000 or more local residents.** Participants often provide positive feedback on individual events,
saying that these have helped them to develop new skills, been beneficial for their mental/physical health and/or raised their awareness of The Lowry and their willingness to attend an event at The Lowry.

6.22 **Inspired to Aspire** is one of The Lowry’s Community & Education programmes focused on providing tangible outcomes for young people in terms of Work & Skills development. It was developed as a legacy to the Walkabout project and works with NEET (not in education, employment or training) young people and those at risk of becoming NEET in Salford to help them develop general employability skills as well as some more specific work skills (e.g. customer service, administration etc). The programme operates across a number of levels of engagement. The first involves activities that break down barriers and aim to change perceptions of The Lowry and Salford Quays (e.g. backstage tours, opportunities to meet staff). The next level up from this is short work placements within Lowry departments, backed up with mentoring and the opportunity for young people to achieve qualifications. Finally, at its highest level the programme can offer full-time employment or longer term volunteering opportunities.

6.23 The Lowry delivers Inspired to Aspire in partnership with the Salford Foundation (a long-standing charity, based in Salford, focused on tackling youth exclusion). The pilot phases of the project were funded with project funding from the Aldridge Foundation and Salford City Council. The project has now been commissioned by Salford City Council as a model of increasing the economic prosperity of Young People in Salford through its Family Poverty Commissioning Framework. It is now being rolled out across Salford to include a range of employment sectors linked to key areas of growth within Salford’s economy (e.g. financial/professional services and construction). The Lowry offers a broad range of partners new ways of engaging with hard to reach young people. Delivery of the programme has strengthened The Lowry’s relationship with the Local Authority, seeing the organisation commissioned in this way for the first time, and links to local fellow employers, including the BBC and Peel Holdings.

6.24 **Since its launch in January 2012 the programme has worked with over 400 young people**, many of whom were NEET and all of whom were considered to be ‘at risk’ in terms of their economic and employment prospects; roughly 50% of these young people have been engaged through early intervention, but over 50 have received in-depth support in the form of a work placement, mentoring and support back into education or full-time employment. The Lowry itself has recruited 5 young people into part-time positions who originally connected with the organisation as part of Inspired to Aspire. Based on a methodology created in partnership between New Economy, the Department for Work and Pensions, the Department of Health, the Ministry of Justice, the Home Office and Greater Manchester’s Local
 Authorities, the value of helping an individual to come off benefits is £8,316 per annum for every person going into employment.\textsuperscript{12}

**Inspired to Aspire**  
*Participant case study*

N is a 16 year old who came to The Lowry’s Hospitality department in January 2013 for a six week placement as part of *Inspired to Aspire*. He is currently in the care of the Local Authority (LAC) and has been out of mainstream education for 3 years.

N had never undertaken any form of placement before, and going from having no structure to his day to a 5-day per week placement was a challenge. This was a conscious decision by N as he recognised that he needed a prolonged period of work experience to stand any chance of being seen as serious candidate by prospective employers. Alongside this, N had 8 hours of education in Maths and English each week, offered on-site at The Lowry to ensure simplicity of access and delivery.

N started his placement in the coffee shop. He excelled from his first day, quickly completing all tasks and expectations, showing outstanding commitment and self presentation at all times. N then worked in all areas of the Hospitality department, gaining very positive feedback from all managers and staff he worked with.

N secured an interview for a paid casual role within the team, the first N had experienced. He delivered what was described as a ‘first class’ interview. N continues to engage in 8 hours a week of 1-to-1 tuition in order to pass his GCSEs this summer. N then plans to move his career forward by looking for further apprenticeship opportunities in hospitality and/or by going to college in September.

6.25 Quarterly monitoring and evaluation of the Inspired to Aspire programme has found that significant majorities of participants each quarter are helped to increase their confidence and self-esteem alongside becoming more aware of the education and vocational learning pathways that are available to them. Lowry staff feel that by delivering education and training support in a non-school environment, the programme takes people out of an often negative peer pressure environment.

\textsuperscript{12} Greater Manchester Cost Benefit Analysis, 2013. Figure includes £7,800 Fiscal reduced benefits payments and £516 savings to NHS from improved health.
6.26 **Young Carers** has been another Community and Education team project. It was targeted at young people who have caring responsibilities for one or more family members. The initiative aimed to improve young carers’ confidence and focused on softer, interpersonal skills that young carers may not get to develop if they have limited time with their peers. The scheme worked with various age groups: those aged 9-12 are offered 15 weeks of creative play; whilst a group aged 13-19 was given the opportunity to work with professional actors to write, edit and perform in a film showing what it’s like to be a young carer. The film that resulted was launched in front of 200 MPs/members of the House of Lords and has been shown in every school in Salford. The Lowry continues its engagement with young carers through ongoing project and participation work.

### Young Carers

**Participant case study**

K is an excellent example of how The Lowry’s community engagement work can act as a catalyst for young people’s ambitions and aspirations. K is a 15 year old girl from Swinton. She engaged in a dance project delivered at Eccles Youth Centre by The Lowry using Fallen Angels Dance Theatre. K has a natural ability in dance and during the final session of the project her singing voice was heard for the first time. Consequently she received an ID Talent Pass bursary which she used to have singing lessons in order to learn how to breathe and use her voice properly. Following a series of lessons, K performed a wide range of different styles of songs for a small audience of family and friends. K performed in front of a larger audience (c. 100) as part of The Lowry Young Talent Showcase in June 2013 and is currently taking part in a cross-art form project with The Lowry in Swinton. She has most recently been accepted into Lowry Young Actors and begins her classes in September.

