



Greater Manchester Cultural Strategy

DOCUMENT FOR CONSULTATION



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Linda Thomas, Leader Bolton Council, Greater Manchester Portfolio Lead, Culture

Culture and creativity help us to understand our place in the world and express who we are and the creative and cultural sector make a significant contribution to the economy of Greater Manchester. We want everyone in Greater Manchester to have access and the opportunity to express their own creativity; making, participating, contributing to, enjoying and celebrating the distinctive cultural landscape that makes Greater Manchester a great place to live, visit and invest in. We already have a high quality cultural offer. We want to create a place where artists and cultural organisations are delivering quality culture that is reflective of our talent and maintains the height of our ambition, whilst positioning Greater Manchester as one of the leading centres for culture regionally, nationally and internationally.



Donna Hall, Chief Executive, Wigan Council, Greater Manchester Portfolio Lead, Culture

Greater Manchester is the birthplace of revolutionary ideas that have had profound impact on lives all around the world. The Co-operative movement was founded in Rochdale, the Suffragette Movement was born in Manchester and Salford Museum and Art Gallery was the UK's first free public library and museum. We are rightly proud of our rich cultural heritage and thriving cultural sector, from grass-roots community and heritage groups to internationally significant cultural organisations and cutting edge digital festivals, Greater Manchester has a diverse and distinctive offer. We understand that culture and creativity aren't just the preserve of professional artists and cultural organisations. Creativity can be found throughout Greater Manchester, in our homes, on our streets, in our nurseries, schools, colleges, workplaces and in our care settings.



Andy Burnham, Mayor of Greater Manchester

In supporting our people to fulfil their creative potential, we must remain outward-looking and develop mutually beneficial relationships with partner cities and towns, to maximise the impact of our work and grow Greater Manchester's international reputation as a cultural destination.

Greater Manchester has a diverse population, and it is only right that our cultural strategy sees diversity as central to all of our work. We will work with relevant organisations to ensure that our workforce reflects and speaks to a broad range of people and supports all residents in the city-region in their cultural endeavor.



The consultation on the draft cultural strategy is open from Tuesday, September 25, for six weeks until Tuesday, November 6, 2018.

To access the consultation questions, please visit:

www.gmconsult.org

For further information on this document, please contact:

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If you have any questions regarding the consultation, please contact:

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IMAGE CREDITS

- Page 2: HOME, Manchester
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OUR VISION

Greater Manchester will be the best place in the world to create, participate and engage with culture and heritage.

Greater Manchester (GM) is known around the world for our significant contribution to culture. We will maintain and further develop our cultural offer to grow this reputation; developing, attracting and retaining the very best creative talent. Greater Manchester will be a place where artists and cultural organisations deliver high quality culture that is reflective of our people and places and maintains the height of our ambition, positioning GM as a leading centre for culture regionally, nationally and internationally.

