

**GROWN IN
GREATER
MANCHESTER.
KNOWN
AROUND THE
WORLD.**

**GREATER MANCHESTER'S STRATEGY
FOR CULTURE AND CREATIVITY**



Photo credit

Festival Oldham

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Photo credit

Rochdale Pioneers Museum

1. Introduction

Greater Manchester's rich history and culture have developed Greater Manchester into a global brand that speaks of innovation, creativity and social progress. Our international reputation was, and is, built on the creativity of our people, and we must invest in creating the conditions for that creativity to flourish in the future.

The ten Greater Manchester districts invest more than £24.3m¹ p/a in culture and heritage at district level; directly supporting our theatres, galleries and cultural organisations and residents' creative activity. GMCA invests around £3.5m p/a in cultural organisations and activity across Greater Manchester. Arts Council England invests around £26.6m² per year in National Portfolio Organisations across Greater Manchester. The Heritage Lottery Fund invests around £11.8m p/a to restore our buildings and bring the rich heritage of Greater Manchester to life. This equates to around £66.2m combined investment p/a in culture, creativity and heritage. There is also significant partnership and private sector investment in cultural activity across Greater Manchester, with Transport for Greater Manchester, Manchester Airport Group and many of our businesses supporting the cultural sector through grants, investment, sponsorship and in-kind donations. Our residents invest significantly too, through donations and ticket purchase and through direct support to our artists, musicians and makers. The Visitor Economy in Greater Manchester is worth £2.6bn GVA p/a and supports 105,000 jobs. The Digital and Creative Industries in Greater Manchester are worth £4.4bn GVA p/a and support 78,500. While we cannot claim a direct return on investment (which would be a return of around 100 to 1), we can be confident that supporting culture and the creativity of our people is excellent value for money.

As understanding of the potential of the culture, creative and heritage sectors of Greater Manchester has developed, Greater Manchester agreed to develop a cultural strategy outlining our shared vision and setting a clear path for all parts of Greater Manchester to maximise the impact of our culture and heritage offer. We will capitalise on the strategic opportunities arising from new political structures and relationships and develop new approaches to co-investment with partners. The Greater Manchester Independent Prosperity Review and our Local Industrial Strategy recognise the importance of culture and the creative industries to Greater Manchester's economic success and the Greater Manchester Plan for Homes, Jobs and the Environment recognises the importance of culture, heritage and creativity to the vibrancy, distinctiveness and attractiveness of our places.

To date, the Greater Manchester Culture Portfolio has achieved success by identifying areas where, by working together, the ten districts can be stronger than the sum of their individual parts. The first Greater Manchester Culture Strategy – **Grown in Greater Manchester. Known Around The World** – identifies those areas of strategic opportunity and sets a clear plan of how we will work with all ten Greater Manchester districts to target resources to develop, celebrate, protect and promote the significant culture and heritage assets of Greater Manchester.

This strategy provides us with an exciting opportunity to refine and articulate our long-term ambitions for culture, heritage and the creative industries in Greater Manchester for the next five years, where the individual strengths of all ten GM districts, can come together for the benefit of everyone.

1 <https://www.gov.uk/government/statistics/local-authority-revenue-expenditure-and-financing-england-2018-to-2019-budget-individual-local-authority-data>

2 <https://www.artscouncil.org.uk/how-we-invest-public-money/national-portfolio-2018-22>



Photo credit

Aeolian Light, Salford Quays

2. Foreword



Andy Burnham, Mayor of Greater Manchester

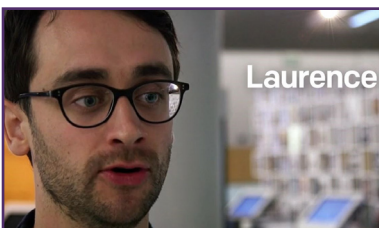
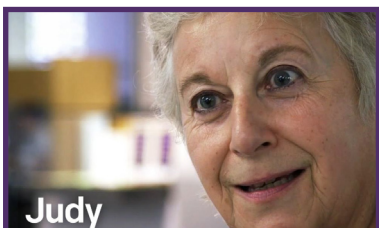
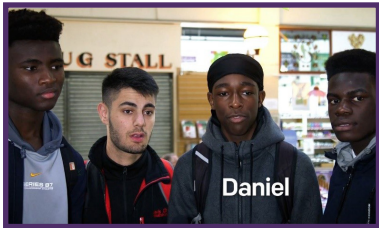
Greater Manchester is the birthplace of revolutionary ideas that have had profound impact on lives all around the world. The Co-operative movement was founded in Rochdale, the Suffragette Movement was born in Manchester and Salford Museum and Art Gallery was the UK's first free public library and museum. 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.



