

Manchester City Council Report for Information

Report to: Communities and Equalities Scrutiny Committee – 7 February 2023

Subject: Culture Annual Report

Report of: Strategic Director (Neighbourhoods)

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. Many of the city's cultural organisations also work in impactful ways with resident groups, children and vulnerable people in our communities. The council has been leading the Loads to Do communications channel, promoting access to arts and cultural activities in neighbourhoods and across the city.

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.

Manchester is the only UK city to feature in Lonely Planet's Best in Travel 2023 list of top 30 global cities. Manchester's dynamic arts scene is highlighted, and the city is described as a place that has "grown in both size and renown in recent years, metamorphosing into a brilliantly creative, proudly musical and gastronomically diverse hub."

The cultural sector was badly affected by the COVID-19 pandemic and thanks to the efforts of sector leaders, cultural organisations and with the support they have received from the Arts Council England, UK government and the Council, we see some positive signs towards recovery. The results of the 2021/22 Cultural Impact Survey contained within this report illustrate some of the lasting impacts of the crisis over a period when some restrictions were still in place.

The council provides funding support to a group of cultural partners within a Strategic Investments portfolio and to a wider number of organisations through a competitive Cultural Partnership Grant scheme. Applications for the Cultural Partnership Grant scheme 2023-26 opened in 2022 with organisations recently receiving notification of their awards and a final decision pending completion of the due diligence process.

Cultural organisations supported by the city are required to report on their work and the impact they are having and this year we have introduced zero carbon guidance for funded organisations along with a Zero Carbon Culture Guide. Organisations that

receive core funding from the Council are now required to prepare and submit Carbon Reduction Action Plans to the council for review and monitoring.

Recommendations

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

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

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 Greater Manchester Arts Sustainability Team (GMAST) has been operating 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 provides further support and guidance to the sector in taking forward their plans and officers have implemented formal requirements for council-funded organisations to prepare Carbon Reduction Plans to reduce their carbon emissions as part of funding agreements.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

Supporting cultural activities and a cultural sector that benefits all the city’s residents is key to the council’s Culture Team service plan, with a stated priority to “Widen participation and access to culture for all Manchester residents with focus on people and places with greatest need.”

The Council works with cultural partners to understand the challenges and create better equity of opportunity with individuals and groups to increase access to culture and creativity. This includes informing and engaging partners in the city’s strategy development, sharing data and consultation to encourage evidence-based approaches and facilitating connections with partners from other sectors to support delivery and impact, as well as opportunities to share good practice within the sector. Cultural impact data prepared for this report evidences the need for an ongoing focus and priorities to address inequalities in access to culture to residents across the city and the importance to maintain focus on inclusive practices within the leadership and management of cultural organisations. It remains vital that the Council encourages partners to create talent pathways for artists and employees from diverse backgrounds and the promotion of activities and events which connect with Manchester’s dynamic and diverse population.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
<p>A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities</p>	<p>The city's cultural offer is an intrinsic part of the economic and social life of Manchester and is interconnected with the hospitality sector, night-time and visitor economies. Manchester is the only UK City to feature in Lonely Planet's Best in Travel 2023 list of top 30 global cities and in which Manchester's dynamic arts scene is highlighted. The cultural sector was under significant pressure with COVID-19 restrictions and a Manchester Culture Recovery Plan alongside numerous sector-led projects have contributed to the city's recovery and return to a vibrant and diverse cultural offer.</p>
<p>A highly skilled city: world class and home-grown talent sustaining the city's economic success</p>	<p>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.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>The cultural sector delivers entry-level jobs and levels up educational achievement for residents. It also provides a range of targeted opportunities for training, volunteering and learning to support inclusive growth. The cultural sector also delivers bespoke and targeted programmes for the benefit of some of the city's vulnerable residents, using the power of arts, culture and heritage to connect, engage and support health, wellbeing and life chances.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>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 have showed individual and collective leadership in response to the climate crisis.</p>

<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>Culture plays a vital role in making Manchester a city with an international profile, 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.</p>
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Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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Background documents (available for public inspection):

None

1.0 Introduction

1.1 Arts and culture play a vital role in the life of the city; contributing to our vibrant city centre and night-time economy; supporting the health, happiness and wellbeing of our residents; attracting visitors; creating jobs; and promoting the city's positive, inclusive and creative reputation.

1.2 The city's cultural offer has a distinct character and the wealth and breath of organisations in Manchester expresses the creative and enterprising culture of our residents, collaborative and inclusive values of our sector partners and the adventurous spirit of our audiences.

1.3 The Council with our cultural partners has been on a journey, framed by the Cultural Ambition strategy 2016-26 which set out the following shared objectives:

- Manchester will be known for distinctive work that could only have been made in this place.
- Manchester will be the UK's most culturally democratic city, engaging with a much greater number and diversity of people across Greater Manchester.
- Greater Manchester will be regarded as the city-region which values and nurtures creative talent, skills, diversity, and expression more inclusively and successively than any other.

1.4 The Council's annual Cultural Impact Survey is a unique local authority led research tool, enabling the Council with its partners to review strategic progress towards Manchester's cultural ambitions. It enables the sector to articulate its impact and helps to focus where more progress is needed. This report provides the latest findings of the Cultural Impact Survey 2021-22.

1.5 The Council's culture officers work closely with the organisations the council funds and supports, developing grant and funding agreements, supporting council decisions and leading strategic collaborative initiatives with partners, often with external fundraising. The report outlines:

- the cultural partners that the Council funds within a portfolio of Strategic Investments and Cultural Partnership Grant recipients;
- progress this year to select those to benefit from the Council's Cultural Partnership Grant scheme through an open application process;
- the cultural sector's contribution to the city's Zero Carbon 2038 ambition;
- case studies and key strategic projects including the Loads to Do website and communications campaign, the annual Manchester Culture Awards, MADE cultural education partnership, MyHub music education hub, work to promote Zero Carbon Culture and key international collaborations.
- progress by the sector towards creating a new Cultural Consortium to replace the existing Cultural Leaders Group.

