

## Manchester City Council Report for Information

**Report to:** Communities and Equalities Scrutiny Committee - 8 February 2022

**Subject:** Cultural Impact

**Report of:** Strategic Director (Neighbourhoods)

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### Summary

Arts and culture are an intrinsic part of life in Manchester. The city is home to world-class cultural organisations and presents an enviable programme of live music, festivals and events throughout the year. The city's reputation for creativity and diversity was an important factor in the city being nominated as the third best city in the world by Time Out magazine in 2021. Manchester's cultural organisations provide important opportunities for residents in employment, training, learning and volunteering; they support mental and physical health and wellbeing; they attract people to visit, invest, live, and study in the city; and above all they enable people to come together for to enjoy great art and experience joy. The sector's vision, creativity and impact are celebrated annually at the Manchester Culture Awards.

Manchester's cultural organisations have been badly affected by the COVID-19 pandemic, and the results of the 2020/21 Cultural Impact Survey demonstrate how severely these impacts have been felt. An update on workstreams related to the city's Culture Recovery Strategy outlines the role that culture can play in supporting Manchester's social and economic recovery, and the support needed to make this happen.

### Recommendations

The Committee is invited to consider and comment on the report.

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### Wards Affected: All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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Cultural organisations in Manchester are leading the way in their response to the climate crisis. Individual carbon reduction strategies aim to reduce emissions as well as engaging audiences on climate issues. Since 2011 the Manchester Arts Sustainability Team (recently relaunched as GMAST) has been in place as a collaborative group within the cultural sector, working to demonstrate climate change leadership and to develop and share resources such as bespoke carbon literacy training. The Council's Zero Carbon Culture Guide will provide further support and guidance to the sector in taking forward their plans and will support
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formal requirements for Council-funded organisations to reduce their carbon emissions as part of funding agreements.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The city's cultural offer is an intrinsic part of the economic and social life of Manchester and is interconnected with the hospitality sector and night-time and visitor economies. Manchester was recently identified as the third best city in the world by Time Out, with reference to the city's cultural and creative scene. The cultural sector has been under huge pressure with COVID-19 restrictions and the Manchester Culture Recovery Plan sets out a strategy for stabilisation and stimulation.
A highly skilled city: world class and homegrown talent sustaining the city's economic success	The cultural and creative industries sector employs a wide variety of staff, freelancers, and creative practitioners. The strength of Manchester's highly skilled talent pool is a key feature in the city's attractiveness for inward investors. The sector generates a wide range of projects and programmes that nurture the talent and skills of the city's residents, provide pathways into the sector and support access to employment.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The cultural sector delivers entry-level jobs and levels up educational achievement for residents. It also provides a range of opportunities for training, volunteering and learning. The Culture Recovery Plan identifies the need for the sector to recover and support inclusive growth.
A liveable and low carbon city: a destination of choice to live, visit, work	Manchester has a world-leading cultural offer for residents and visitors to access. It adds to the vibrancy of the city centre, providing key visitor attractions which engage local people and connect to the city's schools and education offer. It brings neighbourhoods together in mutual understanding and proudly showcases the diversity in our communities. Cultural organisations are showing individual and collective leadership in response to the climate crisis.
A connected city: world class infrastructure and connectivity to drive growth	Culture plays a vital role in making Manchester an internationally regarded city, supporting our visitor economy. In response to the pandemic, the cultural sector has moved significant elements of delivery to a digital format, increasing opportunities for people both within and outside Manchester to engage in creative content and activities.

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

“Economic Recovery of the City’s Cultural Sector” Report to Economy Scrutiny Committee, 8 October 2020

“Support for the culture sector in response to the impact of the COVID-19 pandemic” Report to Communities and Equalities Scrutiny Committee, 11 March 2021

“Support for the culture sector in response to the impact of the COVID-19 pandemic” Report to Communities and Equalities Scrutiny Committee, 22 June 2021

