

Reframing
Manchester's
Cultural
Strategy

This cultural ambition was commissioned by Manchester City Council with the support of the Manchester Cultural Partnership and published in 2010.





Foreword

The past decade has seen culture transform the experience of living and working in the city. As a consequence, culture now matters more than ever to Manchester's many communities.

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Our cultural and commercial partners have helped shape a vision, which both distinguishes Manchester as a forward-looking, contemporary city, and honours our tradition of radicalism. Our cultural achievements over the past decade have been immense. We have seen significant investment in modernising the cultural infrastructure through Council capital and revenue investment, supported by European, Lottery and Regional Development Agency funds, and the successful delivery of major cultural and sporting events such as the Commonwealth Games and the Manchester International Festival. The city is now poised for the next phase, which will see Manchester recognised internationally as a city with a proud and distinctive heritage and a truly innovative and inspiring world-class cultural offer.

By Sir Richard Leese

The city's cultural and creative life is helping us to understand our history, and enriching our sense of place – what Manchester means to the rest of the world and what it means to be part of Manchester. As culture infuses our education provision it helps to build aspiration and attainment in our young people. Many of the services we offer to our citizens – from embracing health and wellbeing, to building skills and opportunity – are richer for the contribution of our cultural partners. And of course culture helps deliver wealth and prosperity to the region, with Manchester unrivalled in terms of the size and range of its cultural and creative economy.

For all these reasons, Manchester values its cultural success, and requires that success to continue. The city's cultural potential is now fundamental to its future economic and social potential and to our ambition as a world-class city.

I therefore welcome this fresh cultural ambition, which builds on the city's cultural strategy and throws down a challenge to us at the Council and our partners to redouble our efforts to fashion a creative future for Manchester. Perhaps even more excitingly, this strategy creates an opportunity for the people of Manchester to shape the cultural life of the city.

I hope it will inspire you to work together to build a cultural city that fully reflects your ideas, aspirations and ambitions.





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Introduction

‘For Manchester is the place where people do things... “Don’t talk about what you are going to do, do it.” That is the Manchester habit. And in the past through the manifestation of this quality the word Manchester became a synonym for energy and freedom and the right to do, and to think without shackles.’¹

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This cultural ambition document springs from Manchester’s energetic spirit and ambition. It aims to set the bar high for Manchester – detailing how Manchester² can become a genuinely distinctive, world-class cultural city in the decade ahead.

The process has been led by Manchester City Council, working alongside the Cultural Partnership and supported by a steering group³. The insights and recommendations in this report have been informed by the views of a wide range of leaders, experts, practitioners, and community perspectives across the city. It takes forward the city’s cultural strategy that was launched in 2002.

The ambitions and recommendations set out in this prospectus are designed to help generate a powerful vision of future success – inviting other partners to help build that shared vision and create the shared priorities, activities and investments required to deliver it.

This vision is for Manchester to be a world-class city – vibrant and innovative – attracting interest and visits from across the globe: a city whose culture is built on its unique heritage and contemporary edge, with people and community at its cultural heart. This will require a refined Manchester approach to cultural investment – in which global ambition and local benefit are always fused – so that set piece investments in cultural projects and infrastructure bring with them investments in skills, community benefit, and the best possible cultural product in international terms.

Manchester’s cultural ambition sets out to create the conditions under which the following can all thrive and reach their full potential:

- Manchester’s cultural institutions and cultural offer
- Manchester’s creative and broader economy
- Manchester’s citizens and communities
- Manchester’s capacity as a creative place

¹ From ‘What the Judge Saw’ by Judge Parry, 1912 – London: Smith, Elder & Co

² As recently noted by the Manchester Independent Economic Review (MIER), exactly what the term ‘Manchester’ refers to is a point of discussion. Like MIER, we use it, as well as the term ‘Manchester City Region’ and ‘MCR’, to refer loosely to the Manchester City Region, unless otherwise indicated. We also sometimes talk about the MCR as a ‘region’ and the ‘city’

³ Details of steering group membership are included on page 34



Manchester's Cultural and Creative Opportunity

'Ours is a city that never stands still, that is always looking for the next adventure'⁴

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Manchester's cultural maturity is fashioning a unique cultural and creative opportunity for the city. The vision outlined in this document builds on what has been achieved so far, inspired and informed by the city's existing cultural strategy. The city believes in the vital role of Manchester's cultural creative base in defining the future identity of the city, in increasing the aspirations of its citizens, and in nurturing the cohesion of its many communities. The widely shared understanding that an ongoing cultural and creative transformation of the city is essential to the city's prospects of securing sustainable economic development.