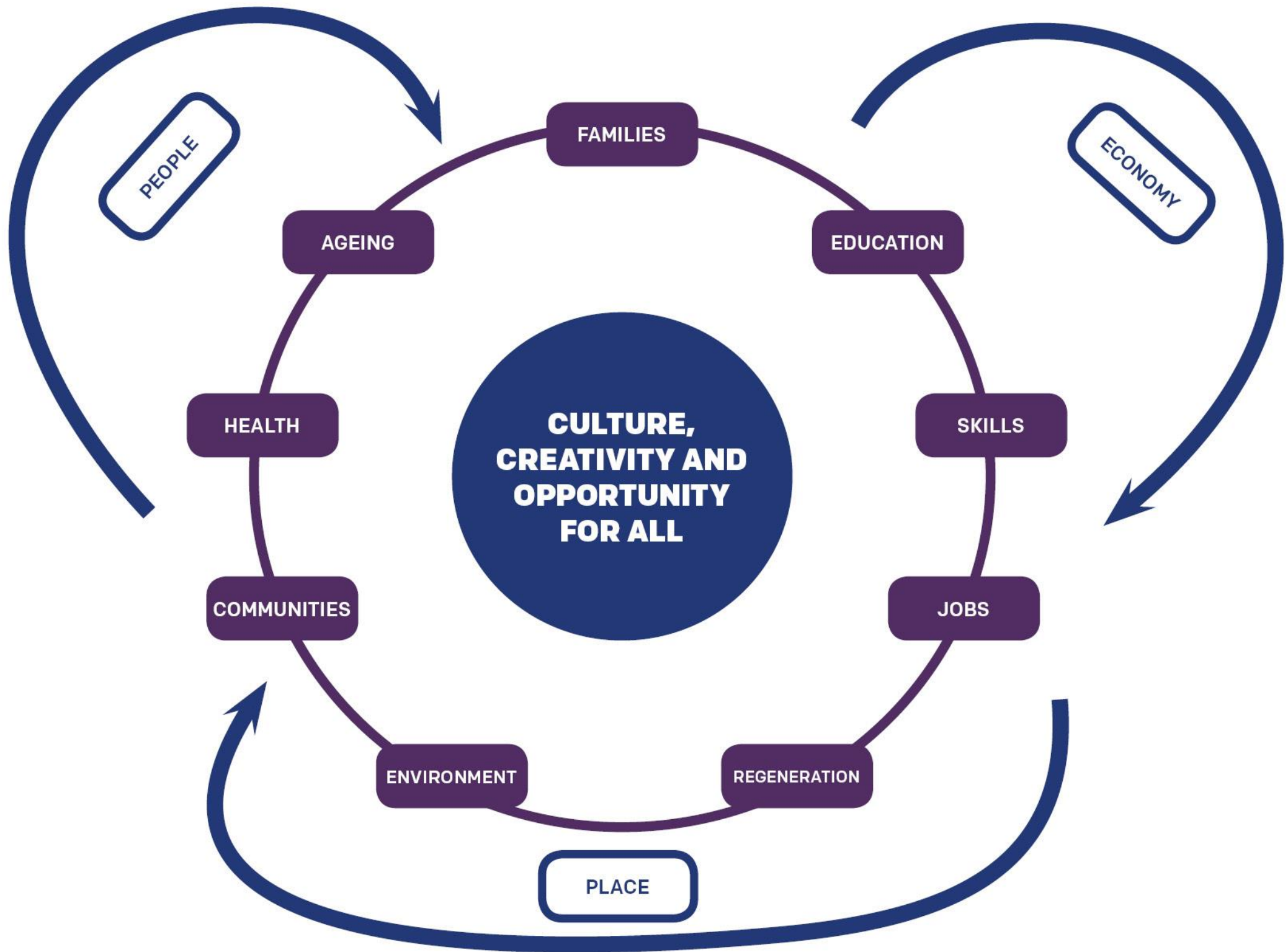
We understand the importance of culture, not just as a 'nice to have', but as vital part of the lives of our residents and the vibrancy and distinctiveness of our places. Culture has a role to play in addressing some of Greater Manchester's most pressing issues and in promoting our places to visitors from all over the world, which is why The Greater Manchester Culture Strategy reflects, and will support, successful delivery of the Greater Manchester Strategy which sets out Greater Manchester's ambition to be:

- A place where all children are given the best start in life and young people grow up inspired to exceed expectations.
- A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm. But if you need a helping hand you'll get it.
- A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.
- A place where people live healthy lives and older people are valued.
- A place at the forefront of action on climate change with clean air and a flourishing natural environment.
- A place where all voices are heard and where, working together, we can shape our future.

Successful delivery of our strategy will depend on cross-portfolio working and we will incorporate recommendations from other GM strategies, working with partners to maximise the impact of existing work and developing new approaches to ensure the growth and sustainability of the cultural sector. The first GM Culture Strategy will run between January 2019 and December 2024.

To achieve our vision we will prioritise activity in three thematic areas: People – Economy – Place

We will use Arts Council England and Heritage Lottery Fund Great Place funding to test and evaluate the best way to deliver our priorities throughout 2019. We will incorporate findings into consultation and decisions on our future investment approach, to be delivered from April 2020 onwards. The revised investment approach will be the way in which we work with the cultural sector in Greater Manchester to deliver the strategy from April 2020 onwards and will include clear targets, KPIs and success measures.



PEOPLE; HEALTH, AGEING AND FAMILIES

- **PRIORITY 1**
Promote the importance of engagement across the life-course, recognising the value of intergenerational relationships and exchange in enriching lives and increasing levels of participation.