6.27 Alongside education and community initiatives which aim to develop the basic and employability skills of participants, The Lowry also runs a series of programmes which are focused on nurturing artistic talent. Its **Young Actors Company** is for children aged 11-16. The company currently has over 500 members. It rehearses every weekend with industry professionals and has an ongoing relationship with the National Theatre Connections Festival on an annual basis. In addition LYAC stage at least 2 showcase performances a year and are involved in various smaller projects with external partners, such as supporting radio plays for hospital radio.

6.28 The Lowry’s Department for Education funded **Centre for Advance Training in Dance** (CAT), founded in 2009, works to ensure that talented young dancers from the region can form part of the next generation of great British dance. In 2012/13 the CAT worked with 995 young people aged 17 and under, offering 981 hours of contact time with industry specialists. The CAT aims to
place its graduates into professional dance conservatoires.

“The Lowry has opened many doors for me – from introducing me to contemporary dance to encouraging me to pursue a professional career and helping me to secure a place to study dance in London”

Student at The Lowry’s Centre for Advanced Training in Dance

Centre for Advanced Training in Dance
Student case study

O was a Year 10 student at a local school when they took part in a school workshop delivered as part of The Lowry’s CAT outreach work in 2010. O had done a little street dance but had not previously been interested in any formal dance training. Following this workshop O was encouraged to audition formally for the CAT, having demonstrated a quick grasp of technique sequences. At the audition O’s enthusiasm, determination and willingness to take on creative challenges saw them awarded a place on The Lowry CAT and a full Music and Dance Scheme Grant. The Lowry CAT then arranged for O to join a one day workshop at London’s Ballet Central (Central School of Ballet’s touring company). O was subsequently invited to take a bursary place on their prestigious Summer School. This year O graduated from the CAT scheme and has successfully received a place at Ballet West in Argyll, to undertake full time ballet training beginning in September 2013.

6.29 The twin foci of community engagement and training and employment opportunities will, from September 2014, be joined together with the launch of the MediaCityUK University Technical College (UTC).

6.30 The Lowry, in partnership with the University of Salford, Salford City College and The Aldridge Foundation, has led on the development of the UTC bid.

6.31 The UTC will provide a different, inspirational and challenging vocational experience that enables young people to forge careers in the Creative and Digital industries. These careers will potentially be with major employers at MediaCityUK, who will provide work experience opportunities for UTC students, or will result from the advice and support UTC students will receive to establish their own digital and creative industries business (including through working as freelancers).

6.32 In the medium to longer-term it is hoped that a critical mass of skilled workers and businesses will emerge, similar to that seen in London.
7 Return on investment

7.1 The key findings from this assessment of The Lowry's finances are:

- Just 11.3% of The Lowry's income comes from public funding, which is less than a third of that received by regularly-funded arts & cultural institutions in England as a whole of 40%.

- The return on this investment is £16.27 for every £1 of public money, which is higher than national benchmarks for other public sector interventions.

Financial profile of The Lowry

7.2 In 2012/13, The Lowry received £1.77M in public funding, including £1,003,425 of Arts Council England (ACE) funding, and £727,000 Salford City Council funding. Its total income (the sum of turnover and grants received) was £15.65m, meaning that public funding as a percentage of income for 2012/13 was 11.3%.

7.3 Over the five-year period of 2007/08–2012/13, public funding comprised approximately 7.7% of income, with public funding totalling £6.9m and income £90.1m. As such, the average annual public funding for The Lowry over the period was £1.9m. For all years, public funding received has been between 11% and 14% of total income.

7.4 Between 2007/08 and 2012/13, income increased from £13.9m to £15.7m, peaking at £16.5m in 2011/12. Gross profit increase continually over this period, reaching its highest level at £7.9m in 2012/13, as can be seen in Figure 7.1. Conversely, public funding declined over the same period, meaning The Lowry has had to do more with less funding, and generate more income from less public support.

7.5 The figure of 11.3% of income coming from public funding compares positively with prevailing averages across the arts & cultural sector. Cebr analysed 796 regularly-funded arts & cultural institutions supported by ACE in 2011–12. This highlighted that whilst earned income contributed half the income of arts & cultural institutions (and has been rising), nearly 40% of institutions’ income came from public funding. As such, public funding of The Lowry is only a third of the level of that across the sector as a whole.
7.6 As detailed in chapter 2, The Lowry generates £28.8million of gross value added per annum to the UK economy. Therefore, **public funding of The Lowry generates £16.27 of economic value for £1 of public investment** – well above returns expected from most public investments. To put this figure into context, the evaluation of Regional Development Agencies (RDAs) by PwC in 2009 found that for every £1 spent the RDAs delivered a return on investment (ROI) of between £8.00 and £11.60 gross value added.\(^{13}\) These estimates relate to interventions associated with physical regeneration (including events and tourism) and business development/competitiveness (such as sector support) respectively and The Lowry’s return is significantly higher than both figures.

\(^{13}\) Department for Business, Enterprise and Regulatory Reform, March 2009: “Impact of RDA Spending – National Report – Volume 1 – Main Report”. *Note: BERR was disbanded in June 2009 on the creation of the Department for Business, Innovation and Skills.*