## **1.0 Introduction**

- 1.1 Arts and culture are an intrinsic part of life in Manchester. The city is home to world-class cultural organisations and presents an enviable programme of live music, festivals and events throughout the year. The city's reputation for creativity and diversity was an important factor in the city being nominated as the third best city in the world by Time Out magazine in 2021. Manchester's cultural organisations provide important opportunities for residents in employment, training, learning and volunteering; they support mental and physical health and wellbeing; they attract people to visit, invest, live, and study in the city; and above all they enable people to come together to enjoy great art and experience joy. The sector's vision, creativity and impact are celebrated annually at the Manchester Culture Awards.
- 1.2 The 2019/20 Council's Cultural Impact Survey, reported to this Committee in March 2021, demonstrated the pre-pandemic impacts of arts and culture in the city. Using methodology created by Ekosgen it was estimated that the city's cultural organisations generated a total of 4,397 Full Time Equivalent jobs and an estimated economic impact of £283.2million GVA. The estimated Social Value in the same year was £8.7million. These figures illustrate the substantial impact of arts and culture and the importance of the Council continuing to support recovery.
- 1.3 Manchester's cultural organisations have been badly affected by the COVID-19 pandemic. The report to this Committee in March 2021 outlined these impacts in detail along with the range of emergency and recovery support put in place at the time. Throughout the last year the city's culture sector has continued to show exceptional resilience and creativity in responding to the pandemic. Organisations have continued to deliver great art, to provide face-to-face and online support to their participants, which include vulnerable groups, and to reset their strategies and priorities in what continue to be uncertain times.

## **2.0 Cultural Impact Survey 2020/21**

- 2.1 The Cultural Impact Survey is an annual survey on the economic and social impact of Manchester's cultural organisations. It is open to all cultural partners which are either based in Manchester or deliver most of their work in the city, and it is compulsory for Council-funded organisations. The data generated creates a resource and an advocacy tool for the Council and the cultural sector, and this year's findings illustrate the impacts of the COVID-19 pandemic.
- 2.2 A total of 47 organisations completed the survey for 2020/21, providing a robust set of data for the main period of COVID-19 restrictions and impacts. 39 of these organisations had also responded in 2019/20, and this repeat cohort has been used to illustrate any patterns and changes in the 2020/21 data when compared with pre-pandemic activities.

## Funding and Income

- 2.3 The total combined income of the 47 organisations that completed the 2020/21 survey was £75 million. Among the repeat cohort of organisations this represents a decrease of 28% compared with 2019/20. Whilst public sector income has remained relatively stable, and has included emergency and recovery support grants, the pandemic has had a substantial impact on other income streams.
- 2.4 Among the repeat cohort of organisations, Earned Income fell by 89% between 2019/20 and 2020/21. This is largely due to cultural venues having to close due to the COVID-19 restrictions in place at the time, meaning that many of the regular income streams such as catering, retail and venue hire were unavailable. Private sector income also decreased, but to a lesser extent at 17%, representing pressures on the wider economy and in securing grants, donations and sponsorship.

## Reach

- 2.5 Overall footfall to cultural venues in 2020/21 was 383,160. Of the repeat cohort of organisations, this represents a 94% decrease compared to 2019/20. There were 1,731 productions and commissions in Manchester during the year – an 84% decrease on pre-pandemic - and there were 265,194 people at in-person audiences – a decrease of 95%. These figures evidence the impacts of venue closures and the effects of social distancing restrictions once venues reopened to audiences.
- 2.6 Whilst the number of digital artistic products and broadcasts and related audiences reduced this year, the number of organisations creating digital artistic products rose by 69% and the number of organisations broadcasting content increased by 21% - evidencing the move towards online delivery throughout the pandemic.

## Engagement and Participation

- 2.7 The total number of participants in 2020/21 was 298,187, a decrease of 64% based on the repeat cohort of organisations. The total number of sessions were 29,713, which is a reduction of 32%. These figures include both in-person and online engagement activities.
- 2.8 At the height of the COVID-19 restrictions, all face-to-face activities were suspended, with organisations moving to online delivery where possible. This meant that many activities were able to continue, and many of the vulnerable groups which are supported by the city's cultural organisations continued to receive support during pandemic restrictions. In some cases, this included raising funds for digital equipment and data to support participants with little access to on-line resources to be able to continue to take part. This was a lifeline for some in reducing isolation and supporting their mental health.

- 2.9 The value and innovation stimulated by the enforced use of digital and small-scale face-to-face work during the pandemic is influencing practice going forward. For example, many organisations have increased and improved their pre-pandemic digital offer and resources, have started to offer 'hybrid' access, which combines in person and virtual engagement at the same time, and also re-affirmed the benefits of small group face to face work in local settings.