A platform for innovation and growth

These are substantive achievements that provide Manchester with the ideal platform for further innovation and growth, and with the opportunity to fashion a powerful vision of future cultural and creative success and global prominence.

Many of the cultural organisations in the city have benefited from significant capital and revenue investment in the past decade. This has been achieved through strong leadership and through partnerships between Manchester City Council and agencies such as the Heritage Lottery Fund, the Arts Council, and the Northwest Regional Development Agency. More is underway or planned. This expanding infrastructure is crucial to sustaining the cultural sector in the city. The Manchester International Festival, launched in 2007, has been key to raising profile, building on cultural achievement to date, and challenging existing practice. The future ambition is exemplified by the Royal Opera House Manchester project, which will enable transformation in the cultural offer across all the performing arts as well as major investment in skills. In parallel with this, and building on the Museums, Libraries and Archives Council's Renaissance in the Regions investment programme, the museum offer will be further strengthened by the relocation of the National Football Museum and capital investment in the Whitworth Art Gallery, the Museum of Science and Industry, the Gallery of Costume and Heaton Hall.

Building on success

Manchester is ready to build on five distinct achievements in the cultural and creative sphere that key city partners have delivered to date:

- The modernisation and transformation of its cultural infrastructure
- The creation of the Manchester International Festival
- The emphatic contribution of the cultural sector to the regeneration of the city
- A vibrant, high-potential, creative-economy sector
- The creation of a defined brand for Manchester as the original modern city

⁴ Sir Richard Leese, *Manchester Forward* (2009.5), *Marketing Manchester*



Work is underway to create a new home for the Library Theatre, and the library refurbishment programme across the city is one of the largest of its kind. An exciting new future is proposed for the Central Library and County Records Office as part of a major redevelopment of the Town Hall Complex and St Peter's Square, which will also incorporate a major public art commission to commemorate the Peterloo Massacre, a defining moment in the city's radical history.

Manchester will continue to build on its reputation for sporting excellence by staging international sporting events and engaging communities and young people in participation and professional development – lighting the pathway from street to stadium. The Commonwealth Games stadium is now the centrepiece of Sportcity, a global centre of excellence in football and cycling. Inspired by the success of the Commonwealth Games in 2002, Manchester has staged a series of world sports events culminating in the 2008 Year of Sport, including the World Swimming Championships. The city now plans a decade of sport with a biennial festival, spectacular events featuring international sports stars, and mass participation events. Ongoing investment in historic parks will continue and increase the use of the city's green space.

The vision must build intelligently on existing strengths and achievements, but also seed the capacity for transformational change in order to deliver maximum benefit and innovative front-line investment. This in turn requires the city's future vision to provide clarity on:

- _The overarching objectives – what type of cultural and creative city Manchester is trying to be
- _The deliverables required to achieve that vision
- _The types of interventions needed
- _The performance indicators required to drive innovation and effectively evaluate progress
- _How existing funding and commissioning frameworks may need to change in response
- _The investment framework required to underpin the vision.

Manchester City Council will lead a partnership of public sector bodies and the private sector to put in place a commissioning fund to drive investment in innovation, skills and talent. This will be charged with ensuring that the full benefits of cultural investment are achieved so that Manchester can truly realise its cultural ambition:

- _To be a world-class cultural city distinguished by excellence, which is challenging, provocative and enthralling
- _To have a common purpose in building cultural capacity in the community, increasing aspiration, achievement and skills.

Vision for future success

This vision of future success has five interlocking elements:

- Culturally distinctive
- Community inspired
- Creative investor
- Talent city
- Culturally connected



Theme 1: Culturally distinctive

‘The Manchester experience must be... constantly improving its quality, challenging its audiences, and forging a city-wide culture of innovation... which secures our cultural profile right across the world.’⁵

Rationale and top-level aims

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The ambition of the Greater Manchester Strategy is ‘to secure our place as one of Europe’s premier city regions, synonymous with creativity, culture, sport and the commercial exploitation of a world-class knowledge base’.⁶

The absolute foundation of a successful creative strategy is a highly innovative cultural sector, intent on accelerating artistic innovation and on maximising the quality and impact of cultural experiences and partnerships across the city.

