





Courtney Bailey, Lets Go Global Volunteer

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# 1. FORWARD

Welcome to Trafford's first Cultural Strategy. This document has been produced through consultation and partnerships between the public, private, voluntary sectors and the local authority and those who are the main stakeholders and ambassadors for the cultural life of the Borough.

The word 'Culture' means different things to everyone and there has been a need to recognise a broad and inclusive definition of culture as a context for the strategy. From our consultation for this document we know that the cultural life of the Borough is important to its citizens. It enriches their lives and it is something about which they enthuse. The cultural life of the Borough is outlined in the strategy and was developed from initial mapping research and examines both strengths and weaknesses locally. The document will help us to focus on our priorities to develop local culture in the future within this context.

We hope to develop a Cultural Vision or Charter with the Trafford Cultural Partnership Network, that expresses the aspirations, commitment and values we will require to deliver the strategy. This will take into account the identified priorities of the cultural strategy developed from analysis of our creative consultation work in the community and with other consultation networks, research and opinions generated from the circulation from previous draft documents.

This final cultural strategy document is only the beginning of a process. The Council's adoption of the cultural strategy, its supplementary mapping and background information document and, in particular, the annual action plans, will demonstrate how we will start to achieve these priorities. We will strive to engage and consult with a wide number of people during the implementation of the document and this will help us to involve all stakeholders and partners involved in the cultural life and sector of Trafford. We hope this will foster and promote a recognition and spirit of ownership for the work, so that when we come to review the strategy in 5 to 6 years time, we can be confident it will be central to the cultural life of the Borough.

We feel proud that we have produced a strategy that was genuinely written by and for the people of the Borough. We would like to thank the many key stakeholders for their invaluable contributions throughout the consultation and development of this strategy and look forward to developing exciting and vibrant partnerships that will truly enrich culture, in all its forms, in Trafford.



Councillor Paula Pearson, Executive Member for Arts and Leisure



## 2. EXECUTIVE SUMMARY

Our Cultural Strategy is the key document that will underpin the development of the cultural life of the Borough for the years 2004 to 2009/10. This summary provides a brief overview of the contents of the document.

The Strategy document has two parts. The first part is the strategy itself, the second is an evidence based mapping and background information document which assisted in the construction of the strategy.

Chapter 3 of the cultural strategy examines the definitions and value of culture and what it means in Trafford. It discusses the need for a strategy and the benefits of a cultural strategy for Trafford.

Chapter 4 outlines the strategy development processes that have been undertaken in creating this document. It examines the need to form cultural partnerships and comments on the importance of connecting to the Local Strategic Partnership and Community Strategy. It also sets out the policy within which the strategy has been developed in the local, regional and national context.

Chapter 5 "Mapping the Borough in a cultural sense" outlines the scope of consultation undertaken to form an accurate overview of current cultural activity. This mapping exercise has been a wide-ranging and inclusive undertaking encompassing both voluntary and statutory agencies that play a part in the cultural life of the Borough.

Chapter 6 outlines a range of key issues that form the background to the strategy. These issues are drawn from the consultation undertaken as part of the strategy development, and in a context of awareness of the wider corporate issues and partner agendas and proposed developments that are already underway in the Borough.

Chapter 7 outlines the analysis and initial conclusions drawn from all of the consultation. Most importantly, it outlines the key themes and priorities for the Cultural Strategy in the next 5 years. These are: -

- Developing local cultural networks and infrastructure
- Raising the profile of the cultural sector in the Borough
- Increasing levels of cultural activities and participation in the Borough
- Identifying and making best use of existing resources and facilities
- Encouraging the development of new investment in the cultural sector

Chapter 8 identifies recent case studies that illustrate the diverse range of culture in Trafford.

Chapter 9 introduces the methodology to implement the strategy via action plans and outlines their context.

Chapter 10 details the processes for monitoring and review of the strategy and action plans.

Chapter 11 details the proposed Cultural Charter for Trafford that will be developed by Trafford's Cultural Partnership Network.