#### Volunteers

- 2.10 The total number of active volunteers in 2020/21 was 2,359, representing a 26% reduction on last year. The number of hours volunteered was 22,365, of which 17,215 hours were volunteered by board members. Overall volunteer hours reduced by 87%, due to the number of roles which are usually delivered in-person. However, the total number of hours volunteered by board members increased by 62% - demonstrating how the boards of cultural organisations stepped up to provide additional capacity to support their organisations through the pandemic.

#### Zero Carbon

- 2.11 A total of 434 employees across 30 organisations have received training in Carbon Literacy from an accredited trainer. This represents a 33% increase in trained employees and 59% increase in organisations with trained employees on last year. 43% of the organisations that completed the 2020/21 survey have a carbon reduction plan in place. This data demonstrates the culture sector contribution to the city's priority around climate change, with many of the organisations being members of GMAST.

#### Health and Wellbeing

- 2.12 There is a substantial and growing body of research which shows that arts and culture support good health and wellbeing, whilst therapeutic arts activities can provide respite from certain medical conditions, and aid recovery. The Culture Team introduced some new questions focussing on health and wellbeing within the 2020/21 survey.
- 2.13 66% of the organisations completing the survey said that they delivered activities with a health and wellbeing focus during 2020/21. 90% of these organisations delivered engagement and participation sessions, 39% created productions and commissions, and 32% delivered therapeutic activities. A total of £1.57million was secured by the organisations to deliver health and wellbeing related projects. This data demonstrates that cultural organisations deliver a broad range of activities that support physical and mental health and the management of health conditions.

#### Schools

- 2.14 68% of Manchester schools engaged with cultural organisations during 2020/21 – a 32% decrease compared to 2019/20. There were also decreases

across participants, sessions and engagements for school activities, demonstrating the impact of the COVID-19 pandemic.

- 2.15 Manchester's Cultural Education Partnership, MADE, whose launch coincided with start of the pandemic in February 2020, has continued to develop and grow despite difficult circumstances. MADE brings together partners from across culture, formal and informal education, training and employment, to ensure that high quality creative experiences support children and young people's education, aspiration and enjoyment. In their first year MADE delivered 27 participation projects, engaging 18 schools to use creative activity to support delivery of subjects across the National Curriculum and to explore and promote careers available in the cultural and creative sector. The partnership also established a Youth Voice programme for 'Creative Influencers' aged 10-21 and delivered on-line projects during lockdown, as well as producing a new digital resource in the MADE website, which can be viewed at [www.mademcr.org](http://www.mademcr.org).
- 2.16 A number of MADE partners successfully accessed funding through Arts Council England's Cultural Recovery Fund, which was pooled to support this activity.

#### Employment and Skills

- 2.17 The cultural sector plays a major role in supporting a diverse and distinctive economy that creates jobs and opportunities, supports skills development and promotes talent. Due to the nature of the work, arts and culture generates a substantial number of freelance opportunities across a range of artistic, creative and technical roles. The COVID-19 pandemic has had severe impacts on the freelance community, and the survey showed a 38% reduction in the number of freelancers contracted during the year. It is a priority for the sector to explore ways to retain and continue to invest in freelance talent and to continue to benefit from this creative and artistic expertise. The pandemic also meant that far fewer organisations were able to support internships, apprenticeships and work experience placements than in normal years.
- 2.18 Whilst the survey indicated that employee levels have not reduced where this might have been expected, it is perhaps reflective of the use of the Government's Employment Retention Scheme by cultural organisations to retain staff over the first 12 months of the pandemic. Officers are aware of redundancies in the sector, especially in autumn 2020. It will be interesting to track the impact of employment levels into the next survey period.
- 2.19 This year the Culture Team introduced some new questions around the Real Living Wage to the survey. A total of 85% of the organisations responding confirmed that they pay staff the Real Living Wage or higher, and 17% are accredited Real Living Wage employers.

## Economic impact and social value

- 2.20 The methodology used to calculate economic impact and social value cannot be applied during periods of pandemic restrictions when in-person attendance has been restricted. It is therefore not possible to calculate economic impact and social value for 2020/21.