PRIORITY 2
Capitalise on Greater Manchester's status as the UK's first age-friendly city region, enabling and promoting later life creativity and talent.

PRIORITY 3
Champion culture's role in improving health and wellbeing, capitalising on opportunities offered by the devolution of health and social care.

PRIORITY 4
Empower our residents to take responsibility for their own creativity by improving the visibility of opportunities and removing identified barriers to engagement.

PRIORITY 5
Create a joined-up approach to volunteering in the cultural sector, recognising the benefits of volunteering on people's health and wellbeing.

ECONOMY; EDUCATION, SKILLS AND JOBS

- **PRIORITY 1**
Advocate for the importance of engagement with culture in ensuring our young people are school ready.
- PRIORITY 2**
Ensure that cultural education, inside and outside of the curriculum is accessible to all young people, regardless of background.
- PRIORITY 3**
Create a GM-wide approach to ensuring our residents have the skills required to drive and contribute to the growth of the cultural sector.
- PRIORITY 4**
Work with employers in the cultural sector and creative industries to develop and promote good jobs and opportunities that pay fairly and are meaningful.
- PRIORITY 5**
Work with cultural organisations and artists to develop entrepreneurial activities that improve the sustainability and strength of the sector.
- PRIORITY 6**
Capitalise on our position at the heart of the Northern Powerhouse, working with partners across the North to strengthen and promote our collective offer and ensure that Greater Manchester is a world leader for Arts and Culture.
- PRIORITY 7**
Work with our Universities to build Greater Manchester's reputation as an international centre of excellence in research and knowledge about the creative and cultural industries.

PLACE; REGENERATION, ENVIRONMENT AND COMMUNITIES

- **PRIORITY 1**
Empower and support cultural organisations, artists and communities to understand and advocate for the intrinsic value of culture to a place and its role in articulating identity and attracting investment.
- PRIORITY 2**
Work with cultural organisations to ensure that all venues in Greater Manchester are safe, accessible, and welcoming to all.
- PRIORITY 3**
Create opportunities for people to reflect on, and forge their place in the world, locally, nationally and internationally and use culture to develop and promote social and community cohesion.
- PRIORITY 4**
Promote the diverse and distinctive cultural offer in Greater Manchester, from clusters of activity in our city and town centres, to more dispersed activity taking place in our rural and semi-rural communities.
- PRIORITY 5**
Recognise the importance of creativity in the planning of our places, from ensuring culture is considered in spatial planning, to promoting the importance of good design in the public realm.
- PRIORITY 6**
Work with Marketing Manchester, GM's Night Time Economy Adviser and UK Music to cement and promote culture's position at the heart of Greater Manchester's visitor and night time economy.



PEOPLE; HEALTH, AGEING AND FAMILIES

This strategy provides an opportunity for us to ensure that culture is relevant for, representative of, and accessible to all of our residents, across their life-course. We want to ensure that people living in Greater Manchester are supported to explore their own creativity and have access to a high quality culture and leisure offer, as outlined in priority seven of the Greater Manchester Strategy.

We will increase resident participation and engagement by improving communication of opportunities across Greater Manchester, removing barriers to engagement, and encouraging residents to take responsibility for their own creativity and talent development. We will develop and promote opportunities for residents to engage with culture across the life-course; from birth to old age.

Active Lives survey data indicates that 60.2% of the adult population in England regularly engage with culture. While the Greater Manchester average is in line with the national average (60.1%), there are significant differences in levels of engagement, with a 16 percentage point difference between the most and least engaged districts. We will use Active Lives data, along with information from the Greater Manchester Resident Survey, and in-depth resident interviews to identify communities and districts where targeted activity is required to increase engagement levels.

As well as focussing activity in areas of lower engagement, we will target communities and resident groups where we know engagement is lower or where there is particular strategic benefit in doing so.

There is a wealth of evidence that engagement with culture improves people's physical and mental health and can help develop personal resilience. We also know that engagement, across the life-course, can help tackle some of Greater Manchester's most pressing challenges like loneliness and that culture is a vehicle for social connectivity and intergenerational relationship building.