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 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. 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 innovative digital festivals, Greater Manchester has a diverse and distinctive offer. We understand that culture and creativity are not 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.



3. What is culture?

In 2018, we spoke to hundreds of Greater Manchester residents to find out what culture, heritage and creativity meant to them. The answers were as diverse as our city-region. Some people said that culture, for them, meant religion, food, sport and enjoying our green spaces. While all completely valid responses to such a subjective subject, we had to focus our attention on what we could deliver through this particular strategy. For the purpose of this strategy, culture means;

**ART; MUSIC; LITERATURE; HERITAGE; DANCE; THEATRE; CRAFT;
PHOTOGRAPHY; FILM; DESIGN; MUSEUMS; COMBINED ARTS;**

**“Culture to me means coming together.
Having things we can do, and get to, together.”**

“We love the museum, especially the dinosaurs.”

**“Greater Manchester has a buzz and a sense of life better
than you’d get anywhere else in the world.”**

“The most successful civilisations are the most diverse ones,
so we should encourage culture in all its forms.”

“For me it’s all about the music scene and having a good time.”

“Culture gives me a sense of my place in history.”

**“We’re very proud of our arts and culture. It’s one of the
reasons I’ve not disappeared to London.”**

“Greater Manchester is a great place to be if you’re
interested in art or interested in creating art.”

**“Culture is about coming together and expanding your mind.
Seeing or experiencing something you’ve not seen or done before.”**

“Dancing makes me feel important, like I have some sort of skill
and I can make people feel some kind of emotion with it.”

**“Artists making music are a voice for us. What they are saying is
truthful and they say things we might not be able to.”**

“It’s about spending quality time with your friends and family”

**“I use culture to show my children that if you
work hard and do well you will stand out”**

“Our old buildings are really beautiful”