Chapter 12 lists groups, organisations and individuals consulted during the development of this strategy.

Chapter 13 contains the bibliography and a list of abbreviations referred to in the document.



## 2 EXECUTIVE SUMMARY

This Cultural Strategy document is also available on the Trafford website at [www.trafford.gov.uk/culturalstrategy](http://www.trafford.gov.uk/culturalstrategy)

A separate mapping and background information document reports on the audit and research of the local cultural sector and details supporting information and background material. This is a lengthy document which will be downloadable as a supplementary document to the main strategy, available from the Trafford website [www.trafford.gov.uk/culturalstrategy](http://www.trafford.gov.uk/culturalstrategy)

Use of the Internet has been integral to the creation of both documents as part of the Authority's E-Government strategy, commitment to consultation and making information accessible.

A shorter summary document leaflet has been produced for widespread public circulation.

We welcome any comments and suggestions about the strategy or the proposed actions. These can be made:-

- In writing to:  
The Arts and Cultural Development Manager,  
Arts and Cultural Development Section,  
Community Rights,  
Learning & Libraries,  
Trafford MBC,  
Ground Floor,  
Waterside House,  
Sale  
M33 7ZF
- By telephone: 0161 912 4349
- By fax: 0161 912 1227
- By email: [cultural.strategy@trafford.gov.uk](mailto:cultural.strategy@trafford.gov.uk)

For further information on cultural events, activities and facilities in Trafford, visit:  
[www.cultureintrafford.org](http://www.cultureintrafford.org),  
[www.trafford.gov.uk/events](http://www.trafford.gov.uk/events)  
or [www.trafford.gov.uk/encompass](http://www.trafford.gov.uk/encompass)



## 3. WHAT IS CULTURE AND WHY HAVE A STRATEGY?

### 3.1 Definitions of culture

The word 'culture' means different things to everyone; it conjures up mental images and pictures and everyone has their own personal understanding and interpretation of the word as well as cultural experiences and background. It is often seen as a complexity of society characteristics and distinctions, such as faiths and beliefs, intellect and emotions, as well as social expressions and traditions. Most of us think of culture as a creative form and expression of common interests or activities that may make up our cultural identity, or way of life as individuals and, collectively, in our area, region, nation or world.

Here is an example of a definition adapted from another cultural strategy.

#### **Culture has a material dimension:**

- the performing and visual arts, craft, and fashion
- media, film, television, video and language
- museums, artefacts, archives and design
- libraries, literature, writing and publishing
- the built heritage, architecture, landscape and archaeology
- sports events, facilities and development
- parks, open spaces, wildlife habitats, water environment and countryside recreation
- children's play, playgrounds and play activities
- tourism, festivals and attractions
- informal leisure pursuits

#### **Culture has a value dimension:**

- relationships
- shared memories, experiences and identity
- diverse cultural, religious and historic backgrounds
- standards
- what we consider valuable to pass on to future generations

### 3.2 The value of culture

Through our previous consultation we have concluded that there are some common shared beliefs in the way we value culture in Trafford:

#### **We value the role of 'Culture' because it:**

- draws communities together
- helps increase levels of participation and activity in the community
- stimulates the development of active and creative citizenship
- helps create the identity and celebrates the diversity of Trafford
- provides opportunities for people to learn new skills
- provides employment in the creative and cultural sector

We value excellence, quality and innovation and will seek to develop these in providing Trafford's cultural life and services. We can do this by making the best use of Trafford's wide range of leisure and cultural facilities, finding new ways to promote them and working to ensure that venues and activities are accessible to all people who live in Trafford. We continue to collaborate with our partners to enhance and extend existing projects and programmes of work and provide a range of interesting things to do in the arts, sports, and in other leisure activities, relevant to a range of people's needs and interests.

### 3.3 Why a cultural strategy?

Decentralisation of local government and the new government agenda of modernisation have emphasised the continued importance of strategic planning within cultural development, locally and regionally, for some time now. Previous government legislation required as a best value performance indicator that local authorities create a local cultural strategy. It is viewed that strategic planning and decisions are made against a backdrop of an agreed and workable policy, devised by all of the potential partners and stakeholders locally and this is the purpose of the cultural strategy.