2.0 COVID recovery and impact of the cost-of-living crisis

2.1 The impacts of the COVID pandemic continue to have a lasting effect on cultural organisations, freelancers and the cultural offer in the city. During the period of the Cultural Impact Survey in this report - from April 2021 to March 2022:

- There had been enhanced restrictions over the preceding Christmas period and England's third national lockdown started in January 2021. That month, vulnerable adults had just started to receive their first vaccine and on the 8th March 2021, school children returned to school.
- In April 2021 pubs and restaurants were allowed to reopen requiring everybody to sign in, while limiting visits to the bar to one person from each group. 'Red-list' countries saw significant travel restrictions and the FA Cup semi-final was held at London's Wembley Stadium as a pilot event with just 4,000 spectators. Mask wearing and social distancing was in place and in Manchester outdoor hospitality launches included Escape to Freight Island. Libraries reopened across the city, but most indoor venues were not yet allowed to reopen.
- In May 2021 in England, people were urged to, "exercise caution and common sense" with more indoor hospitality reopening and people able to hug again. Progress of the government's Roadmap meant that cultural venues could start to reopen from 17 May. Cultural partners in the city worked hard to improve ventilation and manage social distancing, working with audiences and visitors to build their confidence to return to venues and events. HOME worked with the Council's Events team and cultural partners to launch a popular outdoor event space Homeground at First Street which featured 2 stages.
- In June 2021 Manchester International Festival took place across the city with carefully managed social distancing and mask-wearing and The Hallé played its first two concerts with live audiences since the pandemic with a sold-out but significantly reduced, socially distanced audience of 600 instead of the Bridgewater Hall's usual 2,300 capacity. Also in June, all adults were able to receive a COVID vaccine but with venues not being able to open up events to larger audiences, restrictions continued to have a damaging impact on earned income levels and the viability of events. Venues were still maintaining guests in household or support bubble groups and audience confidence remained fragile. With Greater Manchester's status as a COVID-19 Enhanced Response Area, companies also found some customers wishing to cancel tickets.
- Stage 4 of the government Roadmap saw restrictions further lifted in July and cultural partners gradually opened their venues though the summer and into autumn, with some also starting to hold participatory activities in-person such as Z-arts. Museums and galleries ran advance ticket bookings to manage visitors safely. Manchester Art Gallery staged a partial reopening on 20th August and HOME, the People's History Museum, The Whitworth, Manchester Museum and Castlefield Gallery all opened in September.
- By November 2021 however, the Omicron variant surge impacted on public confidence and by December, the mask wearing mandate was extended to cinemas, theatres and indoor venues, attendees of nightclubs and large events required produce an NHS COVID Pass to enter showing

their vaccine status and employees were being advised by the government to work from home if possible. The surge of Omicron had a substantial impact on public confidence in the run up to Christmas, and audience caution coupled with high levels of sickness among staff at cultural venues had an adverse impact on audience attendance and earned income during what is usually the busiest month of the year for the cultural sector.

- Close to the end of the period covered by the Cultural Impact Data in this report, on 24 February 2022, all domestic legal COVID restrictions were officially lifted in England.

2.2 The government's COVID Cultural Recovery Fund had a huge impact on the stability of the sector, ensuring organisations in Manchester could continue and re-open as restrictions eased. Targeted initiatives delivered by the Council via business rates and the Additional Restrictions Grants were very beneficial and a Freelancer fund for people in Manchester working in the cultural and creative sector was very well received.

2.3 Whilst legal restrictions came to an end in February 2022, some of the lasting impact of the pandemic continued into the next financial year, with audience confidence impacted and notably, recruitment difficulties and staff shortages linked to wage inflation all affecting the activities of the sector and companies financially.

2.4 As with all sectors, the energy and cost of living crisis is further impacting cultural organisations in the city. An energy survey undertaken by the Council of our funded organisations in December 2022 found that:

- The range of price increases seen for electricity was particularly wide with lowest increase for electricity reported (between 2019/20 and 2022/23) was at 150% and the highest was 1000% increase, with most companies reporting a 200-400% increase.
- Out of the companies that could provide comparable costs, the lowest increase for gas reported was a 130% increase when compared to 2019-20, with most companies reporting increase of between 300 and 400%.

2.5 Companies are looking at ways to mitigate the impact of the costs across their operations, from changes to operating hours, cutting back on their activities, rescheduling activities into the summer months and fundraising to cover increased costs. Energy saving measures include more detailed audits to reduce unnecessary energy use and investing in LED lighting.

2.6 Of the 13 companies that took part in the MCC energy survey, 8 reported that they would be using their reserves to pay for this year's rising energy costs, and a further 3 companies said they also may need to do so.

2.7 Despite the continuing challenging circumstances, the sector remains positive and is working hard and collaboratively to continue to serve the city and its residents.

3.0 Cultural Impact Survey

- 3.1 The Cultural Impact Survey is an annual survey of 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. The survey is compulsory for all Council-funded culture organisations. The data generated creates a resource and an advocacy tool for the Council and the cultural sector, and this year's findings built on last year's results in continuing to illustrate the sector's COVID-19 pandemic recovery.
- 3.2 A total of 43 organisations completed the survey for 2021/22, providing a robust set of data to demonstrate the sector's recovery from COVID-19 restrictions. 32 of these organisations had also responded in 2019/20 and 2020/21, and this repeat cohort has been used to illustrate any patterns and changes in this year's data when compared with pre-pandemic. During the survey period many restrictions remained in place, as outlined in Section 2 of this report.
- 3.3 It is important to note that whilst the cost-of-living crisis and energy price increases mentioned in the previous section are having a substantial impact on the sector at the current time, these will not be evident within cultural impact data until the results of the 2022/23 survey are collected and analysed.