### **3.0 Manchester Culture Awards 2021**

- 3.1 The Manchester Culture Awards were introduced in 2018 to celebrate and profile arts and cultural activity in Manchester. The initiative highlights the artistic achievements and inter/national reputation of arts and culture in the city, as well as the sector's positive contributions across the city's agendas; economic, social, education and health impacts.
- 3.2 Following a break in 2020 due to the pandemic, the third Culture Awards took place in November 2021 with the additional aims of championing the 'city is open' messaging, recognising the sector's support of residents, artists/freelancers during this challenging time and providing opportunity for sector partners to come together safely and connect and reflect.
- 3.3 Almost 300 nominations were received, and the awards celebrated 62 finalists and winners from across a range of artforms and heritage and from small, medium and large organisations - as well as individuals. This reflects Manchester's distinctive, dynamic creative scene and vibrant history of cultural innovation and collaboration, with major cultural institutions sitting alongside a rich mix of smaller organisations.
- 3.4 The 2021 awards invited nominations for work across 2 years (2019/2020 and 2020/2021) as the initiative did not take place in 2020. Also, two new categories were introduced for 2021 – Creative Care in Covid for an organisation and for an individual, designed to recognise those that reached out, connected with people, offered support, and collaborated to make a difference during the pandemic.
- 3.5 A digital copy of the 2021 Manchester Culture Awards Programme has been circulated as an Appendix to this report, which demonstrates the excellence and diversity of activity and partners that support culture and creativity in Manchester.

### **4.0 Cultural Recovery**

- 4.1 The Cultural Sector has been one of those most severely impacted by the COVID-19 pandemic, national lockdowns, local restrictions and operational challenges. The Council has been aware of the issues and challenges faced by the sector, and the Culture Team has been in regular contact with industry groups and bodies and with individual cultural companies and venues.
- 4.2 The results from the 2020/21 Cultural Impact Survey reflect the loss of income experienced by the sector and the success of some organisations in



Manchester in accessing the Government's support through the Cultural Recovery Fund.

- 4.3 The use of furlough through the Government's Coronavirus Job Retention Scheme has made an important contribution to cultural organisations being able to retain staff over the last two years although some companies have need to restructure their teams and make redundancies in order to secure their viability as the impact of the pandemic continues to be felt.
- 4.4 Freelancers have been especially impacted and there are high levels of freelance employment in the creative and cultural sector. Across the wider creative industries sector, the freelance rate compared to permanent staff is even higher, with over 80% reported amongst film and broadcast industries.

#### Cultural Hardship Fund for Freelancers

- 4.5 With the benefit of a generous donation from the Savannah Wisdom Foundation with funding from B&M Retail PLC, a £500,000 Cultural Hardship Fund for Freelancers was launched in January 2021, awarding grants of £1,500 to individual freelancers that were either Manchester residents or GM residents able to evidence that they worked in the sector in Manchester and who were facing financial hardship having lost work as a result of the pandemic. When applications closed in March 2021, 330 applications had been received and grants were awarded to 206 Manchester and Greater Manchester based freelancers. Analysis of the scheme included a survey of successful applicants to assess the impact and reach of the grant support provided. The survey results also provided some insights into the make-up of the freelance workforce and the varied portfolio careers that exist in the sector.
- Applications covered 65 different freelance roles within the Culture & Creative Industries
  - 43% of applicants held more than one role within the Culture & Creative Industries
  - The sector most represented was Live Music, followed by Theatre, and Music/Music Recording.
  - Music related roles accounted for 40% of applications to the fund
  - Musicians made up a significant percentage of applications and those with a job role of musician received the largest number of awards from the fund.
- 4.6 When asked in the survey, all respondents felt that the grant had made a difference to their personal circumstances and freelance enterprise. For some people this meant a breathing space to organise finances and plan next steps or enabled them to avoid/repay debt accrued during the pandemic. For 14% of respondents, the grant enabled them to continue to invest in their careers in the Cultural & Creative Industries sector. 22% of respondents spoke about the positive impact that receiving the grant had on their mental health, reducing their anxiety around finances and

helping them feel valued within their industry.

- 4.7 When asked about the impact of the grant on their work, 50% of respondents felt that the grant had a positive impact on their work in the sector. 19% said the grant had enabled them to return to or continue their work in the Cultural & Creative Industries sector, with 20% able to invest further in developing their freelancing business and/or skills. 11% described the grant as bringing them a sense of financial stability.

#### COVID-19 Culture and Heritage Grants to the Sector

- 4.8 This table provides an overview of COVID-19 related Arts, Cultural & Heritage sector targeted revenue grants awarded to date to Manchester-based organisations. This includes grants administered by Arts Council England (ACE) and the National Lottery Heritage Fund in partnership with Historic England as part of the Government's Culture Recovery Fund (CRF).