## 3. WHAT IS CULTURE AND WHY HAVE A STRATEGY?

Trafford's cultural strategy contributes to a section of the Borough's community strategy; it will identify the Authority's priorities and objectives for culture and inform and deliver these for the community strategy.

Developing a cultural strategy for Trafford will give a sense of priorities and direction for the sector over the next 5-6 years 2004-2009/10

- It will provide a position statement and commitment to the Borough's cultural provision, a review and assessment of the services provided and activity and organisations supported by the Authority. It will be based on a cohesive and partnership approach to developing culture, with stakeholders and partners, within a regional and localised context
- It will identify key themes and areas for development and policy within the local cultural infrastructure and scene in Trafford and develop and implement appropriate programmes of work and action plans to deliver the strategy
- It will map, identify and assess existing services, as well as identifying Trafford's cultural assets. It will audit activities and provision throughout the Borough in corporate and statutory provision as well as voluntary sector, external agencies, groups and artists and demonstrate how this relates to the overall provision of culture in the Borough
- It will ensure that culture is represented through linkages to other local and regional strategies

Leading and developing a local cultural strategy also has corporate benefits for Trafford Council as the strategy brings local government and its partners together to focus on the core value of the local communities' cultural needs and aspirations. It will enable a means of co-ordinating and developing local cultural infrastructure through joint ownership and delivery in implementing the strategy.

### 3.4 Benefits of a cultural strategy in Trafford

Through the cultural strategy we are working with partners to promote and develop Trafford as a vibrant and diverse community, an enjoyable place to live and work, with a range of leisure, cultural and business opportunities. Culture has a role to play in achieving the goals of Trafford's Community Strategy and its wider aims, such as reducing crime, promoting learning, increasing prosperity and improving health, as well as links to other strategic documents and policies. There are many benefits of a vibrant culture within Trafford. Here are some examples of how culture has an impact on the day-to-day life of people.

#### Social benefits

- Cultural activity can offer a powerful way of bringing communities together regardless of social status, enabling people to express their thoughts and ideas, debate issues and provide opportunities for communities to be actively involved in planning and improving their own environment
- Participating in cultural activities offers opportunities for sharing and learning new skills, for building confidence and personal growth, empowering individuals and groups through allowing them to communicate issues and providing a powerful tool of expression
- Arts and sport activities, in particular, have been shown to lower incidents in prisons and act as diversionary activity for participants from crime and offending in the community





### 3. WHAT IS CULTURE AND WHY HAVE A STRATEGY?

#### Cultural benefits

- Culture enhances the perceptions and image of an area, and thus the experience of those who live, work and visit the Borough
- Expression is a human need and cultural activity is a distinctive and fulfilling way to express and communicate, whether supporting your football team, enjoying a stroll in an historic park, performing in a band or having a good night out. We all need a bit of culture and these moments and activities generally form the highlights and fun times in our lives
- The cultural diversity of Trafford's population demonstrates the richness and variety of cultural life in the Borough that is a most attractive quality. This is demonstrated in the number of languages spoken, the cultural faiths practiced and the related social and cultural lifestyles and communities

#### Educational Benefits

- Taking part in cultural activity gives people pleasure and helps to motivate their ability to learn new skills and enhance their attitude to learning in general
- Communicating and expressing different cultures, presenting their values, ideas and feelings is vital to personal development and intellectual growth. Education offers opportunities for self-exploration and discovery using all sorts of cultural activities, whether through formal education at schools and colleges or informally via lifelong learning and study, or via a past-time, or hobby or rehabilitation and therapeutic activities

- A recent government study: "School Performance and Extra Curricular Provision" concluded that after-school activities, particularly drama and sport, were associated with good school performance