Greater Manchester is an international leader in arts, health and wellbeing and Greater Manchester's Ageing Strategy identifies engagement with culture as one of the key ways we can support our residents to live well in old age. The All Party Parliamentary Enquiry into Arts, Health and Wellbeing states that 'the devolution of powers to Greater Manchester could enable synergies between the arts, health and wellbeing to flourish.' We will capitalise on these existing strengths by supporting and piloting cultural activity that improves the health and wellbeing of our residents.

PRIORITY 1

Promote the importance of engagement across the life-course, recognising the value of intergenerational relationships and exchange in enriching lives and increasing levels of participation.

PRIORITY ACTION

Working with cultural organisations across the city-region, including those funded directly through the Greater Manchester Culture and Social Impact Fund to April, 2020; we will identify opportunities for residents to engage with culture across the life course. Throughout 2019, we will consult on how best to support cultural organisations across the city-region, with a revised approach to Greater Manchester investment in culture, established by April, 2020.

We will undertake analysis of GMCA Culture and Social Impact Fund returns, the Greater Manchester Resident Survey, and national Active Lives survey data to identify resident groups where engagement with culture is lower and work with our funded organisations and partners across the city-region to target activity to increase engagement.

Between 2019 and 2024, we will work to achieve an overall 5% increase in resident engagement with culture and will raise engagement in the five lowest engaged districts by five percentage points per district.

By the end of 2019, we will have undertaken analysis and developed benchmarks to better understand levels of engagement with culture from different protected characteristic groups, as well as working with partners to establish the best way to understand engagement with culture across different socio-economic groups.

PRIORITY 2

Capitalise on Greater Manchester's status as the UK's first age-friendly city-region, enabling and promoting later life creativity and talent.

PRIORITY ACTION

Work with the Greater Manchester Ageing Hub to create an International Centre for Age-Friendly Culture, based at Manchester Museum. The centre will profile and share expertise and practice in relation to age-friendly culture (including parks and green infrastructure), build local and international partnerships and seek to influence sector thinking and policy around the value of culture to active ageing and generational cohesion. Throughout 2019, we will pilot and evaluate the success of approaches before developing a full programme of activity, to be delivered through the centre when Manchester Museum re-opens following

its capital development. The definition of success will be developed alongside establishment of the centre, to include press, peer and participant feedback.

PRIORITY 3

Champion culture's role in improving health and wellbeing, capitalising on opportunities offered by the devolution of health and social care.

PRIORITY ACTION

Support the development of the Manchester Institute for Arts, Health and Social Change to enable the Greater Manchester cultural, health and care sectors to flourish, whilst further developing and supporting our shared agendas. The institute will build close links with local, national and international partners, ensuring culture is formally recognised in the delivery of local strategies like the Greater Manchester Population Health Plan. We will work with partners across GM to support the establishment of the Manchester Institute for Arts, Health and Social Change, developing, delivering and evaluating pilot projects through 2019, feeding findings into our revised funding approach, to be delivered from April 2020. Throughout 2019, we will work in partnership with the Manchester Institute for Arts, Health and Social Change to develop and deliver pathfinder projects with arts and health colleagues across Greater Manchester. We will work with residents and academics to establish a GM-wide approach to evaluating these projects which will inform our revised investment approach by April 2020.

PRIORITY 4

Encourage and empower our residents to take responsibility for their own creativity by improving the visibility of opportunities and removing identified barriers to engagement.

PRIORITY ACTIVITY

Throughout 2019, we will work with partners across Greater Manchester to develop a clear, easily accessible directory of activity and opportunities for residents across the conurbation. We will identify opportunities to support training for partners across Greater Manchester (eg health professionals, job centres, housing associations, youth organisations), to enable them to signpost residents to these resources. We will investigate the potential of existing resources like MappingGM to support this work and collaborate with partners, including our Culture and Social Impact recipients, to identify the best way to share information about the great work taking place across Greater Manchester. Development of the directory will be accompanied by a series of measures to evaluate use and value, including analytics and sample user surveys.

PRIORITY 5

Implement a joined-up approach to volunteering in the cultural sector across Greater Manchester, recognising and advocating the benefits of volunteering for people's health and wellbeing.