When judged against that high benchmark, cultural leaders across the Manchester City Region believe that the cultural sector has an opportunity to raise its game to forge a truly distinctive cultural offer.

Desired outcomes

Successful delivery of these aims will produce the following key outcomes:

- _ Strategic capital investment in the city’s cultural offer will help build a world-class profile for Manchester as the original modern city and drive development across the sector
- _ The city region will produce a higher proportion of new work of national and international significance than appropriately ‘matched’ benchmarked competitors⁷ and win enhanced international recognition for the quality of its cultural offer
- _ Manchester will become known as a distinctive cultural city with innovation at its heart
- _ The city’s cultural organisations will become engaged and responsive partners in maximising their contribution to Manchester’s many communities.

In response, Manchester will focus on the following aims:

- To create a strong sense of place through a more innovative, ambitious and distinctive cultural sector
- To better exploit and promote the city’s existing cultural assets in order to deliver that distinctive offer
- To prioritise the role of culture across key strands of public policy.

⁵ *Manchester Forward (2009.8), Marketing Manchester*

⁶ *Prosperity for all: The Greater Manchester Strategy (2009.5)*

⁷ *In other words you would not reasonably expect Manchester to outperform New York or London, but we can expect that Manchester’s cultural performance will outstrip that of equivalent sized cities in terms of population and cultural ecology size*



Actions and interventions

Innovation investment

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Manchester will continue its programme of strategic investment in existing and new organisations to progress its cultural ambition. The city aims to secure more national cultural institutions (such as the National Football Museum, National Cycling Centre and Royal Opera House Manchester), global sports events and cultural festivals. This will build on the reputation and reach of the Manchester International Festival, Decade of Sport, world-class exhibitions, and festivals such as Angels of Anarchy, Maria Abramovic and the Mahler season.

There will need to be focused innovation investment to support organisations in the creation of new work of national and international significance. Manchester is committed to creating a significant investment fund to scale ambition, change practice, and drive sustainable change in relationships and ways of working. With the support of cultural leaders acting as champions of innovation and of private and public sector partners, there will be a step change in the cultural offer and in the way this is delivered.

That innovation investment needs to be focused on delivering:

- _ New commissions that match the standards set by the Manchester International Festival and add value to the city's annual programme
- _ The injection of talent into the city, developing cultural leaders with vision and ambition
- _ Novel ways of engaging collaborators and institutions, which instil sustainable change
- _ Expanding international networks and exposure to new ideas and perspectives
- _ A culture of innovation in which future generations of Mancunians can find and express their cultural talents
- _ New relationships between the cultural and business sectors encouraging joint innovation
- _ Wider community benefits generated from strategic investment in culture, for example through skills development, active participation and learning.



Theme 2: Community inspired

‘We want everyone to be part of the Manchester story.’⁸

Rationale and top-level aims

Manchester has long been a diverse city, shaped by the powerful influences of the different traditions, races, and lifestyles. Its cultural strategy aims to ensure that residents of all ages and traditions participate in cultural activities as audience members and by becoming involved in cultural activities through their neighbourhood or community.⁹

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Culture must and can do more to build the self-confidence, self-esteem and ambitions of people living in the Manchester City Region. It must also play its full role in channelling people to greater opportunities through bolstering the skills and economic prospects of all those living in the city.

All too often debates about culture and community become locked into the important but tired story about how to ‘reach’ more people with the city centre’s cultural offer. We need to reverse that polarity. Manchester’s cultural offer needs to be inspired by its communities, to form a DIY cultural city in which its people have a cultural voice, a cultural point of view, and myriad opportunities for cultural expression.

In response, the city should focus on the following aims:

- To make the people of Manchester proud participants and architects of the city’s cultural life
- To provide communities with real opportunities to develop the cultural offer and build an enhanced sense of neighbourhood identity and pride
- To ensure that culture makes the fullest possible contribution to the health, wealth and cohesion of Manchester’s many communities.