<b>Funding stream</b>	<b>Total awarded</b>
ACE Emergency Funds NPO (National Portfolio Organisations)	£1,043,449
ACE Emergency Funds Non-NPO	£1,077,663
ACE CRF Grass Roots Music	£262,114
ACE CRF Grant Round 1A	£9,671,964
ACE CRF Grant Round 1B	£2,147,434
ACE CRF Grant £1m+	£2,854,444
Heritage CRF Grant Round 1	£996,200
ACE CRF Grant Round 2	£8,718,799
Heritage CRF Grant Round 2	£648,920
ACE CRF Grant Round 3 'Continuity Support'	£3,549,310
ACE CRF Grant Round 3 'Emergency Resource Support' - Round 1 *	£237,600
Heritage CRF Grant Round 3 'Continuity Support'	£42,000
<b>Total</b>	<b>£31,248,897</b>

*\*Applications for this are still being reviewed. Round 2 of the Emergency Resource Support fund is open for application until 4 February.*

- 4.9 Additional awards from the Culture Recovery Fund were also made to support capital developments impacted by COVID-19 disruption.

#### Additional Restrictions Grant

- 4.10 As part of the discretionary Additional Restrictions Grant funding available for local authorities to distribute to local businesses, the Council established a sub-scheme to support the recovery of Cultural, Entertainment and Convention facilities. Through this scheme a total of £2.34million was awarded to 88 eligible facilities in Summer 2021, with a further £290,829 in top-up grants allocated to 59 of these organisations in December 2021.

#### Marketing campaign #HereforCultureMcr

- 4.11 There have been some bold and collaborative initiatives led by the sector to support cultural recovery, notably including a joint marketing and audience development initiative in 2021.
- 4.12 20 cultural organisations in Manchester fundraised collaboratively through their individual Culture Recovery Fund bids and worked with Marketing Manchester to deliver the #HereforCultureMcr joint marketing campaign. This communicated to residents and visitors that the cultural offer was open for business. It went live on 17 May 2021 and ran to the end of August 2021 with a poster, radio and digital campaign aimed at:
- Welcoming visitors back safely to culture in the city
  - Raising awareness that venues had reopened
  - Communicating the summer programme
  - Reassuring on safety
- 4.13 Research showed that the campaign helped 75% of the ‘population’ group surveyed and 48% of the ‘database’ contacts, to report that they felt “comfortable about visiting an arts or cultural venue or event in the near future”. Two in five people in the evaluation survey recall the #HereForCultureMCR campaign (which is a very high percentage) – with 17.5% going on to book a ticket. The economic impact of the campaign has been estimated at £2.139 million.
- 4.14 Cultural organisations are drawing on this and other collaborative experiences during COVID-19 to inform future projects. There are plans to apply for joint working within future bids such as via the multi-year National Portfolio Organisation (NPO) funding from Arts Council England.

## **5.0 Zero carbon**

- 5.1 Cultural organisations in Manchester are leading the way on collaborative working in their response to the climate crisis. Whilst organisations have established carbon reduction strategies to reduce organisational emissions, cultural organisations are also uniquely placed to engage with audiences to encourage behaviour change.

- 5.2 Since 2011 the Manchester Arts Sustainability Team (recently relaunched as GMAST), has been in place as a collaborative group for arts, cultural and creative organisations, working to demonstrate climate change leadership and to develop and share resources such as bespoke carbon literacy training. GMAST is a member of the Manchester Climate Change Partnership and has developed a formal response to the city's Climate Change Framework.
- 5.3 During 2021 GMAST completed "C-Change – Arts and Culture Leading Climate Action in Cities". This 3-year project enabled the GMAST collaborative model to be shared in detail with five European cities as part of EU's URBACT programme, which supports learning and exchange across cities. The project was led by Manchester City Council and provided the opportunity for the city and the sector to reconnect, to develop their relationship in line with the city's zero carbon target and the Manchester Climate Change Framework.
- 5.4 As part of the C-Change project a new GMAST website was developed. The website hosts a range of resources which were developed for the sector to improve knowledge and understanding on climate action and capacity building. The 'Taking Action' guide is an eLearning tool which aims to support the sector in getting started and developing a response to the climate and ecological crisis. A carbon literacy syllabus and related training were also developed. This includes a virtual training model delivery during the lockdown period, which can be rolled out to volunteers at cultural events in the future. The project also produced a Single Use Plastic at Events Guide which will complement the pack of sustainability guides already produced by the Council's Events team.
- 5.5 Arts Council England have awarded GMAST development funding to explore a future model of collaboration and best practice. This will lead to a refreshed vision and mission, governance and operating model that will better suit the sector and region in its transition to zero carbon. Working with SAIL in Leeds and SHIFT in Liverpool this will include opportunities to align ambitions across the three northern cultural sustainability networks.
- 5.6 The Council's Climate Change Action Plan includes a target to reduce our direct carbon emissions by 50% by 2025. Within Workstream 5: Influencing behaviour and being a catalyst for change, there is an action which commits the Council to "build addressing climate change into the grants to Voluntary and Community Sector organisations and cultural organisations". In 2021 the Council commissioned Julie's Bicycle to support this work - a not-for-profit organisation which aims to support the cultural sector's response to the climate crisis and works in partnership with Arts Council England on an Environmental Programme. Julie's Bicycle undertook a series of consultation workshops with the sector and recommended a framework for future funding requirements. The Culture Team will be rolling out these requirements in 2022 and can report to future meetings on implementation. Additional training and capacity will support the Culture Team to deliver this work.