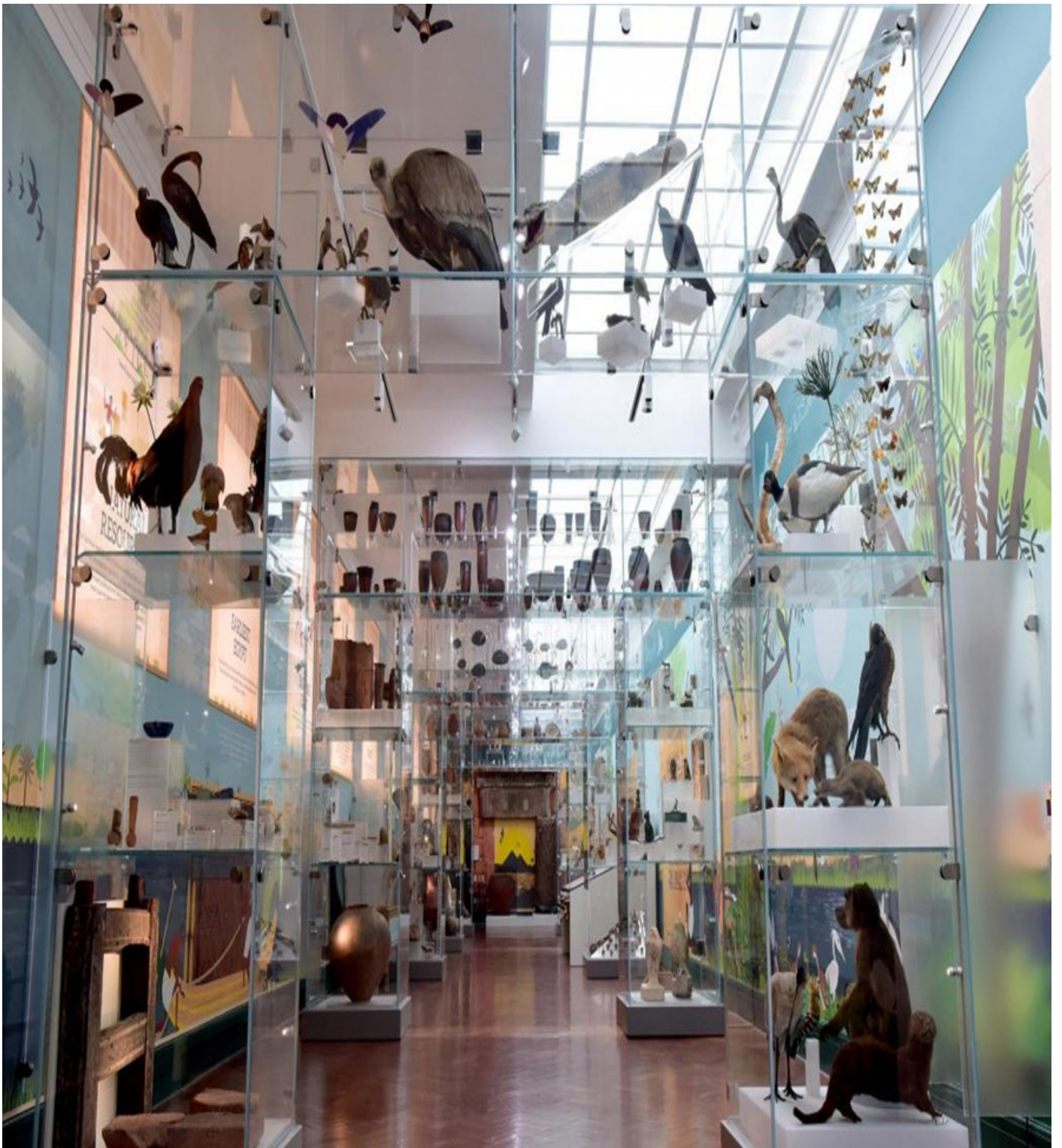


Photo credit

Bolton Museum and Art Gallery

4. Our Vision

Grown in Greater Manchester. Known Around The World.

Greater Manchester is known around the world for our significant contribution to music, literature, theatre, art, politics and history. 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 and creativity, 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 people 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 10 priorities to make Greater Manchester one of the best places in the world to grow up, get on and grow old.

By working with cultural organisations, artists and partners across Greater Manchester and beyond we will co-develop opportunities for people to express their creativity and identity. We will connect cultural organisations and creative businesses with commissioners and businesses, developing new approaches to income generation. Working in partnership with our ten local authorities, we support artists and creative practitioners to contribute to the vibrancy and distinctiveness of our places. Working with the 10 districts that make up Greater Manchester, we will make the most of our links to the Greater Manchester Health and Social Care Partnership, GM LEP, GM Business Growth Hub, Transport for Greater Manchester and colleagues within Greater Manchester Combined Authority to maximise the impact of all our work.

The inclusion of culture, heritage and creativity in all Greater Manchester policy areas will demonstrate how genuine collaboration and partnership working can improve outcomes for all.

By 2024, through this unique approach, Greater Manchester's cultural offer will reflect the diversity of our people, who feel empowered to share their stories with the world, improving their wellbeing and increasing the prosperity of our businesses and the attractiveness of our places.



Photo credit

Ron Silliman, Bury Interchange

5. Our People; Our Places. Greater Manchester in numbers.

<p>Population of 2.8m people</p>	<p>500+ cultural organisations and thousands of artists</p>	<p>1,400+ creative and digital apprentices</p>
<p>100,000+ students in four universities</p>	<p>Largest digital, creative and tech cluster outside London</p>	<p>270+ secondary schools in the region</p>
<p>200+ languages spoken</p>	<p>Visitor economy worth £2.6bn p/a</p>	<p>400+ historic mills</p>
<p>356 plaques marking sites of historic importance</p>	<p>78, 500 people working in the digital and creative industries generating more than £4.4bn GVA p/a</p>	<p>£26.6m Arts Council England NPO investment in Greater Manchester organisation p/a</p>



Photo credit

Old Courts, Wigan

6. Challenges and Opportunities

Whilst we are known around the world for our contribution to culture, we know that not all our residents have the opportunity to contribute to, participate in or access our rich culture and heritage offer.

Greater London (68.4%), West Midlands (66.6%) and Liverpool City Region (62.3%) all have higher levels of engagement with culture than Greater Manchester (60.1%). The Active Lives Survey¹ shows a 15 percentage point difference in levels of engagement and participation between the most and least engaged districts of Greater Manchester. The reasons for the disparity in engagement levels are multifaceted and complex. We know that levels of income and education can influence engagement.² 16% of Greater Manchester's population is BME³ and we know that BAME residents are less likely to engage with publicly funded cultural activity than white residents.⁴ We need to work to make sure our cultural offer and audiences are more representative of all our people. We know that there are physical barriers to engagement with culture, be that inaccessible venues⁵ or poor transport links. We need to work with partners to remove those barriers where possible.