Funding and Income

- 3.4 The total combined income of the 43 organisations that completed the 2020/21 survey was £102.9 million. Among the repeat cohort of organisations, income levels returned almost to pre-pandemic levels, with 2020/21 income at just 7% below the 2019/20 figure. However, this was largely made possible through the provision of publicly funded COVID recovery support to sustain organisations whilst they had to close their doors and reduce operations. Earned income had dropped by 54% and private sector donations, trusts and foundations was 18% lower than in 2019/20.
- 3.5 Public sector funding (including the Council's investments) continues to remain above pre-pandemic levels largely because of the COVID19 support measures for the sector. The flexible way companies were able to use the Culture Recovery Fund up meant in most cases they were able to retain staff, deliver free and online culture programmes, and for some, to also shore-up their reserves, putting them in a position to successfully emerge from the crisis.

Reach

- 3.6 Overall footfall to cultural venues in 2021/22 was 3.6m - this represents all visitors to cultural venues, from free and ticketed audiences to educational visits and corporate hire. Amongst the organisations completing the survey for the last three years, this remains 56% lower than 2019/20 levels, but it has recovered six-fold since 2020/21. There were 8,865 productions and commissions in Manchester during the year – this figure was very similar to pre-pandemic levels of activity. Audiences, however, remained around 50%

lower than pre-pandemic – reflecting the gradual lifting of restrictions over this period, changes to audience behaviours in returning to live events, and the fact that social distancing continued during part of the year. This seems particularly pertinent for some venue-based organisations, many of which had a similar number of productions and commissions but with audience numbers much lower than prior to the pandemic. Of these productions and commissions 193 were also available to view live online, reaching online audiences of 851,828.

- 3.7 In addition to this in-person offer, there were 1,160 web-based activities available this year (this is defined as creative content produced to be consumed online) with audiences of 2.2m. The number of broadcasts available in 2021/22 was 1,387, with audiences of 4.3m. Due to a change in the way the questions were asked within the survey around digital products and broadcasts this year, we are unable to provide a pre-pandemic comparison.

Engagement and Participation

- 3.8 The total number of participants in engagement and education activities in 2021/22 was 229,268. This is 58% lower than pre-pandemic levels among the repeat cohort of organisations. These participants engaged in a total of just under 15,000 activity sessions, which is a reduction of 66% on pre-pandemic activity and had recovered very little in the intervening year.

Volunteers

- 3.9 In 2021/22 there were a total of 2,442 active volunteers, with a total of 99,805 volunteer hours contributed (10,014 of which were board member volunteer hours). The survey data demonstrates the recovery of volunteering, with the number of volunteers this year only 22% lower than pre-pandemic. Whilst volunteer hours are still recovering, they have increased by 164% in the last 12 months. The level of board volunteer hours remained high during this period, demonstrating the ongoing contribution and support which boards have provided to their organisations during the pandemic and recovery.

Zero Carbon

- 3.10 A total of 427 employees across 28 organisations have received training in Carbon Literacy from an accredited trainer. This represents a 35% increase in the number of organisations with trained employees compared to 2019/20. 30% of the organisations that completed the 2021/22 survey have a carbon reduction plan in place, and 58% have a plan in progress or under review. The Cultural Impact Survey does not currently collect data on the carbon footprint of each organisation – however the Culture Team will explore how best to collect and report on this data going forward, learning from the approach of the Council's Events Team.

Health and Wellbeing

- 3.11 70% of the organisations completing the survey said that they delivered activities with a health and wellbeing focus during 2021/22. Of these organisations, 100% reported that this was delivered through engagement and participation sessions, 53% in productions and commissions, and 57% through therapeutic activities. A total of £1.97million was secured by the organisations to deliver health and wellbeing related projects, which is a 26% increase compared to 2020/21.

Employment and Skills

- 3.12 Respondents to this year's survey reported 2,049 individual employees in 2021/22, which is a similar level to both 2019/20 and 2020/21. Whilst it might have been expected that this figure would have reduced due to the end of the Government's Employment Retention Scheme, those organisations with a reduced workforce have been balanced out by those with growing staff numbers.
- 3.13 In 2021/22 there were 2,233 individual freelancers - a 28% decrease compared to 2019/20, but an increase of 15% on last year, illustrating that the cultural and creative freelancers are slowly starting to benefit from the recovery of the sector and the increase in opportunities available. Training and development opportunities such as apprenticeships, internships and work experience placements continued to remain at much lower levels this year.
- 3.14 Of those responding to the survey, 84% of cultural organisations pay staff the Real Living Wage or higher, and 26% of the organisations are accredited Real Living Wage employers.

Demographics data

- 3.15 **Age.** Audiences are fairly evenly split across the different age groups – however when comparing the audience data to Census figures for Manchester it appears that in this year's responses, the over-50s have proportionately higher representation by cultural organisations than the under-35's. It is important to note that the survey has gathered very little data on under 19s as in many cases younger people are not the lead ticket purchaser. In terms of participation, over 80% of participants were aged 0-19 – very similar to the pre-pandemic figure in 2019/20 - with 20% aged over 20. Volunteering data shows high levels of engagement among young people, with 39% aged 20-34. There has been a growth in the number and percentage of younger board members, with 14% now aged 20-34 and 34% aged 35-49.
- 3.16 **Gender.** As in previous surveys there was a strong female bias across audiences (66%), volunteers (66%), and employees (59%), whereas board members were more evenly split between male and female and more closely aligned with Census data.
- 3.17 **Ethnicity.** In the data collected this year, there are some shifts in data on ethnic diversity. Groups other than White accounted for 8% of audiences indicating less diversity than pre-pandemic (albeit generally the sample size

was considerably lower than in 2019/20). 13% of employees were from groups other than White, which remained broadly in line with 2019-20. However, ethnic diversity has increased across volunteers (24% groups other than White) and board members (26% other than White). It is important to note that the 2021 Census data showed that 43% of Manchester's population are groups other than White, meaning that cultural organisations have further work to do to ensure that they are collectively reaching all of the city's communities.