PRIORITY ACTIVITY

We will create a resource that highlights volunteering opportunities in the cultural sector across Greater Manchester, working with the VCSE and cultural organisations to develop best-practice guidelines and understand the type of opportunities most valued by our residents. Initial scoping will take place throughout 2019 and a clear way of best delivering priority actions will be developed as part of our revised investment approach, from April 2020 onwards. Development of the directory will be accompanied by a series of measures to evaluate use and value, including analytics and sample user surveys.

ECONOMY; EDUCATION, SKILLS AND JOBS

Education, skills and jobs are located within the economy theme to acknowledge the importance of creative education to all sectors of the GM economy to support the development of a clear pathway, from early years' engagement to meaningful employment. Working within and beyond the formal curriculum, we will collaborate with partners to ensure all our residents have access to a high-quality cultural education, recognising the importance of the development of creative skills in all sectors, from science and engineering to health and social care. Working with schools, colleges, universities and partners from Greater Manchester and beyond, we will develop clear talent pipelines for the culture sector, establishing strong links with wider GM economic priorities.

The contribution of culture to the economy cannot be underestimated. Figures released by Arts Council England in 2018 show that the arts and culture industry has grown 10% in a year, and now contributes £8.5bn to the UK economy; more than double that of the Premier League. Recipients of AGMA Section 48 Cultural Funding, (organisations funded by AGMA to deliver cultural activity across Greater Manchester) generated £242 million of economic activity across Greater Manchester in 2017/18 which equated to approximately £133 million in gross value added (GVA). Further analysis of Section 48-funded activity shows that, for every £1 of S48 funding, £3 was generated in economic value in Greater Manchester. We will continue to analyse the economic benefit of GM investment in culture, looking at the economic impact of the of Greater Manchester Culture and Social Impact fund portfolio and ensuring that future investment approaches, developed throughout 2019, harness the economic potential of culture to our local, visitor and night-time economies, making our towns and city centres attractive and vibrant destinations for residents, visitors and investors.

PRIORITY 1

Support cultural organisations and public sector organisations to advocate for the vital importance of engagement with culture in ensuring our young people are school ready.

PRIORITY ACTIVITY

We will convene task groups that bring together experts from cultural organisations with partners across Greater Manchester with responsibility for school readiness, including Health Visitors, Midwives, GPs and schools. We will develop and roll-out at least one pathfinder project per year that supports young children and their families across Greater Manchester to engage with our rich cultural offer. We will support an increase in the number of visible opportunities for early years' cultural activity and the successful development of strategic relationships with partners responsible for school readiness across the city-region. Pilot

activities and measures of success will be developed as partnerships progress and successful approaches will be incorporated into our revised investment approach, from 2020 onwards.

PRIORITY 2

Ensure that cultural education, within and beyond the curriculum, is accessible to all young people, regardless of background.

PRIORITY ACTIVITY

We will work with North West Bridge organisation Curious Minds (funded by Arts Council until 2022 to 'improve the lives of children and young people through great art and culture in the North West') to develop a joint approach to cultural education across Greater Manchester. In revising our investment approach from 2020 onwards, we will seek advice from cultural organisations, schools and national partners on the best way to support cultural education in Greater Manchester, before incorporating this into our revised investment approach and developing benchmarks and a full set of metrics to measure success in this area, including targets to increase the number and take-up of cultural and creative opportunities across the city-region.

PRIORITY 3

Create a sustainable and cross-sector strategy to ensure our residents have the skills required to drive, and contribute to, the growth of the cultural sector.

PRIORITY ACTIVITY

Develop a clear talent pipeline, improving communication of opportunities, with a particular focus on improving the diversity of the sector in Greater Manchester. In revising our investment approach from 2020 onwards, we will seek advice from cultural organisations, colleges, universities, businesses and national partners on the best way to support the development of cultural skills in Greater Manchester, before developing a benchmark and full set of metrics to measure success in this area. We will develop clear, well communicated talent pipelines for key roles in the sector, with a bespoke plan for increasing the diversity of the sector across the protected characteristics, incorporating socio economic status. We will develop strong partnerships with non-cultural sector organisations (FE, HE, job centres) to create excellent training opportunities that develop and retain the very best talent.

PRIORITY 4

Work with employers in the cultural sector and creative industries to develop and promote good jobs and opportunities that pay fairly and are meaningful.