⁸ Richard Leese in the introduction to ‘Manchester Forward’ (2009.5), *Marketing Manchester*

⁹ Manchester City Council’s previous *Cultural Strategy (2002)* established the centrality of such an approach



Desired outcomes

Successful delivery of these aims will produce the following key outcomes:

- _An enhanced role for the cultural sector in shaping the commissioning and delivery of key public services and outcomes
- _Raising the aspirations, skills and achievements of young people through active participation
- _A meaningful cultural offer – helping to deliver the city’s ambitions in terms of improved community cohesion, sense of place, skills, self-esteem, mental health and wellbeing
- _The generation of creative and communication skills for the future workforce
- _Increased awareness of the contribution of culture in creating a sense of place and wellbeing
- _A more vibrant city-wide portfolio of cultural programming and events, animating Manchester’s neighbourhoods through locally commissioned work from major cultural institutions and locally created activity.

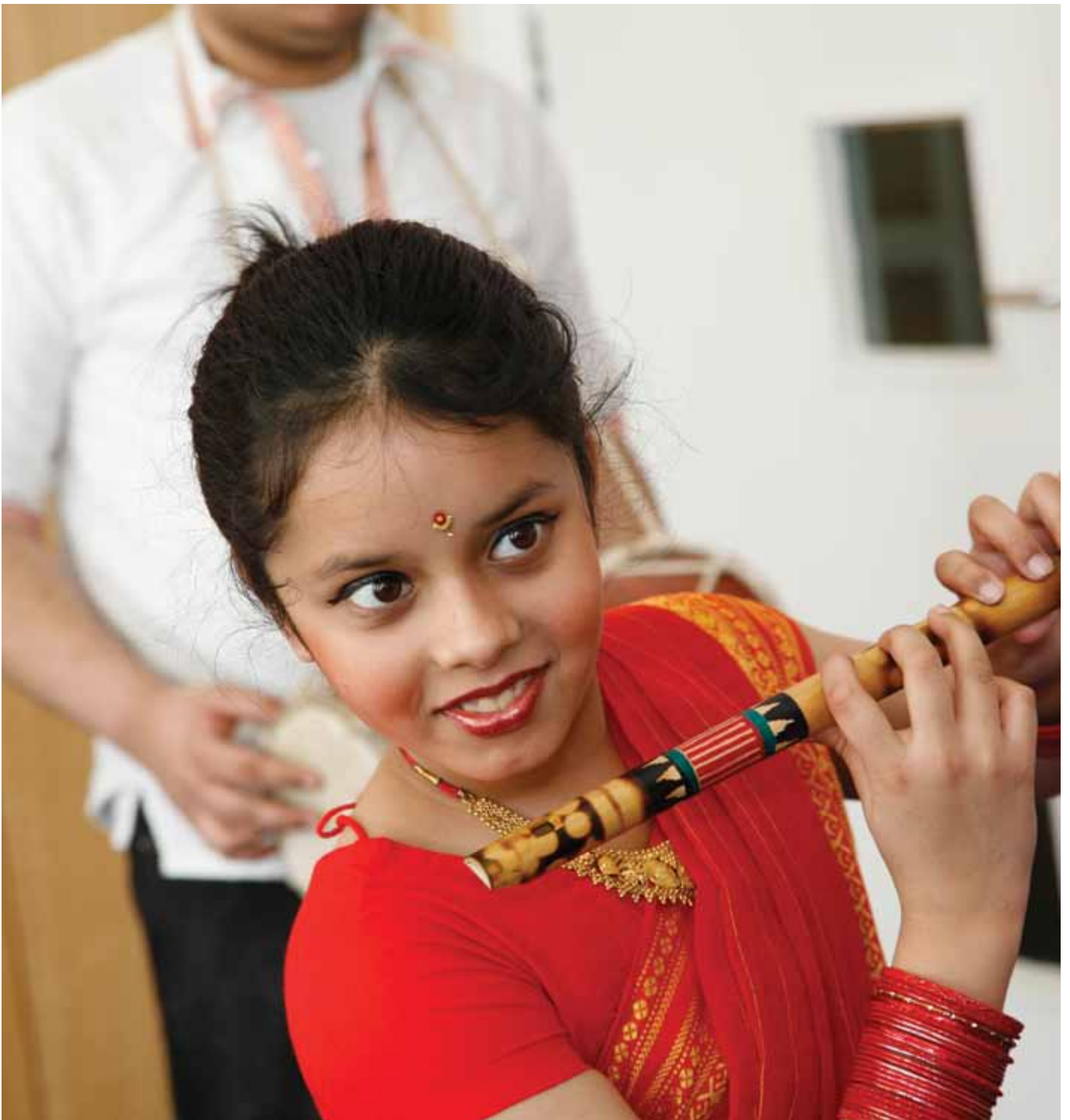
Actions and interventions

Creative commissioning

Putting in place a new cross-agency commissioning framework that creates a sense of place, identity and pride will provide an enhanced role for the cultural sector in shaping the commissioning and delivery of key public services and outcomes. It will enable the city to powerfully connect community-inspired cultural projects and activities with the commissioning of services.

The focus will be to:

- _Help to prioritise the role of culture and its contribution to long-term cross-agency working (children and young people, health, adult social care)
- _Identify partners to work together at an individual neighbourhood level to promote and drive participation of residents and increase resilience
- _Develop an agreed approach to the cultural offer for residents, focused on raising aspiration, achievement and skills
- _Explore new and targeted approaches to engage young people and families, drawing on the experience of the national ‘Find Your Talent’ pilots
- _Increase the number and range of cultural activities taking place in neighbourhoods.



Theme 3: Creative investor

‘Manchester is probably the UK city outside London most likely to be able to increase its long-term growth rate, to access international networks and enjoy strong connections to the rest of the world. However, it is currently punching below its weight given its size. We believe this is an opportunity: the city has the potential to grow faster and to continue to reinvent itself and regain its historical dynamism.’¹⁰

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‘This is the best city in the world to start a business – small enough to navigate, but big enough to breed brilliance.’¹¹

Rationale and top-level aims

Over the past decade there has been a significant growth in the Creative, Digital and New Media sectors. The Manchester Independent Economic Review (MIER), recognises the city’s creative economy as a foundation stone of the region’s future economic success and its potential to be a catalyst for innovation and growth for the broader Manchester City Region economy.