- 3.18 **Disability.** The number of individuals identifying as having a disability was similar across audiences (15%) and volunteers (18%), board members were slightly lower at 11%, and employees at 8%. No resident population data is available against which to benchmark this data.
- 3.19 **Place of residence.** Survey data showed that 24% of audiences were from Manchester, 33% from Greater Manchester, 18% North West, 24% national, and 1% international. Understandably the number of international visitors and audiences was lower due to the pandemic travel restrictions. The high number of Greater Manchester attendees may be linked to the fact that it was a Manchester International Festival year. Participants were predominantly from Manchester (46%) and Greater Manchester (45%), as were volunteers and employees. The highest engaged wards in 2021/22 were Hulme, Whalley Range, Ancoats and Beswick, Moss Side and Chorlton. Hulme, Whalley Range, and Chorlton were also the highest engaged wards in 2019/20. The lowest engaged wards in 2021/22 were Sharston, Brooklands, Baguley, Charlestown, and Piccadilly. All the lowest engaged wards, with the exception of Piccadilly, were also in the lowest engaged cohort in 2019/20.

Economic impact and social value

- 3.20 Through Manchester's cultural organisations' important role as employers, purchasers of goods and services and visitor attractions, they have collectively supported 3,500 full-time equivalent jobs in the local economy generating Gross Value Added (GVA) of £213.2 million in 2021/22. This is based on data from the organisations that completed the survey in 2021/22, and is made up of 1,415 FTE jobs, 1,669 FTEs from supply chain spend (indirect) and spend by employees (induced) impacts, and £70m net annual visitor spend in the local economy. It is not possible to make a direct comparison between this year's figure and previous calculations due to the variation in organisations responding to the survey and the significantly lower audience and visitor figures during the time period, which play an important role in the methodology. However, it is possible to interpret the figure as being impacted by COVID-19 but showing recovery.
- 3.21 The total social value of the organisations responding this year is £4.4m. This is calculated using methodology that combines the monetised social benefits generated through the 11 apprenticeships supported, 2,814 volunteers, 3m visitors to physical productions and commissions and health and wellbeing NHS cost savings. As above, the reduced visitor numbers will have impacted on this figure.

4.0 Core funding for culture

4.1 The Council has a longstanding commitment to investing in arts and culture, with the annual Cultural Impact Survey evidencing the substantial return on investment that this brings. The city's cultural offer is an intrinsic part of the life of the city, attracting visitors, business and investment and creating employment and training opportunities for Manchester residents; cultural organisations create engagement, participation and educational activities for Manchester residents, supporting many of the city's more vulnerable groups and contributing to health and wellbeing; and cultural venues and activities contribute to regeneration and place-shaping, bringing vibrancy and identity to the city centre and the city's neighbourhoods.

4.2 The Council's investment in culture also enables the cultural sector to leverage substantial levels of investment from wider public and private funders. Arts Council England for example recently confirmed that its core funding programme, the National Portfolio, will invest £24.6million per annum in Manchester in the 2023-26 funding round.

4.3 The Council's Culture Team manages a number of Strategic Investments as well as the Cultural Partnership Grants programme. Strategic Investments are long-term commitments by the Council to support significant cultural assets in the city. In each case the Council initiated the project, in many cases as part of a wider strategic approach to development, economic growth, social impact or place-making. These investments support the delivery of the Our Manchester Strategy and help to position Manchester's world-class cultural offer. In the long-term core funding supports these investments to remain sustainable and to continue to deliver for Manchester residents. The Strategic Investments include:

4.4 Manchester International Festival / Factory International

The Council initiated Manchester International Festival following the Commonwealth Games as a festival of new work, as part of positioning the city on an international stage. The 2021 Festival – despite the COVID-19 pandemic and related restrictions – had an estimated economic impact of £19.5million, and reached record in-person audiences of 1.46million through a large number of free and outdoor events and installations.

From 2023 this investment will shift focus to provide core funding to Factory International, which will be operated by Manchester International Festival and will be a global destination for arts, music and culture with a ground-breaking programme and a bespoke approach to skills and training through Factory Academy. Factory International will be at the heart of the development in the St John's Quarter. This is an investment of £1.5million per annum.

4.5 HOME

The Council built HOME as a new venue bringing together Cornerhouse and the Council's former Library Theatre in 2015, as both buildings were

increasingly poorly suited to delivering their work. The move of Library Theatre supported the wider transformation of Central Library and HOME was part of the transformation of First Street. The Council's operational budget for the Library Theatre was transferred to HOME where it contributes to the operation of two theatre spaces and a gallery, that sit alongside five cinema screens. This is an investment of £1.27million per annum.

In 2019/20 Ekosgen estimated the economic impact of HOME as £24.9million, with a social value of around £1.1million and a total audience of 343,000.

In 2021 the Council successfully secured Levelling Up Funding from the government to convert three railway arches adjacent to HOME into spaces for cultural engagement and participation activities, to be operated by HOME.

4.6 National Football Museum

The Council invested in bringing the National Football Museum to Manchester from Preston and in capital works to adapt the city's iconic Urbis building as its home in 2012. The Football Museum is a national cultural institution and supports Manchester's position as a global city of football, attracting significant numbers of local, national and international visitors. This is currently an investment of £1.4million per annum.

Before the pandemic, visitor numbers at the museum had reached 161,441 with a wider footfall within the building of 191,442. A quarter of all visitors were international, with a further quarter visiting from the UK outside the North West, illustrating the museum's role in positioning Manchester as a cultural and sporting visitor destination.

4.7 The Hallé Orchestra at Bridgewater Hall

The Hallé has been the city's international symphony orchestra since 1858, originally based at the Free Trade Hall. The orchestra performs over 120 concerts annually and its education programme reaches over 70,000 children, young and older people.

The Bridgewater Hall opened in 1996 as the city's new international concert venue for symphonic music and the new home for the Hallé Orchestra, replacing the Free Trade Hall. The venue was part of the development of the area surrounding Manchester Central and the building sits on 280 sets of spring that isolate the auditorium from noise and vibrations from the surrounding roads and Metrolink line, meaning that its acoustics are world-class. Whilst the Council does not contribute revenue funding to the operation of the Hall, the Culture Budget supports the Hallé with its costs as resident orchestra, contributing to hire costs for concerts and rehearsals. This is an investment of £337,000 per annum.