We also know that engagement with culture, heritage and creativity can significantly improve health and wellbeing outcomes for our people.⁶ When we spoke to residents, as part of our consultation into the Greater Manchester Strategy, they told us that culture was one of the things they thought we did best in GM. We know the significant contribution culture can make to our economy both in terms of the attractiveness and vibrancy of our cities and towns, and in direct financial benefit.⁷ We know that a creative education is of huge benefit, not just to those who want to enter into a creative career, but to all our people, regardless of age or background. The Future of Skills Report identifies high-order cognitive skills, like creativity, critical thinking, reasoning, problem solving, will increase in importance as our industries change.⁸ Greater Manchester's Local Industrial Strategy and Skills Strategy recognise the importance of creativity to future prosperity.

The ambition of this strategy is to set out how, through investment and partnership, and by using our devolved powers, our ten local authorities, and the cultural organisations that work within them, can ensure all can enjoy the richness of Greater Manchester's culture and heritage. We want our people to feel ownership of the cultural offer of Greater Manchester so they feel empowered to tell their stories and the stories of our places, locally, nationally and internationally. We want our cultural offer to be representative of the diversity of our people. We want talent, not background, to be the determining factor of creative success in Greater Manchester. We want our cultural organisations to thrive and we want to attract and retain the very best talent to our city-region. We want people to visit our attractions and people to choose to live in our cities and towns because they are vibrant, inclusive and exciting.

1 www.artscouncil.org.uk/participating-and-attending/active-lives-survey

2 www.createlondon.org/panic/survey/

3 https://en.wikipedia.org/wiki/Demography_of_Greater_Manchester

4 www.gov.uk/guidance/taking-part-survey

5 www.attitudeiseverything.org.uk/resources/publications/state-of-access-report-2018

6 www.artshealthandwellbeing.org.uk/appg-inquiry/

7 www.gov.uk/government/news/britains-creative-industries-break-the-100-billion-barrier