Desired outcomes

Successful delivery of these aims will produce the following key outcomes:

- _A transformation in the commercial performance and international profile of the city’s creative economy
- _Agreed improvement in the economic contribution of the creative economy over the next three to five-year period
- _Greater linkages between the city’s creative businesses and the broader economy
- _A world-class city for digital content and related technological innovation
- _An increase in the depth and quality of international relationships in the city’s creative economy over the next five years.

In response the city should focus on the following aims:

- To make Manchester’s creative and digital content businesses global players in key supply and value chains
- To deepen the relationships between Manchester’s creative businesses and other enterprises in the Manchester City Region economy
- To enhance broad cultural links and forge global trading networks to attract creative talent and encourage international trade.

¹⁰ Manchester Independent Economic Review, Main Report (2009.5)

¹¹ Warren Bramley, Creative Director of Four23

Actions and interventions

Plug and play creative city

The City Region needs to grasp the opportunity to capitalise on the keynote investments in the infrastructure supporting the digital and creative industries.

- _ Digital Content summit, an initiative to accelerate application of digital and creative content. The aim will be to generate a shared vision of the global opportunity for Manchester and identify the priority projects and investments to deliver that vision
- _ Future feasibility research into the potential for a Digital Industries Centre of Excellence in Manchester
- _ Develop a 'creative content' policy that will accelerate advancement of new digital content creation permeating enterprise activity, cultural festivals and community projects
- _ Investment pipelines interconnecting business support and Next Generation Access digital creativity and fuelling creative hubs: Sharp, mediacity:uk, Corridor, the Northern Quarter and Chapel Street
- _ Manchester's universities to launch a tailored 'Innoversity' initiative – designed to trigger more cross-sector innovation involving the city's creative entrepreneurs and graduates.



Theme 4: Talent city

‘To do better, Manchester will need to address simultaneously both the supply of skilled workers, and the demand from employers to use more skilled workers. In the short term, the only option to increase supply is to attract more skilled labour to migrate to the Manchester City Region from elsewhere.’¹²

24 Rationale and top-level aims

Manchester must aim to become the most innovative city in the UK for skills provision, education, and training in the creative and cultural sectors.

The cultural sector can play a general and specific role in improving skills acquisition across the City Region. First, it can have a powerful impact on overall attendance, attainment and aspiration levels during early years and secondary education. Second, the cultural partners have a specific role through educational partnerships to help fashion the skills required for a successful knowledge-based economy and contribute to addressing worklessness.