4.8 Z-arts

The Zion Arts Centre in Hulme was historically a Council-run centre for Children and Families, but in the late 1980's management of the building was transferred whilst maintaining a community and children and young people's focus. Z-arts is now the city's lead cultural organisation in the city for children and families. In addition to running the Z-arts venue in Hulme, the organisation is the lead partner for MADE, Manchester's Cultural Education Partnership which works to create meaningful cultural learning experiences for children and young people in collaboration with arts, education and youth organisations across the city. This is an investment of £184,000 per annum.

During 2021/22 Z-arts received 42,824 visitors (95,264 in 19/20), 27,186 from Manchester and reached 17,684 participants, approximately 13,000 residents from Manchester wards. In October 2022 Z-arts also opened a new children's library in partnership with Manchester Library Service, in its first quarter 104 members have joined and over 400 loans have been issued.

4.9 Manchester City of Literature

Manchester City of Literature will join the portfolio of Strategic Investments from April 2023, having received annual core funding support from other budgets for the last few years. Manchester City of Literature is an independent charity which was established by the Council, the University of Manchester and Manchester Metropolitan University to administer Manchester's 2017 designation as a UNESCO Creative City of Literature. Manchester City of Literature supports the development of the city's literature sector and delivers a programme of related events and activities. This is an investment of £50,000 per annum. (For further information, please see the section on international collaborations 8.7 below and the Libraries report for a full progress update).

4.10 Cultural Partnership Grants

The Cultural Partnership Grants programme was established in 2011 and provides an open, competitive process for cultural organisations (usually small to medium) to seek core funding from the Council. The aim of the programme is "to fund and support cultural organisations that contribute to making Manchester a thriving, equitable, vibrant and liveable city with high-quality cultural and creative experiences that all Manchester people can benefit from". It has run three funding rounds and currently supports 15 organisations with grants between £10,000 to £40,000.

4.11 The next Cultural Partnership Grant programme will run from 2023-26, mirroring the funding period for the Arts Council's National Portfolio investments, with a budget of £313,000 per annum. The priorities for the 2023-26 programme were co-designed with cultural partners in Spring 2022 and are:

1. High quality

We create brave, bold, and aspirational culture with life-enhancing impacts. Quality is defined by the people we work with. It is measured by the impact we have and the progress we make.

2. Inclusion and equity

We recognise the systemic inequities that impact on Manchester residents' health, wellbeing, and quality of life. We are committed to widening access, participation and progression in culture and creativity.

3. Representation

We are on a well-planned journey to becoming representative of the diversity of the city of Manchester. We can demonstrate how this is reflected in decision-making and leadership roles in our organisation.

4. Zero-carbon

We will progress towards becoming zero-carbon by 2038 or earlier and develop climate change action plans in line with this.

- 4.12 The fund launched for applications in September 2022, and a total of 57 applications were received, of which 49 were eligible for assessment. The process was highly competitive, with a total funding ask of £1.6m (five times the available budget) and a large number of high scoring applications. Decisions on the new portfolio were made in December and the due diligence process is currently underway. The new portfolio will be announced in February/March 2023.

5.0 Zero Carbon

- 5.1 The Council is currently well on track to achieve its target to reduce the Council's own CO₂ emissions by 50% by 2025, as part of the city's journey to zero carbon by 2038. However, as a whole, the wider city is not on track to achieve our targets making the Council's role to support and influence the city's residents and organisations more important than ever. The cultural sector has been recognised as holding some unique levers to engage residents and partner organisations on climate action in the city.
- 5.2 The Council's Culture Team and cultural partners have worked with Julie's Bicycle, who are leading climate change advisors to the culture sector, to develop recommendations on how to incorporate zero-carbon requirements into funding arrangements. A zero carbon framework was rolled out in 2022 to all of the cultural organisations in receipt of core funding. Both smaller grant recipients and the larger strategic investments that are funded by the Council are now expected to develop and implement a zero carbon plan that will be monitored and reported on. Julie's Bicycle held training workshops with the Council's Culture Team in 2022 to provide the team with the tools to be able to assess and monitor carbon reduction plans.
- 5.3 In 2022 the Culture Team also launched the 2023-26 Cultural Partnership Grant programme. As a first step in the process a series of co-design workshops were held to develop the aim, priorities and principles of the new fund. Zero carbon emerged as one of the four priorities in co-design, and as such all cultural organisations applying for this core funding had to demonstrate their plans to progress towards becoming zero carbon by 2038 or

earlier, developing climate change action plans in line with this target. Cultural organisations that applied to the fund were encouraged to read the Zero Carbon Culture guide and to adopt a Carbon Reduction Plan aligned with the with the Julie's Bicycle guidance – responsive to Manchester's targets and to be reported on over the grant programme. Organisations scored highly on Zero Carbon if they could demonstrate an understanding of the organisation's climate impact and wider influencing role; a commitment to addressing climate change at leadership and decision-making levels in line with Manchester targets; and had made progress on either developing or implementing an action plan. Many of the organisations started 2022 at different stages of their Zero Carbon journey so it was important for the team to be able to score flexibly and consider both actions and an organisation's ambition. The Culture Team will provide further support to the new portfolio of organisations on zero carbon once the new programme begins in April.