#### Economic Benefits

- The cultural and creative industry sector is one of the largest growing sectors in the North West and represents 13% of Trafford's overall employment, generating around 17,000 local jobs - NWDA Regional Intelligence Unit Report- Benchmarking Employment in the Creative Industries 2002/03
- The cultural and creative sectors have been valued at generating £112.5 billion per annum to the British economy and employ 1.3 million people - DCMS, The creative industries task force mapping document 2001
- Cultural activity provides a direct economic benefit through ticket sales at sports grounds and theatres and the purchase and sale of artwork, crafts, books and audio visual media. It also stimulates indirect benefits through spending directed at the retail industry and service industries such as public houses, restaurants, clubs and transport
- Local major attractions at the Imperial War Museum North, and Dunham Massey Hall, provide anchor sites for a network of tourism venues, and have helped to increase cultural tourism across the Borough
- Programming of arts events and festivals, such as Urmston Victorian Fair and Party in the Park, help attract local visitors, enhance town centres and venues and have an economic impact supporting inward investment locally



### 3. WHAT IS CULTURE AND WHY HAVE A STRATEGY?

#### Environmental benefits

The integration of culture into environmental initiatives helps to bring people and the planning process closer together. Programmes, that make use of creativity in addressing environmental issues, can promote greater empathy and awareness across the community. Some environmental benefits include:

- Communities feel better about where they live
- A better understanding of the needs of environmental issues
- Residents can be involved actively in environmental improvements
- Developing a sense of responsibility towards the whole environment

#### Health Benefits

- There is clear evidence that regular physical activity contributes to a healthier population
- In its recent policy document “Game Plan”, the government makes the case for widening access to sport and physical activity in order to improve health. There is also much anecdotal evidence that participation in physical and arts activities can contribute to improving mental health

#### Corporate benefits

A cultural strategy has the ability to bring local government to the heart of people’s lives. It provides a means of co-ordinating a range of high-level services aimed at addressing inter-linked issues such as low educational attainment, unemployment or poor health. Corporate benefits include:

- creating a political and corporate mandate for the delivery of cultural services
- getting the outputs on the corporate plan and community plan agenda
- securing the commitment of partners and stakeholders to the priorities in the strategy
- making different agencies talk together and underpinning the growth of partnerships
- giving a framework for Best Value Performance Review and Corporate Performance Assessment
- improving public consultation and participation
- challenging traditional approaches to service delivery



## 4. CULTURAL PLANNING

### 4.1 Local context

The Council's Arts and Cultural Development Section has facilitated and co-ordinated the views, from across many local cultural networks, to ensure representation, true consultation and involvement in the process of creating this strategy. Chapter 5 'Mapping the Borough in a Cultural Sense' outlines the scope of consultation undertaken and full details of all consultation activities can be found in Chapter 4 of the Cultural Strategy Mapping and Background Information Document.

#### 4.1.1 Trafford's Cultural Ambition Group

Initial development of the Borough's cultural strategy began through the Cultural Ambition Group (CAG). The CAG was a corporate group of officers from across Trafford Council involved in all areas of cultural provision as well as external partners identified to assist and be consulted in the development of the strategy.

#### 4.1.2 Trafford's Cultural Partnership Network

Trafford Council recognises the many stakeholders and providers that contribute to the cultural life of the Borough and that there are many strengths in working in partnership. A cultural network of numerous partners and stakeholders contributed towards the further development of this strategy. The network included the Cultural Ambition Group and a variety of partners from the voluntary and private sectors representing sports, arts, play, tourism, the media and young people. These partnerships and groups have facilitated and assisted in providing the focus for the development of this strategy. As other

umbrella groups across the cultural sector are developed, they will be invited to join the network.

The key players that form part of the Borough's cultural network will formalise this partnership and develop the local cultural sector by forming Trafford's Cultural Partnership Network (TCPN). TCPN will meet quarterly to create, review and monitor the cultural strategy action plans and related networking, policy endorsement and development. This will enable the strategy to remain user focused during its continuing development.