Desired outcomes

Successful delivery of these aims will produce the following key outcomes:

- _A core of highly networked creative individuals who have the capacity to commercialise innovative ideas
- _A transformation in the relationship between schools, further education, universities and cultural institutions in the city
- _A clear strategy to identify the key creative economy skills required to maximise the future success of the city’s economy
- _Collective effort to shape and improve the relevant education offer across the city and develop vocational pathways through the post-16, further and higher education curricula
- _The city becomes the pre-eminent UK national hub for cultural and creative economy skills training with a world-class reputation for nurturing creative talent
- _To increase the likelihood of Manchester residents securing high-skilled jobs in the knowledge economy, opening up these opportunities to the broader talent pool of the region.

In response to this, the city should focus on the following aims:

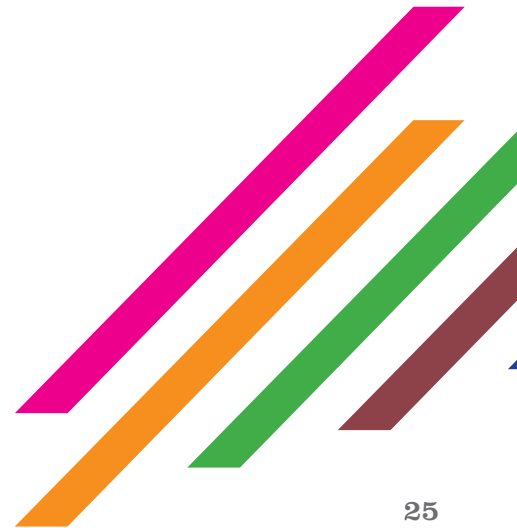
- To become one of the world’s top ten cities for nurturing, attracting and retaining creative economy talent, and the UK’s leading centre for cultural and creative economy skills training
- To gain a world-class reputation for innovative partnerships involving the cultural, creative and education sectors
- To open up pathways to employment and channelling the skills and creativity of Manchester residents towards education and work opportunities in the cultural and creative sector.

¹² MIER Main Report (2009.14)

Actions and interventions

Next generation

- _ Creative Talent intervention – an initiative linking cultural partners with further and higher education. Partners will find new ways to identify and nurture creative talent in culture, sport and commerce
- _ Creative Skills Route Map – to identify the key creative economy skills required to maximise the future success of the city’s economy
- _ Expert Exchanges – in which world-class practitioners will be identified and enlisted to share their knowledge and expertise and enrich Manchester’s cultural and creative community
- _ Cultural Opportunity Map – making it easy for Manchester’s citizens to participate, to inform themselves of cultural opportunities, and to evolve their contribution as consumers and creators of culture
- _ Coalition of cultural and creative industry employers offering a spectrum of opportunities, including work placements and apprenticeships, and actively engaged in job creation initiatives.



Theme 5: Culturally connected

‘Manchester has fancied itself rotten for as long as anyone can remember.’¹³

Rationale and top-level aims

Manchester, past and present, has a dazzling variety of people, places, features, cultures, events and achievements. These are rarely conveyed to local people,¹⁴ or to a national and international audience, in ways that do justice to Manchester’s singularity and sense of self.

26 A more distinctive cultural offer from the city will of course require a more distinctive attempt to join up and sell Manchester’s cultural assets in a compelling and user-friendly way. A vital task is to create stories that better integrate the city’s cultural assets for distinct visitor segments.

Animating the spaces between some of the city’s sporting and cultural institutions will firmly establish Manchester as the vibrant portal for a wide range of cultural experiences. Coupled with this is the need to create a more vibrant public realm that will help visitors to navigate the city and that reflects its heritage and contemporary vitality.

Desired outcomes

Successful delivery of these aims will produce the following key outcomes:

- _ Better identification and targeting of specific audiences with richer, targeted narratives for key groups (residents, students, visitors, investors) that better connect with their interests and passions
- _ More intelligent public realm connections helping to sell and enrich the city’s cultural offer and enhance the visitor experience
- _ A city that does more to celebrate, value, and showcase its own heritage and contemporary creative community
- _ An urban environment with ‘cultural buzz’ and diversity that will attract talented and creative people to live and work in the city.