- 5.4 The Manchester Culture Awards were awarded at the prestigious 2022 ceremony at the end of the year. As outlined below, this an occasion to mark the City's best cultural contributions over the past year across 12 different categories, with one of those specifically on the 'Promotion of Environmental Sustainability'. It was a strong category, won by Roots and Branches which helps museums to play a role in addressing the climate crisis and social inequality. Organisers of the awards also looked to improve the sustainability standards of the event this year. It was a conscious decision to have a digital-only programme rather than a printed programme for each guest. Travel data has also been gathered which will be utilised for future events to influence decisions on event location and to understand whether shuttle buses for guests would be viable to limit single car use.
- 5.5 The Culture Team continues to collaborate with the cultural sector more widely on zero carbon. In January 2023 this included being part of the Cultural Leaders Climate Summit and continuing to work with GMAST (Greater Manchester Arts Sustainability Team). GMAST is a member of the Manchester Climate Change Partnership and provides a collaborative space for arts, cultural and creative organisations to demonstrate climate change leadership and share resources. This year GMAST has undertaken a strategic review and is now moving ahead as a city-region wide network focusing on climate and ecological action by establishing itself as a co-operative. GMAST is developing new resources for the sector, including accredited carbon literacy training.
- 5.6 This year the Council's Culture Team also began to take the learning from Julie's Bicycle, by developing their own Zero Carbon action plan. The focus of this was to find areas that the team could better influence across the sector and with other teams in the Council as well as improve their own team behaviours. Key actions that the team will be looking to implement in 2023 will be to improve collaboration - especially with the Council's Events team and GMAST – and to develop further support for funded organisations to meet their zero carbon ambitions.

6.0 Loads to Do

- 6.1 The website www.loadstodo.co.uk is a Council led initiative, promoting access to arts, cultural and leisure time activities the across the city. In its first year of proper operation since the lifting of COVID restrictions on venues and events, the website is populated by an increasing diversity of organisations, with information about what's available in the city centre, as well as in neighbourhoods. The purpose of the website is to widen access and participation by residents in cultural, creative and wider leisure opportunities, building on successful campaigns such as the use of Loads to Do as a central part of the school holiday activity campaigns.
- 6.2 Loads to Do is still in its early days and there is more work to do to activate its potential. Currently a review of its first year of operation is underway including planned consultation with partners and costumer user groups to identify improvements for useability, accessibility and engagement. The Culture Team is working with colleagues across libraries, parks, youth and the neighbourhood teams, as well as the cultural and creative sector as part of the review.

7.0 Manchester Culture Awards 2022

- 7.1 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, health and wellbeing and environmental sustainability.
- 7.2 The fourth Culture Awards took place in November 2022. The Awards recognised that Manchester designated 2022 as 'Our Year', an initiative to focus the collective resources of the city to help children and young people to regain their futures following the impacts of COVID. For the first time this a young judge joined the Culture Awards panel - Princess Arinola Adegbite (the winner Young Creative of the Year in 2021) and 3 young people at the start of their careers joined BBC's Northwest Tonight presenter, Nazia Mogra, in hosting the awards evening. All of them did an excellent job, with Nazia commenting how much she enjoyed working with them.
- 7.3 466 nominations were received – the highest number to date and over 150 more than the previous year. The awards celebrated 66 finalists 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. The 2022 awards invited nominations for work across 2019/2020 and 2020/2021) as the initiative did not take place in 2020.
- 7.4 Two new categories were introduced for 2022 – Independent Creative of the Year and the Made in Manchester Award. These awards were about recognising the major contribution that creative individuals and freelancers

make towards the production and delivery to creativity and arts and engagement in the city, as well as encouraging nominations from a wider range of artforms. The Manchester People's Award recognises work that shows dedication and contributes to culture and creativity in Manchester. It is unique in that the winner is chosen by a public vote in association with the Manchester Evening News. There were also three special recognition awards, to individuals who have made a significant impact on culture in Manchester over a number of years. These were awarded to Kate Day, the late Director of Manchester Craft and Design Centre, Dave Moutrey OBE, long-time member of Manchester's Cultural Sector, Chief Executive of HOME and the City Council's Director of Culture, and Mancunian poet, campaigner and a former Chancellor of the University of Manchester, Lemn Sissay.

- 7.5 As already mentioned in this report, the 2022 Manchester Culture Awards Programme was only produced in a digital format, accessible to the audience via a QR code, to improve the sustainability of the event. The programme and the Manchester Evening News feature following have been circulated as an Appendix to this report and demonstrates the excellence and diversity of activity and partners that support culture and creativity in Manchester.

8.0 Collaborations and International Partnerships

8.1 International collaborations

In the last twelve months, international-cultural activity has continued to develop, despite international travel still being subject to Covid restrictions.

8.2 Danish Cities collaboration

The Director of Culture with partners from Aalborg and Aarhus municipalities, Arts Council England, the Danish Embassy in London and the Danish Agency for Culture and Palaces continue to support cross-border projects covering art forms including literature, music, visual arts, and young people's theatre. At the same time, conversations are taking place between partners to select strategic priorities to put together a new portfolio of projects. In early conversations, partners have agreed to explore carbon reduction and environmental sustainability, young people and mental health, contemporary dance, and music as priority areas going forward.

8.3 Manchester Network for Cultural Collaboration with China (MANCCC)

Work continues under the leadership of the Director of Culture with the British Council, the MANCCC steering group, and the former Centre for Chinese Contemporary Art, which has reopened and relaunched earlier this year as 'esea contemporary' on a scheme to connect cultural and creative practitioners from China to cultural organisation and leaders in Manchester and enable them to experience Manchester's cultural offerings. The programme will culminate in a two-day event of public engagement at esea contemporary in June 2023 to which the public will be invited to participate in a

series of discussions, showcases, workshops, screenings, and presentations of the artists' work and practice.

8.4 International Society for the Performing Arts (ISPA)

Manchester will host ISPA's mid-year congress from 27 to 30 June 2023, welcoming up to 500 performing art managers, promoters and policy makers from across the world to the city to exchange and develop ideas, strengthen and nurture relationships, and commission and present new work. The congress will be held across several venues in the city, including The Factory and the Bridgewater Hall and is a unique opportunity to highlight the performing arts sector in Manchester, with the end of the congress coinciding with the start of Manchester International Festival.