5.7 Alongside this work Julie's Bicycle has developed a Zero Carbon Culture Guide for Manchester cultural organisations. The guide will be launched in February 2022 and sets out the Council's expectations and targets; provides a checklist of key actions that can be taken to reduce emissions, and signposts to relevant resources on carbon reduction and carbon literacy training.

## **6.0 Cultural Consortium**

6.1 Manchester-based cultural organisations work together on a number of projects and programmes. It is a feature of the cultural ecology in the city which is commended by strategic and funding bodies and the impact and benefits felt;

- by our residents though work like MADE – The Cultural Education Partnership;
- by people working in the sector though the Greater Manchester Artists' Hub and Manchester Independent Artists' Initiative.
- though the impact on climate change though the work of GMAST; and
- economically in the way the sector has supported COVID-19 recovery and city centre visitor confidence.

6.2 A Cultural Leadership Group, established in 2015 and chaired by the Director of Culture, has been a key forum for the chief executives of the city's larger institutions to jointly plan and work collaboratively. In more recent years, especially during the pandemic, its membership has developed to be more inclusive of small and medium sized organisations, especially those with a strong participation and engagement focus to their work, and companies and artists leading work to support practitioners and freelancers. The Cultural Leaders Group also connects to a wider set of city partnerships through the Our Manchester Forum.

6.3 In Spring 2021, on behalf of the Cultural Leaders Group and with Arts Council support, the Council commissioned a study by consultants The Fifth Sector to undertake a review of how cultural partners can come together through a more inclusive body and approach. There was a strong and urgent desire to improve representation so that the group is more reflective of Manchester's exciting and diverse communities. Cultural Leaders Group members concluded that in order to change, the group needed to be disbanded once a new more democratic and representative entity has been co-designed and established with the wider cultural sector.

6.4 The consultants undertook consultation through stakeholder interviews and surveys and reviewed different operational and governance models. The resulting report concluded that a new consortium should be developed in a format inspired by the Age Friendly Manchester model, with an elected board, time-limited roles and a wider stakeholder strategy group.

#### 6.5 a) Manchester Cultural Consortium Steering Group/ Board

- With 12 elected representatives and in the initial transition period, this should include representatives from statutory bodies and the Director of Culture for Manchester.
- It should represent all parts of the sector whilst being inclusive, diverse, representing organisations of a variety of scale, artform and local neighbourhoods
- It should be strategic, not operational, not Council-owned or controlled and amongst its activities, provide a mechanism for discovery, development, diversification and growth of a new generation of leaders.
- It should streamline, co-ordinate and increase the effectiveness of relationships access culture, heritage, VCSE sectors and communities
- And provide a clear collective purpose and strategy, setting its own agenda acting initially as an un-constituted body.

#### 6.6 b) Wider Cultural Forum

The report recommends the establishment of a structure and approach to connect with the wider sector on a regular basis to help to focus the strategic priorities and monitor progress.

- 6.7 The report recommended that existing artform groups and partnerships (such as the Cultural Education Partnership - MADE) should continue to meet to share information and collaborate.
- 6.8 Following sector-facing consultation on the report and recommendations, a task and finish group, chaired by the Director of Culture for the first meeting, is being established to manage the transition from the existing Cultural Leaders Group model to the new proposed structure.

### **7.0 Recommendations**

- 7.1 The Committee is invited to consider and comment on the information provided in the report.