8 www.weforum.org/reports/the-future-of-jobs-report-2018



Photo credit

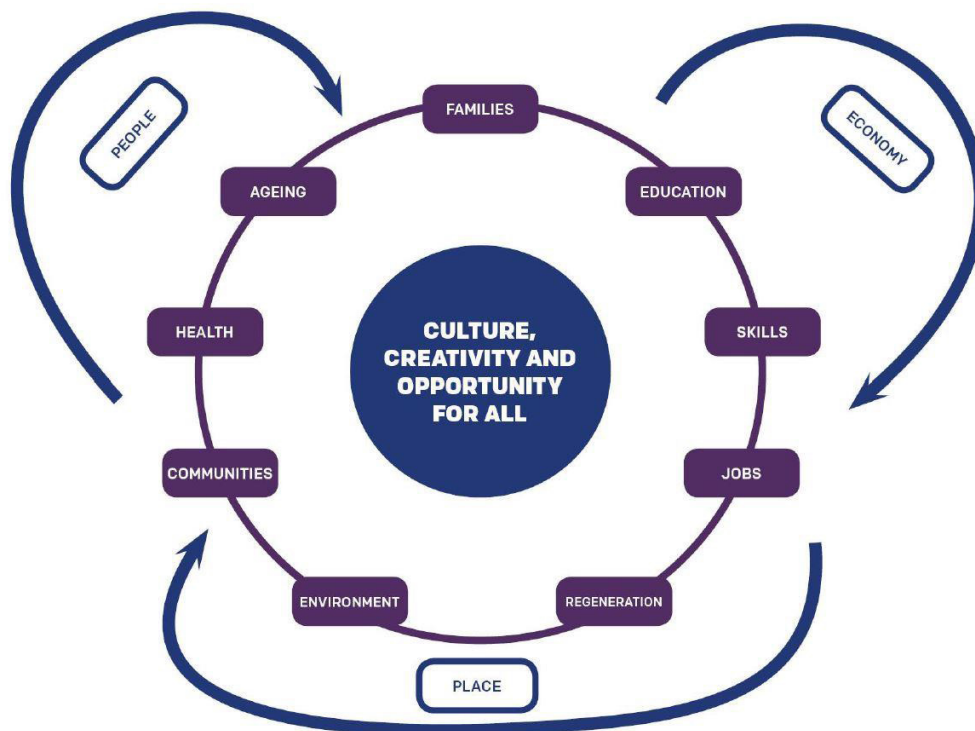
Royal Exchange Theatre, Manchester

7. Creating the conditions

This strategy is an agreed framework through which the ten local authorities, cultural organisations, partners and residents can work together to deliver a shared vision. By combining the significant local assets, already supported by the ten districts, we can develop and promote a shared offer unlike anything else in the world. We will use GMCA investment strategically to lever in additional resource from partners, capitalise on cross-portfolio opportunities, as well as investing directly in organisations and artists from across Greater Manchester to deliver our priorities.

Greater Manchester will continue its tradition of doing things differently, developing a new way of working to deliver the greatest possible impact. We do not want to control or direct the creativity of our people, artists or cultural organisations, which is why the Greater Manchester culture strategy focusses on creating the conditions for creativity to flourish. All ten Greater Manchester districts will use their collective powers, working with partners across skills, health, regeneration and more to develop a range of ways in which people can explore their own creativity and provide support for people to engage, create and contribute to our rich cultural offer.

Greater Manchester's Strategy for Culture and Creativity will not sit in isolation. It will provide a framework through which we can embed opportunity in people's everyday lives, in our schools, colleges, universities, hospitals, streets and work places, as well as in our world-class galleries and performance venues. Culture, heritage and creativity will be included in other Greater Manchester strategies, including our Industrial Strategy, our Internationalisation Strategy, our Ageing Strategy and more, recognising the need for partnership working and investment to co-develop and deliver our ambitious vision.