8.5 Music Cities Network

Manchester is a member of the international Music Cities Network. There are 10 member cities which are committed to working in cooperation, sharing research and policy expertise with city leaders and all other music city stakeholders around the world. Manchester's participation in the Music Cities Network enables musicians and producers from the city to take part in the various talent development, showcase, mentoring and collaborative opportunities available. In the last year these have included 'Music Moves Europe' project which sees the creation of a taskforce of emerging music practitioners and an Urban Music Residency project - Link Up Euro Connection.

8.6 Manchester Music City & WOMEX

Aligned to our membership of the Music Cities Network, the Council with partners including music charity Brighter Sound; the British Council; Youth Music and the PRS Foundation, have set up the Manchester Music City initiative to support the economic development of the city's music sector, enhancing international relationships and sustaining an inclusive grass roots music ecology. The projects to date have included research work to inform industry strategies; support for an industry led zine 'Seen'; collaborations with international partners through the Music Cities Network; and a bid to host major music industry event WOMEX in 2024 backed by Arts Council England. In 2021 and 2022 artists from Manchester were also able to join the Manchester delegation to WOMEX with the support of the British Council.

8.7 UNESCO City of Literature

The Council continues to support Manchester City of Literature, the charity responsible for the city's designation as UNESCO Creative City of Literature, along with its partners at Manchester Metropolitan University and the University of Manchester. Manchester has held the designation since 2017 and its first mandatory activity report to UNESCO in 2022 has received excellent feedback. (Please see Libraries report for a full progress update.)

9.0 MADE – Manchester’s Cultural Education Partnership

- 9.1 MADE is Manchester’s Cultural Education Partnership which was launched in February 2020. MADE brings together partners from across culture, formal and informal education, training and employment with the aim is to provide high quality, meaningful multi-disciplinary cross-curricular creative learning experiences, connecting children and young people from all backgrounds with arts and culture in Manchester.
- 9.2 In its first two years, MADE has worked with 12,000 children and young people taking part in 28 creative partnership projects between 27 schools and 28 cultural organisations, engaging 79 teachers and creating 36 Manchester-specific teaching resources. The teaching resources and information about Manchester-based creative facilitators are available on the MADE website (www.mademcr.org).
- 9.3 Following feedback from consultation with teachers, MADE introduced #joiningthedots for Careers Week 2022 – creating resources that provide insight into the range of jobs available within cultural organisations. To date both Manchester Museum and HOME have produced content featuring job roles from Creative Producers and Curators to Retail Manager and Visitor Experience team member. These resources sit alongside MADE’s *Chattin’* series of films of interviews with a diverse range of people working in culture and creativity.
- 9.4 MADE was active in supporting Manchester’s Our Year initiative through partnering or leading several exciting, large-scale projects:
- Art Assembly was a one-day festival of art, fun and creativity across the city centre in June 2022. Supported by Art Fund and some of Manchester’s leading arts organisations, the festival explored the theme of ‘City as Art School’ and featured new work by Greater Manchester artists, as well as projects between artists and children and young people. MADE worked with 12 schools and 9 cultural organisations to create testimonies by Manchester young people about why creativity was important to them and the value of arts subjects on the school curriculum.
 - MADE supported ‘Happy, Safe, and Free’, a year-long art project which got over 10,000 school students to make artworks expressing what makes them ‘happy’, ‘safe’ and ‘free’ in a project exploring empathy and understanding for refugees through creativity. The project was designed and coordinated by artist Emma Martin and assisted by Judy Donnelly, with support from Stanley Grove Primary Academy, Bright Futures Educational Trust and MADE.
 - MADE’s Creative Influencers — young people aged 10–14, and 15–21 — channelled their conversations on what’s important to them coming out of the pandemic to make banners that they carried in the Manchester Day parade, which returned to the city in June 2022.
- 9.5 Currently MADE is facilitated by Z-arts and supported with funding from Manchester City Council and contributions from member organisations.

However, the partnership is now assessing options to become an independent organisation to build on the strong foundations of the last two years and to expand the funding opportunities available to the partnership.

10.0 Music Education - My Hub

- 10.1 MyHub is Manchester's Music Education Hub. Music Education Hubs are partnerships between local authorities, schools, music organisations, and community and voluntary organisations, working together to create joined-up music education provision, respond to local need and fulfil the objectives of the Hub as set out in the national plan for music education.
- 10.2 Since inception in 2012, Manchester City Council has been the lead administrative and financial body for MyHub, while all decisions on policy and funding are delegated to the MyHub Strategic Board, which meets quarterly. The Board comprises of representatives from Manchester City Council (Education and Culture), Royal Northern College of Music, Brighter Sound, Contact, primary and secondary schools, a young musician/music facilitator and a parent representative. An individual with experience from a career as a senior leader within the national and international arts sector is the independent Chair of MyHub.
- 10.3 One Education Music is commissioned by MyHub to lead on the engagement, data collection and music education planning with schools. The focus for One Education Music is on providing weekly high quality music making opportunities in schools and music centres, complimented with continuous professional development for teachers and partner engagement.
- 10.4 For children in formal education, there is the offer of a free year of music tuition, with the added opportunity to continue in subsequent years. In 2021/22 OEM was providing 181 hours of Whole Class Ensemble Teaching (WCET) per week and 12,458 pupils participated in large group tuition (including WCET), with 5,443 participating in individual singing/instrumental lessons.
- 10.5 One Education Music also manage three large music centres and five smaller centres across the city where young people aged 3-18 can learn instruments and play in a wide range of ensembles at different levels, as well as take up individual and small group tuition. One Education Music is noted for the diversity of music it delivers from traditional classical to jazz, big band, steel pans, Irish, Russian, guitar, cello and music technology as well as the innovation it brings to delivering its music services. In 2022, MyHub opened a new centre in East Manchester, an area that was previously underserved.
- 10.6 Before the pandemic over 650 pupils from diverse backgrounds attended music centres, this reduced to 293 whilst provision was on-line, however the figure in December 2022 had significantly increased again to 542. Following the pandemic, the MyHub Board took the decision to make music centre's free to attend.