**All cultural planning and development will take place within the wider context of Trafford's Local Strategic Partnership and Community Strategy.**

#### 4.1.3 Local Strategic Partnership

Effective partnership work is evolving locally in Trafford with many new partnerships such as the Local Strategic Partnership (LSP), community plan, area boards and new political structures.

The Trafford Partnership (LSP) is set up to be inclusive and to recognise the many communities, organisations and partnerships that will play a part in making the Trafford Partnership a success. The Borough's LSP must be built upon effective consultation and involvement. The LSP share ownership of the community planning process with the Council leading and initiating a number of the strategic partnerships.

**One of the main purposes of the Trafford Partnership is to produce a Community Strategy for the Borough - and then make sure it happens!**

A representative from the Trafford Cultural Partnership Network will attend the LSP.

#### 4.1.4 Local Community Strategy

The community strategy sets the context for everything that is going on at the local level. Trafford's Cultural Strategy will contribute to the Community Strategy. This provides an opportunity to identify and develop the contribution that cultural services can make to the overall priorities of each community. The Council will identify and exploit the links between local cultural services and other services within the context of the community strategy.



Reading Stars Initiative, Old Trafford Library

## 4. CULTURAL PLANNING

**In order to ensure good linkages between the Cultural Strategy and the Community Strategy, the Cultural Strategy will reflect the targets contained in its action plans to mirror the themes identified for the Community Strategy, as well as the Council's corporate objectives**

### 4.2 The strategic regional and national context

Local cultural strategies need to inform and contribute to the wider regional and national strategies and policies. It is also important to note that since 1997, the government has embarked on an ambitious programme to modernise local government. This has a direct effect on the direction and work of the cultural sector, in particular, when delivered by local authorities and this strategy is developed within this context.

#### 4.2.1 Cultural Strategies

A key element of government policy is to encourage local authorities to develop Local Cultural Strategies to help them to express their own cultural visions and priorities in response to the needs and aspirations of local communities. They will provide a strategic overview recognising the role of cultural services in tackling the wider objectives of social inclusion, regeneration, lifelong learning and healthier and safer communities.

The Department for Culture, Media and Sport (DCMS), the lead government body for cultural policy nationally, recognises that *'Culture and creativity are vital to our national life'*.

Government guidelines express the relationship between the regional cultural strategy and local cultural strategies as informing and influencing one another as they are implemented.

The Government has established regional structures in England and central to these structures, in relation to cultural development, are the Regional Development Agencies and the Regional Cultural Consortia.

Working closely with the Northwest Development Agency, the Regional Cultural Consortium for the North West drew up a Regional Cultural Strategy, which was published in July 2001 by Culture Northwest. Culture Northwest is a partnership of all the North West regional agencies covering arts, heritage, museums, libraries, archives, media, sport, tourism and creative industries.

Trafford has good relationships with the constituent bodies of Culture Northwest. These include the Arts Council England, North West, Sport England, North West, the regional offices of English Heritage, English Nature and other organisations. Support for projects and strategic developments in the Borough have been forthcoming from all these agencies and they will be consulted in the development of this strategy. Clearly, this strategy will be key in future discussions and negotiations with these bodies in determining strategic approaches to their respective disciplines. Trafford also belongs to the Association of Greater Manchester Authorities (AGMA). This body takes an overview of national and regional developments as they impact on the county area. A Trafford member sits on AGMA committees and officers are represented at officer working groups. There isn't a county cultural strategy as the regional strategy encompasses this North West wider context.





## 4. CULTURAL PLANNING

### 4.2.2 Comprehensive Performance Assessment of the Local Authority

The Comprehensive Performance Assessment (CPA) is a method of reviewing and assessing the Local Authority's work, ensuring continuous improvement. It has been a key driver for local government services. From 2005, there will be a cultural theme within the CPA framework and the Cultural Strategy, and subsequent action plans, will be a major contributor and focus for this new way of assessing services.