Actions and interventions

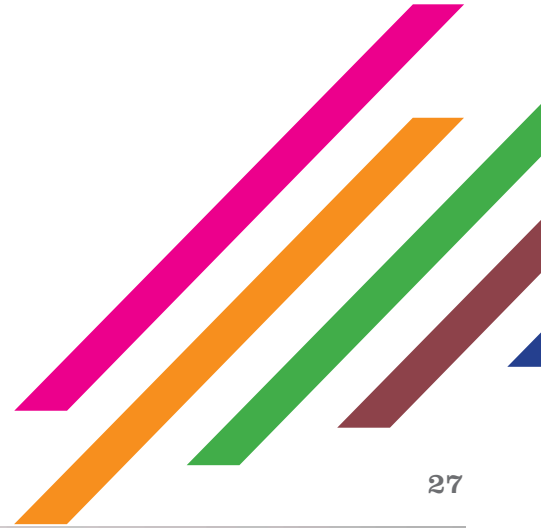
In response to this, the city should focus on the following aims:

- To harness its cultural assets in ways that maximise their contribution to the future of the city
- To tell a richer, more coherent story about Manchester’s histories
- To make Manchester an easier cultural city to navigate
- To make an across-the-board improvement in the City Region’s public realm.

¹³ Stuart Maconie (2007.95) ‘Pies and Prejudice – In Search of the North’, Ebury Press

¹⁴ *ibid*

'Widow' by Susie MacMurray
© MCC Galleries



Navigating the city

Develop a concerted and co-ordinated programme to increase the quality of life, sense of place and experience for visitors and residents through strategic partnership. This will deliver a joined-up approach to communicating the city's contemporary culture and heritage, raising its profile and making this accessible.

Initiatives are likely to include:

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- _ Partnership with regional agencies to deliver a place-shaping pilot to bring a holistic multi-agency approach to cultural investment
- _ Greater collaboration between tourism and marketing agencies and the cultural institutions in the city
- _ Shared narrative for marketing the city to visitors, tourists and residents
- _ Commissioning artists to tell the story of Manchester digitally
- _ 'Visitor pathways' that reveal the city's cultural assets, acknowledge the diverse histories of the community and project a clear vision of Manchester's contemporary creative success
- _ A programme of festivals, events and exhibitions distinguished by innovation and diversity that transforms the urban experience
- _ Innovation in the way we shape local identity through creative contribution to the public realm.



Conclusion: A vision for future success

The test of this cultural ambition is the extent to which it delivers a more vibrant future for all who live and work in the city.

Converting this ambition into action will create three pillars of future success:

1. A world-class cultural city offering unique experiences to all who live in or visit the city

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Cultural surprise, excellence, and innovation will define the city. Cultural participation among the city's residents will increase, with both local and international audiences for the city's cultural offer growing significantly.

The more subtle benefits will be no less important.

Manchester will become a more playful city that nurtures its public spaces and places, actively redefining the art of city living and bridging neighbourhoods and the city centre.

It will be a city constantly seeking excellence in its approach to form, function and fun.

The city will feel fully at home in the 21st century.

A passionately local and global city, its diversity and tolerance will be reflected in the richness of the city's experience, economy and the warmth of its welcome.

Reflecting these achievements there will be year-on-year improvements in the international profile and benchmarked ratings of the city.

2. A City Region overflowing with talent and ideas

The city will become known for identifying and supporting ideas and innovation. The outcome will be that a wider range of talented people will come, stay and do their best work in the city at the prime of their careers.

In turn, the city's future will be more profoundly shaped by a generation of self-reliant and ambitious citizens – thinking bigger for themselves and the city.

3. A City Region much richer in opportunity than it is now

Educational attainment levels will be higher, while the employability of Manchester residents will increase, enabling them to take full advantage of career opportunities in the broader creative and knowledge economy.

There will be a transformation of investor perceptions of Manchester, and of high-quality international partners who want to work with and invest in the city.

There will be genuinely innovative links across the cultural sector and with key players in the private, public and third sectors – with Manchester becoming the place to make ideas happen.

Future measurement and evaluation

The performance framework for our cultural ambition is currently under development.

The framework needs to be consistent with the Council's performance management process and systems that are linked to the Local Area Agreement (LAA) and consistent with the requirements for national indicators via the Department of Culture, Media and Sport (DCMS).