- 10.7 98% of schools in the city engage with MyHub provision, unlike other Hub's in the country, MyHub devolve funding directly to schools, based on number of pupils, so that schools can commission music provision that is most appropriate for their pupils and school setting. One Education provide strategic support to develop music plans with schools and funding is monitored through Service Level Agreements. The City Council currently manage the grants to schools and investment through MyHub generates additional expenditure by schools of around £1.5 million on music.
- 10.8 MyHub concentrates delivery on the city of Manchester as the size, diversity and need in Manchester demanded a localised geographic focus to achieve positive impact. There is a separate Music Education Hub covering the other 9 Greater Manchester authorities.
- 10.9 Manchester is a creative, ambitious and diverse city, with an international reputation in music and has the greatest number of musicians and musical groups and institutions in than other regional cities in the UK. MyHub sees this density of practice and diversity of offer as contributing to an overriding rationale for a Music Hub dedicated to the city of Manchester. The many opportunities available to the 83,300 young people in education in 185 schools and settings; 8 music centres and through the broad range of cultural institutions, means that the sector can offer a coherent, progressive pathway for young people in all genres and tastes in music.
- 10.10 MyHub is an active member of the Manchester Music Cities Network and the Classical Music Collaboration described at point 11 in this report. In particular MyHub is supporting a piece of work exploring how the partners in the collaboration can better combine their collective efforts to provide a more joined-up and accessible music education offer across the city.
- 10.11 Government released a revised National Plan of Music Education in June 2022, and this will come into effect from September this year. The new plan includes the intention to launch a new competitive process towards investing in fewer Hub Lead Organisations, which will administer music education delivery covering larger, multiple local authority areas from September 2024. Arts Council England has indicated that the geographies for these larger administrative hubs are likely to be prescribed, although the detail has not yet been decided.
- 10.12 MyHub are now appraising possible options for the future delivery of music education in Manchester ahead of the release of the application guidance and submission date expected in the Spring and Summer respectively. Whilst the administrative geographic area might grow, the MyHub Strategic Board are concerned that any future hub arrangements continue to strengthen and maximise opportunities for children and young people in Manchester.

11.0 Classical Music collaboration

- 11.1 In 2019, the Council's culture team commissioned research into the diversity of orchestral music audiences, and in 2020, a group of industry leaders

representing orchestras and ensembles, venues and music education convened with support from the Council to review and implement the recommendations of the research report.

- 11.2 This collaboration has led to plans for a classical music "weekender" festival in June 2023, centred on the Bridgewater Hall, Manchester's main venue for orchestral music, with many of the cities' orchestras and ensembles being involved in showcasing activities. The emphasis of the festival is on engaging new Manchester audiences, through interesting programming and formats, and ease of access. If successful, it is hoped that future iterations of the event will follow and involve even more stakeholders to engage ever broader audiences.
- 11.3 The group also works on a collaborative approach to improve how the sector engages young people and families more generally and how it can maximise the impressive ecology of ensembles, venues and music education in Manchester to better promote its offer and find a more prominent place in the overall narrative of Manchester's music scene, from which classical and orchestral music is often missing.

12.0 Cultural Consortium

- 12.1 Presently the Cultural Leaders Group is the primary, sector-led collaborative network in Manchester. It meets monthly, providing a forum for a regular conversation between the leaders of over 30 Greater Manchester based arts organisations. It is chaired by the Director of Culture for Manchester City Council and is attended regularly by Arts Council England and provides an effective communication channel on matters of policy and strategy. It is also represented at the Our Manchester Forum which brings together 40 senior leaders from across the city's public, private, community and academic sectors.
- 12.2 The Cultural Leaders Group led on the development of the 'Manchester Cultural Ambition - 2016-2026', which set out three shared priorities to guide and inform the work of the individual organisations with a view to creating a common sense of direction and which was adopted as the city's cultural strategy.
- 12.3 The pandemic created a new urgency for Cultural Leaders Group to meet more regularly as a support and information network with a focus on surviving and recovering from the impact of Covid-19. And following the killing of George Floyd in the USA and resulting resurgence of the Black Lives Matter movement in 2020, it became clear to the Cultural Leaders Group that action was needed to change the leadership of cultural organisations in Manchester to better reflect our communities.
- 12.4 It was felt that the membership of the Cultural Leaders Group, which is run as a 'by invitation' model, needed to change and there is strong and urgent desire to improve representation to ensure the group is reflective of our exciting and diverse city. Members concluded that a new, more democratic and

representative entity should be co-designed and established with the wider cultural sector.

- 12.5 On behalf of the Cultural Leaders group, The City Council commissioned a study to undertake a review of how cultural partners can come together through a more inclusive body and approach, to support cultural strategies and collaboration in Manchester whilst connecting to the range cultural networks leading joint programmes such as GMAST - Greater Manchester Arts Sustainability Team, MADE - the Manchester Cultural Education Partnership or Manchester Music City.
- 12.6 Consultants undertook consultation through stakeholder interviews, using a 'snowball' survey to map the sector - (250 survey responses) and a World Café online discussion event (2 sessions x 16 attendees) 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 and a wider stakeholder strategy group, recommending that a new Cultural Consortium should include:
- a) A Steering Group with 12 elected representatives from all parts of the sector whilst being inclusive, diverse, represent organisations of a variety of scale, artforms and local neighborhoods. And recommending that;
 - 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, coordinate and increase the effectiveness of relationships across 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.
 - b) A wider Cultural Forum to connect with the wider sector on a regular basis to help to focus the strategic priorities and monitor progress.
- 12.7 Over the last 6 months a task-and-finish group of cultural partners and freelancers has been preparing for the launch of the new Cultural Consortium planned with an event in Central Library 6 March 2023.

13.0 Recommendations

- 13.1 The Committee is invited to consider and comment on the information contained in this report.

14.0 Appendices

Appendix 1 - Cultural Impact Survey 2021-22 Presentation
Appendix 2 - Manchester Culture Awards 2022 - Programme