PRIORITY ACTIVITY

Identify future skills gaps and develop appropriate training packages to address those gaps and future opportunities, recognising the importance of the creative and cultural industries to the successful delivery of the Greater Manchester Local Industrial Strategy. Working with colleagues on the refreshed Greater Manchester Skills Strategy we will develop and promote clear career pathways, with a strong focus on the transferrable skills that the cultural sector can provide to the Greater Manchester economy. Ideas and approaches will be developed, tested and evaluated throughout 2019 and incorporated into our revised investment approach, from 2020 onwards.

PRIORITY 5

Work with cultural organisations and artists to develop entrepreneurial activities that improve the sustainability and strength of the sector and advocate culture's vital contribution to the visitor and night time economies.

PRIORITY ACTIVITY

Investigate the feasibility of a collaboration challenge fund to encourage joint working between cultural organisations in Greater Manchester, resulting in efficiencies and greater sustainability for the sector. We will test whether harnessing the potential of collective buying power for behind the scenes functions such as HR, IT and data analysis results in efficiencies. This work will take place throughout 2019 before incorporating findings into our revised investment approach from 2020 onwards.

PRIORITY 6

Capitalise on our position at the heart of the Northern Powerhouse, working with partners across the North to strengthen and promote our collective offer ensuring Greater Manchester is a world leader for Arts and Culture

PRIORITY ACTIVITY

Work with the Northern Powerhouse Partnership to identify shared priorities and create at least one pathfinder project per year that promotes a shared narrative about the strength of culture in the North. We will establish a clear set of shared priorities with partners across the North and pilot activity. Measures of success to be agreed with partners.

PRIORITY 7

Cement our reputation as a centre of excellence for research in the creative and cultural industries, working with our Universities to build Greater Manchester's reputation as an international centre of excellence in research and knowledge about the creative and cultural industries.

PRIORITY ACTIVITY

We will undertake an audit of academic expertise across the city-region and develop a plan for international exchange in key cultural policy areas. Greater Manchester is viewed as an international leader in research and policy development in the creative industries. We will work with Arts Council England, Creative England, AHRC, NESTA and our Universities to identify what success in this area might look like, establishing a baseline and series of collaborative actions by the end of 2019.



PLACE; REGENERATION, ENVIRONMENT AND COMMUNITIES

Cities and towns across Greater Manchester are the physical manifestation of what we are as a place, from our rich industrial heritage to our ambitious regeneration projects, our cities and towns provide the spaces our residents need to thrive and live fulfilling lives.

Culture and creativity are key to this story, with artists, community groups and workers in the creative industries contributing to a powerful shared identity; one of pride, ambition and tolerance.

We will work with our residents to make Greater Manchester one of the best places to live, work and create, attracting and retaining the very best artistic talent and telling the story of our place to visitors from all across the world. We recognise the importance of culture to our visitor economy and will work with partners to promote our culture to local, national and international visitors.

We will use culture to improve liveability, pride in place and external perception of Greater Manchester by making the most of our physical assets, protecting cultural infrastructure, improving the built environment and public realm and promoting our places to tourists.

We will develop our own artists and be the place that artists, from around the world choose to base themselves, by understanding potential of each sector and working with existing networks to deliver sector specific solutions such as affordable and accessible studio space and rehearsal space.

We will harness culture to promote tolerance and social and community cohesion, telling the stories of our diverse communities and using our incredible cultural assets to help our residents understand their place in the world.

PRIORITY 1

Empower and support cultural organisations, artists and communities to understand and advocate the intrinsic value of culture to a place and its role in articulating local identity and attracting investment.

PRIORITY ACTIVITY

Create an artist-friendly manifesto for Greater Manchester, outlining the steps we will take to support artists across the city-region, articulating our support for artist collectives and venues and formally recognising the importance of artists in making Greater Manchester a great place to live, work and invest. We will consult on the development of the manifesto to identify key

areas of support required for artists in the city-region, which we will incorporate into our new investment approach from 2020 onwards.

In 2019, we will analyse the number of artists and arts organisations living and operating out of Greater Manchester and track artist retention across the city-region. This quantitative information, analysed in collaboration with national partners, will be combined with interviews with artists, to assess whether we are delivering our ambition and we will develop a clear set of benchmarks around successful artist retention by the end of 2019.