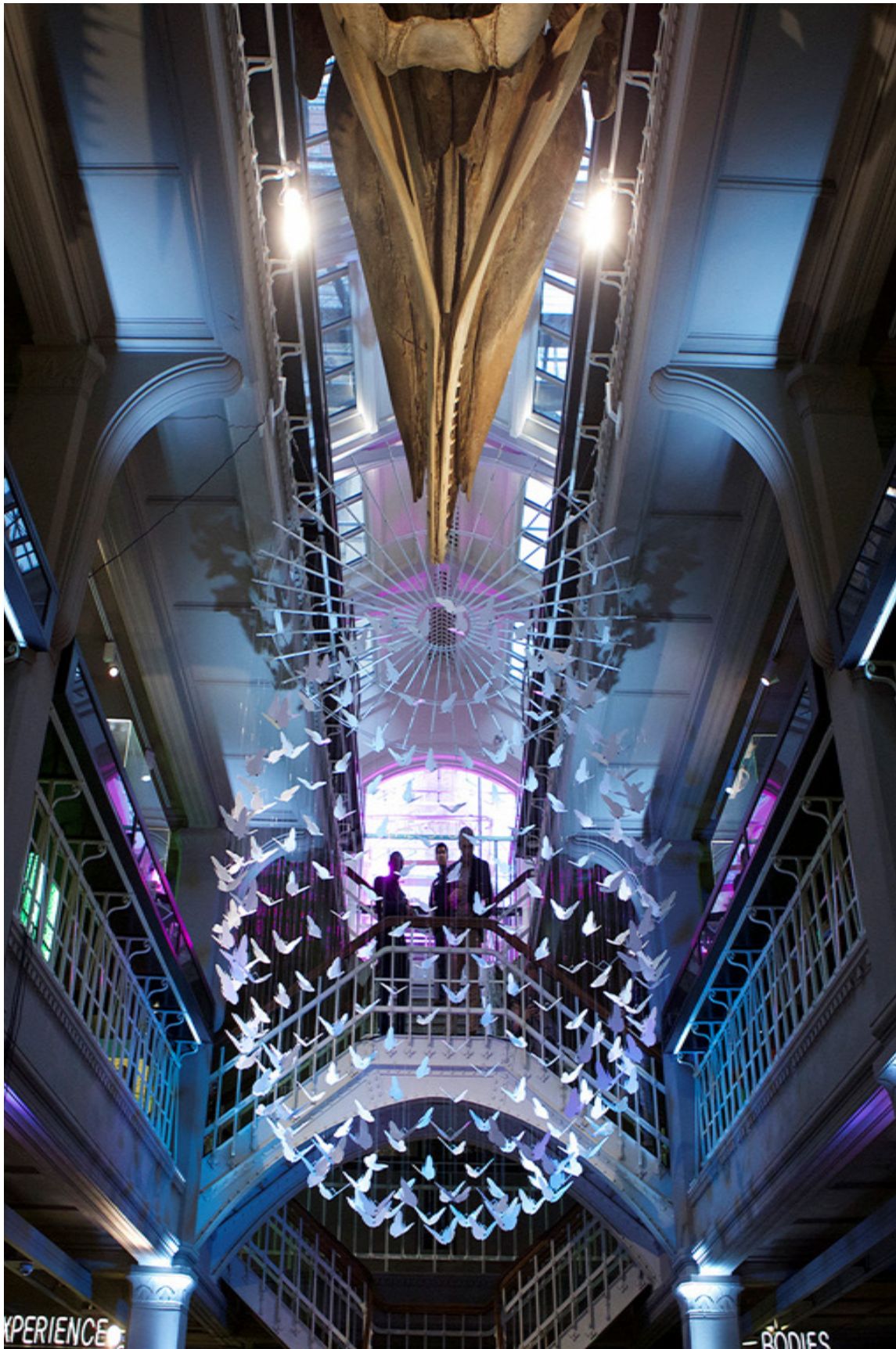


Photo credit

Manchester Museum

8. Crosscutting themes

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

Diversity	Sustainability
Resilience	Digital
Internationalisation	Accessibility

In supporting people 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. This means that we must continue to develop a sector that is sustainable, resilient and better able to adapt to an uncertain and changing financial climate. The sustainability and resilience of the sector is not just about money, however. We will support the sector to develop innovative offerings of high quality to attract new and diverse audiences, and in doing so, expand cultural reach across Greater Manchester, creating a wider and more sustainable and resilient audience base.

Our cultural offer should be accessible to all, regardless of background. We will ensure that our ambitions around cultural accessibility include removal of barriers for disabled people and accessibility more broadly, including transport and digital connectivity.



Photo credit

The Hatworks, Stockport

9. Priorities

1. Create the conditions for creativity to flourish

1.1 Support culture, heritage and creative education, inside and outside of the curriculum, providing opportunities to enjoy and create, regardless of age or background.

1.2 Provide opportunities for our people to develop the skills required to drive and contribute to the growth of the culture, heritage and creative industries and the wider economy.

1.3 Develop and support cultural businesses and attractions in our cities and towns, recognising the role culture and heritage play in the identity and economy of Greater Manchester, from our city centre and town centres to historic landmarks and areas of archaeological importance.

2. Enrich the lives of all our people through engagement with the culture and heritage of Greater Manchester

2.1 Develop and promote social and community cohesion and create opportunities for people to reflect on and forge their place in the world, using culture to develop and promote social and community cohesion and as a way in which our people can realise their potential and contribute to the success of GM, from our action on climate change to the strength of our economy.

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

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

3. Celebrate, protect and develop Greater Manchester's unique culture, heritage strengths, assets, and ecology

3.1 Celebrate the distinctive identity of our cities and towns, developing cultural programmes that reflect and respond to place.

3.2 Work with cultural organisations and artists to develop entrepreneurial activities that improve the sustainability and strength of the sector.

3.3 Work with Marketing Manchester and GM's Night Time Economy Adviser to cement and promote the importance of culture and heritage to Greater Manchester's visitor and night-time economy.

We will deliver our priorities in three key ways;

INVEST

Finance our vision with well-designed, funding mechanisms

CONNECT

Work with partners to deliver our ambition

ADVOCATE

Promote our offer locally, nationally and internationally to audiences, visitors, investors and partners



Photo credit

Company Chameleon

Create the conditions for creativity to flourish

Creative education is key to the success of all sectors of the Greater Manchester economy. Working within and beyond the formal curriculum, we will collaborate with partners to ensure people 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.

This strategy provides a framework through which we can work with partners to develop an offer that is relevant representative and accessible. We will work in partnership to provide opportunities for people living in Greater Manchester to explore their own creativity and access a high quality culture and leisure offer, as outlined in priority seven of the Greater Manchester Strategy.

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

What will success look like in 2024?