### 4.2.3 Key elements in the work of the Local Authority

Cultural planning in Trafford will reflect the key themes of the Local Strategic Partnership and will also link strongly into each of the partner's priorities and objectives. The Local Authority for example, has key service objectives around servicing the different sectors of the community and the cultural strategy will reflect these. It will also reflect the 5 shared priorities that have been agreed between Local and National Government. These are:

- Safer and Stronger Communities
- Sustainable Communities and Transport
- Healthier Communities
- Children and young people
- Older People

## 5. MAPPING THE BOROUGH IN A CULTURAL SENSE

### 5.1 Introduction

This chapter aims to summarise the extensive amount of information gathered during the consultation and audit of cultural provision that was undertaken as part of the development of this strategy.

The cultural mapping information has been produced through research and consultation with the public, private, voluntary sectors and the local authority and those who are the main stakeholders and ambassadors for the cultural life of the Borough. It details the vast amount of cultural activity that takes place and examines both strengths and weaknesses locally.

The mapping research and audit marked the beginning of a process to develop the main cultural strategy for Trafford. It informed us of what already exists locally, future developments and the speed at which the cultural life and provision changes in the Borough. We engaged and consulted with a wide number of people during the final formulation and research of the mapping document, and this helped us to involve all relevant stakeholders and partners. A full list of individuals, groups and organisations can be found in chapter 11 of this document.

We anticipate that this mapping exercise recognises and represents the majority of cultural activity that takes place in the Borough. We advocate and promote the importance of all the cultural organisations, groups and activities that make this Borough such a rich tapestry of cultural life. We also thank all those cultural providers for contributing to this research and for making Trafford such a great place to live, relax and enjoy.

### 5.2 Summary of the mapping

Culture in Trafford is blossoming. Whether we realise it or not, we all participate in cultural activities at some time or another. We may support, for example, our local sports team, perform in a play, enjoy a night out with friends, play in the park or participate in activities provided by faith communities.



## 5. CULTURAL PLANNING

Cultural activities, facilities and provision in Trafford is wide ranging and is delivered through a variety of agencies and venues that include;

- The Voluntary Sector
- Education
- Leisure
- Youth Service
- Libraries
- Health
- Lifelong Learning
- Faith
- Museums and Heritage
- Play and Early Years
- Green spaces and the Environment
- The Built Environment
- Tourism
- Cultural Venues
- Arts

More detailed information for all of the above can be found in the Cultural Strategy Mapping and Background Information document. This contains the full details of the cultural mapping exercise and consultation and is available as a downloadable document from the Trafford website:

[www.trafford.gov.uk/culturalstrategy](http://www.trafford.gov.uk/culturalstrategy)

## 6. KEY ISSUES

A number of developments by, and issues for, the major providers of cultural services in the Borough arose from the mapping exercise undertaken during the research for this strategy. These are summarised below. Full details of the cultural mapping research undertaken can be found in chapter 1 of the Cultural Strategy Mapping and Background Information document.

### 6.1 Participation

Accurate figures recording the levels of participation across all forms of cultural activity in the Borough are difficult to track down. A more targeted Citizens' Panel survey on culture would help to assess more accurately current levels of participation and help us to understand what appears to be a contradiction between the sectors understanding, hearsay, feelings and fact evidenced by research.

However, the Trafford Citizens' Panel survey of Leisure and Libraries, undertaken in 2002, showed that 73.5% of Trafford residents regularly take part in sport. Two thirds of the same survey stated that they used Trafford's library service. Those that didn't stated that they preferred to buy books rather than borrow them.

Substantial amounts of money are spent on nightlife in the Borough's pubs and clubs. Further consideration should be given to developing ways of broadening the evening economy for the benefit of all residents. This may well develop from new licensing legislation impacting on licensed entertainment venues and facilities.



Woodpecker - Victoria Park

## 6. KEY ISSUES

There needs to be a concerted effort on behalf of all parties to the Cultural Strategy to increase participation in cultural activities, whether active or passive across the sector.