PRIORITY 2

Ensure that all venues in Greater Manchester are safe, accessible and welcoming to all.

PRIORITY ACTIVITY

We will undertake an accessibility audit of venues in Greater Manchester, working with our night time economy adviser and national experts such as Attitude is Everything and SafeGigs4Women. Findings from the audit will be fed into an action plan, to be developed by the end of 2019, which recognises and celebrates best practice in this area and recommends practical steps to improve accessibility. We will incorporate recommendations into our future investment approach, from 2020 onwards.

PRIORITY 3

Work with cultural organisations to develop a GM-wide programme of activity that supports residents to understand and forge their place in the world, locally, nationally and internationally, harnessing culture to develop and promote social and community cohesion.

PRIORITY ACTIVITY

We will continue our programme of resident engagement, working with arts officers and communities to improve our understanding of how different communities across Greater Manchester engage with culture. Throughout 2019, we will work with district arts officers to identify priority communities and develop at least one pathfinder project with them that investigates and articulates what makes Greater Manchester special. Evaluation of these pathfinder projects will inform our revised investment approach, from 2020 onwards. We will track the experience of residents taking part in pilot activities to understand whether, through engagement with culture, they are able to better articulate a sense of place. We will work with partners such as Marketing Manchester and Transport for Greater Manchester to understand and evaluate resident and visitor attitudes to the city-region as the project develops.

PRIORITY 4

Promote the diverse and distinctive cultural offer in Greater Manchester, from clusters of activity in our city and town centres, to more dispersed activity taking place in our rural and semi-rural communities.

PRIORITY ACTIVITY

We will develop and deliver a programme that focusses specifically on the rich cultural offer of towns in Greater Manchester, celebrating the uniqueness of our places, beyond our larger city centres and town centres. We will work with partners throughout 2019 to pilot activity before developing a full programme, as part of our revised investment approach in 2020. The programme will include its own tailored evaluation; measuring against key objectives, deliverables and assessing impact.

PRIORITY 5

Establish the importance of creativity in the planning of our places, from ensuring culture is considered in spatial planning, to promoting the importance of good design in the public realm.

PRIORITY ACTIVITY

Ensure that all cultural venues are included on MappingGM and undertake consultation with developers to better understand how they approach cultural provision when planning a development. Working with partners like Design Manchester, we will develop powerful advocacy documents that make the case for long-term consideration of cultural provision in the planning of any new development. We will work with developers and local authorities throughout 2019 to develop a clear plan for consideration of culture in spatial planning, before incorporating any findings into our revised investment approach from 2020 onwards.

PRIORITY 6

Work with Marketing Manchester, GM's Night Time Economy Adviser and UK Music to cement and promote culture's position at the heart of Greater Manchester's visitor and night time economy.

PRIORITY ACTIVITY

We will work with Marketing Manchester to support development and delivery of Greater Manchester Year of Culture 2020, capitalising on the significant capital investment coming into the region and ensuring the legacy and success of this work. We will contribute to the development of Greater Manchester Night Time Economy Strategy as it emerges, ensuring it recognises and supports culture's central role in a vibrant and diverse night-time economy offer. We will work with UK Music and Visit

Manchester to assess and develop Greater Manchester's music tourism offer, developing a series of priority actions, to be delivered through our revised investment approach from 2020 onwards.



CONTEXT

Artists and cultural organisations across Greater Manchester rely on investment and support from a variety of partners, including the Department for Digital, Culture, Media and Sport (DCMS), Arts Council England (ACE), the Heritage Lottery Fund (HLF) and Local Authorities. We need to ensure our strategy aligns as closely as possible with these key partners to ensure the strength and success of our cultural and creative industries. At the time of writing, Arts Council England is consulting on its next ten-year strategy, which will run between 2020 and 2030 and Heritage Lottery Fund is consulting on its strategic framework, which will run between 2019 and 2024.

Cultural organisations also receive significant funds from the European Union. Britain is due to leave the EU in March 2019. Again, at the time of writing, it is unclear what the impact of Brexit will be on the creative industries in Greater Manchester but analysis undertaken by the Creative Industries Federation¹, predicts risks both to funding and investment, and to the regulatory framework that underpins the creative economy. In addition to formal exiting of the European Union, a spending review is likely within the next few years and the Mayor of Greater Manchester's first term in office will come to an end in 2020.