- A 20% increase in cultural participation across Greater Manchester (4% p/a)
- Increased parity of engagement across all GM districts and from groups less likely to engage with culture.
- An increase in uptake of cultural subjects at GCSE, A-Level and in cultural and creative apprenticeships and degrees.
- A 20% increase in cultural, heritage or creative businesses in Greater Manchester

OBJECTIVE	PRIORITY	INVEST	CONNECT	ADVOCATE
1. Create the conditions for creativity to flourish	1.1 Make culture, heritage and creative education, inside and outside of the curriculum, accessible to all regardless of age or background.	Invest in organisations that deliver the very best cultural activity and protect and promote our rich heritage, with a particular focus on supporting our young people and for people experiencing barriers to engagement.	Connect culture and heritage organisations with schemes developed to deliver GMS priorities, including work around early years, school readiness and the curriculum for life.	Promote Greater Manchester's unique culture and heritage offer to residents and visitors, recognising value of engagement with culture in supporting our residents to fulfil their potential and live fulfilling lives.
	1.2 Ensure our residents have the skills required to drive and contribute to the growth of the culture, heritage and creative industries and the wider economy.	Invest in culture, heritage and creative organisations that provide volunteering and training opportunities to Greater Manchester residents.	Connect culture and heritage organisations with schools, colleges and skills programmes across Greater Manchester, including Bridge GM, Curriculum for Life and Work Shadowing.	Work with schools and colleges to ensure that residents and businesses understand opportunities for employment in the cultural and creative industries and the importance of creativity to future prosperity.
	1.3 Develop and support cultural businesses and attractions in our cities and towns, recognising the role culture and heritage play in the identity and economy of our communities, from our high streets to our historic landmarks.	Invest in new approaches to culture-led economic growth, working with local authorities to attract and protect creative businesses and heritage sites.	Connect culture and heritage organisations and creative businesses with partners able to support their work, from planning and economic regeneration departments in our local authorities, to business support opportunities and advice providers.	Promote culture, heritage and the creative industries as drivers of sustainable economic growth, geographically tied to Greater Manchester communities.



Photo credit

Portland Basin Museum, Tameside

Enrich the lives of all our people through engagement with the culture and heritage of Greater Manchester

There is a large body of evidence¹ that engagement with culture improves people’s physical and mental health and can help develop personal resilience. We also know that engagement, can help tackle some of Greater Manchester’s most pressing challenges like loneliness and that culture is a vehicle for social connectivity. Greater Manchester is an international leader in arts, health and wellbeing and Greater Manchester’s Ageing Strategy identifies culture as one of the key ways we can support people 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 people. We will harness culture to promote tolerance and social and community cohesion, telling the stories of our diverse communities and using our incredible culture and heritage assets to help people understand their place in the world.

What will success look like in 2024?

- A cultural output more reflective of Greater Manchester’s people, places and history evaluated through press coverage.
- Greater Manchester is known as an international leader in co-commissioning and creation and residents understand how to access opportunities.
- Greater Manchester is known as an international leader in arts, heritage, health, wellbeing and ageing, evaluated through number of academic studies, conferences and international collaborations.

¹ www.artshealthandwellbeing.org.uk/appg-inquiry/

OBJECTIVE	PRIORITY	INVEST	CONNECT	ADVOCATE	
2 Enrich the lives of all our residents through engagement with the culture and heritage of Greater Manchester	1	Develop and promote social and community cohesion and create opportunities for people to reflect on, and forge their place in the world and use culture to develop and promote social and community cohesion and support our residents to realise their potential.	Invest in organisations and activity that provides our residents with opportunity and space to consider place within their local communities, Greater Manchester and the world, supporting culture that links our rich history and heritage with significant political and societal developments.	Connect cultural organisations with Greater Manchester-wide schemes developed to deliver GMS priorities, including the GM Low Carbon Hub, LGBT Adviser and Panel, Social Cohesion Commission and the Voluntary, Community and Social Enterprise Accord.	Promote opportunities for our residents to investigate and understand their place in the world, locally, nationally and globally. Promote Greater Manchester’s radical history as a city-region with a social purpose, where major advancements have been made for the good of humanity.
	1.2	Champion culture’s role in improving health and wellbeing, capitalising on opportunities offered by the devolution of health and social care.	Invest in culture, heritage and creative organisations that create opportunities for residents to improve their health and wellbeing through engagement with culture and provide opportunities for organisations to increase their capacity, skills and knowledge in this area.	Connect culture, creative and heritage organisations with GMHSCP work programmes, including Community and Person Centred Approaches and Adolescent Mental Health Services, to ensure that cultural engagement continues to be a contributing factor to the improvement of health and wellbeing in GM.	Promote our unique approach to culture, health and wellbeing with GM residents and the wider health sector, increasing resident awareness of opportunities and gaining national recognition for innovative culture, health and wellbeing practice across GM.
	1.3	Capitalise on Greater Manchester’s status as the UK’s first age-friendly city region, enabling and promoting later life creativity and talent.	Invest in approaches and activities that realise the wider benefits of culture and creativity to older residents and the contribution they can make to the economic success of Greater Manchester	Connect cultural organisations with older people, developing greater social connectedness and intergenerational relationships.	Promote the prominence of culture and creativity in Greater Manchester’s approach to ageing well, recognising practical and academic strengths and facilitating new partnerships between academia, the public sector, the cultural sector and the VCSE sector.