### 6.2 Health & Disability

To improve health inequalities, the Index of Multiple Deprivation identifies people whose quality of life is impaired by either poor health or disability. Heavy industry has left a legacy reflected in rates for mortality from lung cancer, coronary heart disease and strokes being higher than that of the North West and England (with the exception of mortality from stroke for females aged less than 65 years). These figures present an immense challenge in terms of the contribution of culture to encouraging healthier lifestyles and providing opportunities for people with disabilities to participate in a wide range of cultural activities.

### 6.3 Diversity

The Borough has a diverse ethnic minority population that is growing. The role of culture in promoting diversity is important in terms of provision for all sections of the community. More work needs to be undertaken to celebrate diversity within our varied communities.

### 6.4 Investment in culture

The Borough of Trafford's cultural facilities can be said to rank highly for the national and regional sports sector but this is not duplicated across the remaining cultural sector. There is a good range of sports pitches and leisure centres, both public and private, and many

public parks with a good geographical spread throughout the area. The Borough has good education and library provision, however some other aspects of the cultural sector are perhaps less well provided for. More work needs to be undertaken to ensure people can use appropriate venues.

### 6.5 Access and barriers

The key barriers beyond people's own spare time and motivation can be summed up as safety and access.

Safety is a key barrier. This may relate to safe transport, safe non-threatening environments, for example for women in pubs and clubs, and indeed, safe town centres and the environs of cultural and leisure facilities. This element must be addressed by the public sector in partnership with the private sector. Much has already been achieved through the Community Safety Partnership, but it would be beneficial to focus on community safety in relation to cultural facilities and activities.

Access can be broken down into a number of areas arising from the research.

- **Information**

Better information is critical to break down the perception from people in the Borough that everything happens in Manchester and ensure that the information provision is in relevant formats and languages.

- **Transport**

- (key to both young and older people)

Transport issues are so prevalent that there is no easy answer. It will be important to link into Trafford's Travel Plans and with other agencies such as the Passenger Transport Executive. Consideration will need to be given to other ways of solving some of these transport issues.

- **Cost**

Cost is inevitably an access issue. 25.4% of respondents to the Trafford Citizens' Panel Survey of Leisure and Libraries 2002 stated that the cost of entrance currently prevented them from taking part in sporting activities.

- **Physical access**

Access issues for disabled people must be prioritised. This is emphasised by recent legislation and can, in part, be monitored through the Best Value Performance Indicator (BVPI) 156, the percentage of authority



Stamford Park Bowling Green

## 6. KEY ISSUES

buildings open to the public in which all public areas are suitable for, and accessible to, disabled people. Improving access to Council services has been identified as high priority by Trafford Council. In 2004, TMBC commenced a £1.35 million programme to improve access to its buildings and facilities which it hopes will improve access to all of its main facilities and services.

### 6.6 Funding

Resources are always limited and the Council is keen to explore innovative methods of funding and service provision to enhance existing facilities and introduce new ones. Recent examples of this include the partnership with the Imperial War Museum North; an innovative multi-million pound Public Finance Initiative in developing Sale Waterside, including new arts, meeting, events and other cultural facilities; locating libraries in buildings such as schools and leisure centres to increase provision; supporting community associations in lottery bid applications for investment in community centres; the development of a Leisure Trust for leisure centres and golf courses.

### Issues and Developments Arising from Wider Contexts

We cannot act alone and must recognise that the North West is a cultural 'hotspot'. Two examples are given below, one gone, the other yet to come!

### Commonwealth Games 2002

The Commonwealth Games came to Manchester in 2002 and was an event of international significance that also impacted on Trafford as a neighbour to the host city. The Games presented a range of opportunities for the people of the Greater Manchester conurbation to get involved in initiatives ranging from tourism to participation.

In Trafford a number of projects were developed,

- Spirit of Friendship Festival. The local elements of this festival programme included various artist residencies within Old Trafford and the Bambuco show for the opening of Imperial War Museum North. The Borough has a number of Commonwealth links and adopted Uganda and Jamaica as link countries.
- Queen's baton relay
- Involvement in the opening and closing ceremonies with Walk the Plank and lanterns from local groups

### European Capital of Culture – Liverpool 2008

Links yet to be made as to the impact on AGMA districts.