Data about our residents is vital to the production and implementation of a strategy for culture. We are in the process of improving our understanding of levels and patterns of resident engagement with culture through our Arts Council England and Heritage Lottery Fund Great Place programme; Stronger Together, which will conclude in March 2020. In addition, the next census will be conducted in 2021, and this data will be vital in informing any future iterations of the culture strategy, as well as any updates to the strategy's implementation and delivery.

The Greater Manchester cultural strategy will run for five years, from January 2019 to December 2024. This will give us enough time to set a clear direction and achieve measurable success while providing opportunity to review and amend our direction, if required.

This strategy will be accompanied by an overarching timeline and detailed annual delivery plans, setting out key milestones, benchmarks and resources required for successful delivery.

¹<https://www.creativeindustriesfederation.com/newsletter-archive/brexit-report-impact-leaving-eu-uks-creative-industries>

CROSS-CUTTING THEMES

There are several crosscutting themes which underpin the Greater Manchester Culture Strategy. We will work with colleagues within the Combined Authority, as well as external partners, to ensure that these thematic areas are considered in the development and delivery of all our work.

- Quality
- Diversity
- Sustainability
- Resilience
- Internationalisation
- Accessibility
- Digital

In supporting our residents to fulfil their creative potential, we must remain outward-looking. In development of this strategy, we have analysed many other cultural strategies, from within the UK and around the world. We will develop mutually beneficial relationships with partner cities and towns to maximise the impact of our work and grow GM's international reputation as a cultural destination. We will use MappingGM to better understand the cultural landscape and develop technologies to maximise the impact of the significant resident and infrastructure data we hold within GMCA.

Greater Manchester has a diverse population, and it is only right that our cultural strategy sees diversity as a cross cutting theme, central to all of our work. We will work with cultural organisations to ensure that our workforce reflects, and our cultural output speaks of and to, a broad range of people. We will support our residents in their cultural endeavour to ensure our cultural offer reflects the diversity of our city-region.

Fundamental to the success of the Greater Manchester Cultural Strategy, is the success of the cultural sector as a whole. Ultimately, this means that we must continue to further develop a sector that is sustainable and resilient. We will work with cultural organisations across the city-region to develop more financially sustainable models; therefore, creating a more resilient sector, better able to adapt to an uncertain and changing financial climate. However, the sustainability and resilience of the sector should not only be seen in fiscal terms. We will support the sector to pioneer innovative offerings of high quality, in order to

attract new and diverse audiences, and in doing so, expand cultural reach across Greater Manchester, creating a wider, and therefore, more sustainable and resilient audience base.

A cornerstone of our cultural strategy is that it should be accessible to all our residents regardless of background. In relation to accessibility, we mean accessible to those who have disabilities, but also physically accessible, and so we will ensure that our ambitions around cultural accessibility are aligned with Greater Manchester's transport ambitions, meaning that culture is available to as many of our residents as possible. In addition, we will work closely with the GMDigital team, and align our work with the recently published GM Digital Strategy, making the benefits of digital connectivity readily available in the cultural sector.

RESOURCES

In March 2018, GMCA announced £7m investment through our Culture and Social Impact Fund. The fund replaces and builds on the work of the AGMA run Section 48 scheme which was previously issued across Greater Manchester and will operate over a period of two years, from April 1, 2018 to March 31, 2020.

The programme was shaped through consultation and has been designed to deliver the greatest possible culture and social impact activities for residents across Greater Manchester.

The priorities outlined in this strategy will inform GMCA investment in culture, heritage and the creative industries between 2019 and 2024. The shape of that investment will be determined through sector and public consultation. An announcement on the shape of the investment package that will support the delivery of this strategy is likely in mid-2019.

GOVERNANCE

We have recently established a Culture and Heritage Steering Group for culture and heritage across Greater Manchester. This group, which includes national and local partners, artists and cultural organisations, will meet quarterly to monitor the delivery of this strategy, as well as supporting all work undertaken by the culture portfolio.

Throughout 2019, we will establish a residents' panel, to work with our Steering Group, to monitor the delivery of this strategy, as well as supporting all work undertaken by the Culture Portfolio.