The purpose of the framework will be to offer:

- _A coherent overview of economic impacts in terms of culture's contribution to the City Region economy
- _A shared methodology for identifying cultural and social outcomes
- _A baseline against which future performance can be measured
- _National and international benchmarking of the city's performance in culture
- _A framework to inform investment decisions through a clear statement of success criteria and value-for-money indicators that will demonstrate leverage from public investment.



What happens next?

Over the coming months key partners will continue to develop the implementation and delivery of the headline interventions outlined in this document. Updates of progress and activity will be posted on the Cultural Partnership's website along with supporting documents related to this work.

32 The city's cultural ambition will be led by the Cultural Partnership with the full support of Manchester City Council and strategic partners represented in the Cultural Ambition steering group.

Manchester Cultural Partnership

Manchester Cultural Partnership is an inclusive forum of interests across the cultural sector, led through the Partnership Board.

Cultural Partnership Board

The membership of the Board includes representatives of Manchester City Council, regional cultural agencies and Marketing Manchester. Its role is to:

- _Champion the city's cultural strategy and cultural ambition
- _Direct strategic programmes and identify key projects to deliver the action plan
- _Take collective responsibility for ensuring that cultural funding is allocated appropriately against agreed priorities
- _Develop a shared framework for monitoring performance and progress against key targets and outcomes
- _Oversee the development and delivery of the city's cultural strategy, producing an annual action plan with specific objectives and targets.

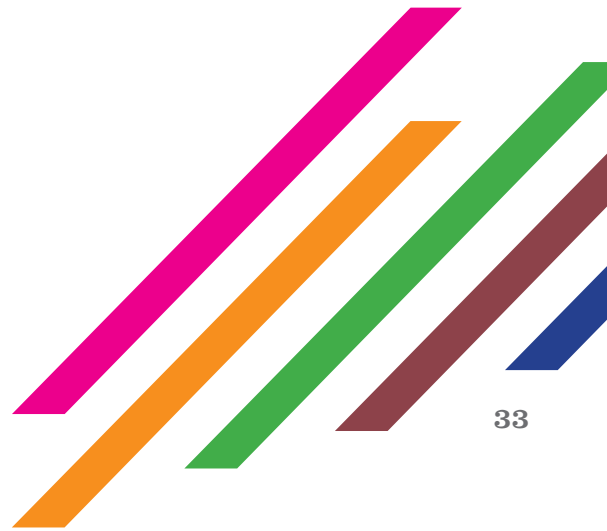
The Board will forge both formal and informal links with existing thematic groups, which will assist in taking forward new areas of development and enable collaboration across a range of providers. Groups already in place that will inform the work of the Cultural Partnership include:

- _ Cultural Ambition Steering Group: to work with the Commission for the New Economy and Greater Manchester partners in supporting the Sense of Place objective in the Greater Manchester Strategic Plan and advise the Cultural Partnership Board on the context for strategic development
- _ Cultural Offer Advisory Board: overseeing delivery of the Cultural Offer Programme and working closely with the Children's Trust to enable services for young people to fully engage with cultural opportunities
- _ SPAA (Sports and Physical Activity Alliance)
- _ Manchester Arts Managers Forum: network of managers of the main cultural organisations in the city.

Cultural forum

The Cultural Partnership Board is supported by a network of all the diverse interests involved in delivering and supporting culture in the city through:

- _ Online virtual network and consultation via the Cultural Partnership website
- _ Events, focus groups and seminars around key issues
- _ Annual cultural conference sharing best practice and innovation.



Cultural Ambition Steering Group

Virginia Tandy, Director of Culture,
Manchester City Council (Chair)

Lyn Barbour, Head of Cultural Strategy,
Manchester City Council

Mike Emmerich, Chief Executive,
Commission for the New Economy

Peter Fell, Director of Regional and Economic Affairs,
University of Manchester

Dr Cathy Garner, Chief Executive Officer,
Manchester: Knowledge Capital

Dave Moutrey, Director,
Cornerhouse

Howard Rifkin, Director of Visual Arts and Literature,
Arts Council England NW

Ivan Wadeson, Chief Executive,
All About Audiences

Andrew Stokes, Chief Executive,
Marketing Manchester



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