Photo credit

Warehouse Project, Manchester

Celebrate, protect and develop Greater Manchester's unique culture, heritage strengths, assets, and ecology

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 people 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.

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. 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). We will 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.

What will success look like in 2024?

- Communication of Greater Manchester's Perceptions of our culture and heritage offer better reflect the diversity of our people and places, evaluated through press coverage and resident surveys
- An established and successful Town of Culture programme.
- Strategic partnership investment in culture has increased.
- A 20% increase in cultural visits to our city region.

OBJECTIVE	PRIORITY	INVEST	CONNECT	ADVOCATE
3 Manchester's unique culture, heritage strengths, assets, and ecology	3.1 Celebrate the distinctive identity of our cities and towns, developing cultural programmes that reflect and respond to place.	Invest in programmes that develop and highlight the distinctive culture of 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.	Connect residents with cultural organisations and partners like Marketing Manchester to explore and develop narratives that properly articulate the distinctive culture of Greater Manchester.	Promote these distinctive narratives to other residents, visitors and investors.
	3.2 Work with cultural organisations and artists to develop entrepreneurial activities that improve the sustainability and strength of the sector.	Invest in programmes that improve the efficiency of culture, heritage and creative organisations and develop opportunities for organisations to share spaces and resources.	Connect culture, heritage and creative businesses with each other and with investors and business support providers to improve efficiency, resilience and sustainability.	Promote opportunities for culture, creative and heritage organisations to receive business support and develop narratives that articulate and promote the value of business investment in culture, heritage and creative industries.
	3.3 Work with Marketing Manchester and GM's Night Time Economy Adviser to cement and promote culture's position at the heart of Greater Manchester's visitor and night-time economy.	Invest programmes and partnership activity that strengthens and promotes Greater Manchester's night-time and visitor economy.	Connect cultural organisations with key players in the visitor and night-time economy to ensure our cultural offer remains central to the GM offer.	Promote a new narrative and relationship between the public sector and the visitor and night-time economy to realise the true potential of both.

10. Outcomes

By 2024, we will have;

- Increased engagement with culture to 70%, as demonstrated by the Active Lives Survey.
- Achieved parity in engagement across all our boroughs, as demonstrated by the Active Lives Survey.
- Achieved parity in engagement levels from protected characteristic groups, as demonstrated by the Active Lives Survey.
- Increased the number of people working in the Creative Industries in Greater Manchester as demonstrated by UK Labour Market statistics.
- Increased international recognition of Greater Manchester as a cultural destination, evaluated in partnership with Visit Manchester.
- Increased the number of creative businesses in Greater Manchester, as demonstrated by the UK Business Survey.
- Increased the uptake of cultural subjects at GCSE, A-Level and in cultural and creative apprenticeships and degrees.
- Developed a cultural output more reflective of Greater Manchester's people, places and history, evaluated through press coverage.
- Increased our international reputation as international leader in co-commissioning and creation and people understand how to access opportunities.
- Developed our reputation as an international leader in arts, heritage, health, wellbeing and ageing, evaluated through number of academic studies, conferences and international collaborations.
- Improved communication of Greater Manchester's culture and heritage offer that reflects the diversity of our people and places, evaluated through press coverage and resident surveys



The workplace of
ANNIE KENNEY
of Springhead
1879 - 1953

Leading suffragette, first to be
imprisoned for direct action,
with Christabel Pankhurst, 1905

Women gained the full vote
in 1928