## 7 STRATEGIC PRIORITIES FOR TRAFFORD

In determining strategic priorities and themes for this strategy, it is necessary to analyse the issues raised by the overview of cultural provision in the Borough, the issues arising from wider aspirations for the Borough and the issues arising from the consultation process. From this analysis 5 strategic priorities or themes emerge:

### 1. Developing local cultural networks and infrastructure

### 2. Raising the profile of the cultural sector in the Borough

### 3. Increasing levels of cultural activities and participation in the Borough

### 4. Identifying and making best use of existing resources and facilities

### 5. Encouraging the development of new investment in the cultural sector

Each of these 5 themes is examined below identifying objectives, measurement and evidence/background.

#### 7.1 Developing local cultural networks and infrastructure

##### Objectives

- To recognise those individuals, organisations and agencies that make up the stakeholders and providers of cultural provision in Trafford
- To develop new networks that identify strategically needs of the cultural sector locally



Play Session, Coppice Library

- To encourage collaboration and a wider range of cultural provision, partnerships and good practice through local cultural networks
- To create more opportunities for communication and partnership across the sector
- To develop capacity building to strengthen and address the needs and development of local cultural sector infrastructure
- To increase the level of participation and membership of networks to promote a partnership approach for the cultural sector in Trafford

##### Measurement

- Audit the number of existing cultural groups and networks
- Research and review membership, representation and attendance of existing cultural networks
- Increase and broaden membership and development of existing cultural networks
- Development of new cultural networks where appropriate
- Identify strategic and cross sector links of local cultural networks
- Identifying and sharing models of good practice and common issues across the sector
- Development of cross sectional communication, public relations and information sharing
- Number of new networks and membership evidenced by strategy action plans
- Number of partnerships and collaborations evidenced by strategy action plans

##### Background/evidence

Striving for more co-operation, collaboration and partnership working is a key aspiration for those involved in culture. Consultation reveals a general criticism that, across the sector, no-one has an overall picture of what's going on and that it is difficult for members of the public to find out how to access information about cultural organisations as, indeed, it is for the sector itself.

Each sector recognises the differences and values of each other's work but paths have not crossed often because of traditional rivalries, competition for audiences, customers or participants or lack of respect or understanding across the sector.

There seems to be a desire for better collaboration between different sectors and from organisations within the same sector. Better collaboration leads to the raising of

## 7 STRATEGIC PRIORITIES FOR TRAFFORD

standards and elimination of duplication which also, as a by-product, eradicates traditional rivalries and increases understanding of each other's priorities and objectives. Common issues and problems exist across the sector and it is recognised that sharing information and resources can have a positive effect for all. These issues can also be commonly addressed through joint training, peer education, placements, collaboration and networking across the sector.

The cultural sector needs new opportunities to explore a wider variety of each other's work and good practice. This may in turn stimulate and develop complementary programming of work to create cross-cultural events and encourage sharing of resources to realise this. It will also broaden horizons and aspirations, achieving quality and excellence through new opportunities and experiences, encouraging greater cultural exchange and collaboration.

By encouraging partnership and collaboration across the sector in Trafford, priority must be given to building closer working relationships and understanding between all those engaged in culture in order to encourage a seamless and co-operative approach to partnership. Dissemination of information and good practice across the sector is key to the development of partnership and an integrated approach will make the most effective use of resources.

New external and private sector partners and stakeholders must be identified to encourage participation, collaboration with existing and new networks and increase leverage of finance and resources from new and existing sources.

Partnership working, investment and support to the voluntary arts sector must continue to be developed. There also needs to be a balance between facilitating and supporting the independence of umbrella groups in the sector to create opportunities for genuine partnerships and capacity building for the voluntary sector.

The needs of local artists, participants in sport, heritage, environment, professional organisations and local groups must be identified and systems, to advise and support them, must be consolidated. There is a need for a greater degree of openness about how culture is funded and planned locally, de-mystifying these processes to encourage a more flexible and open approach. Increasing the involvement of private, public and voluntary

sectors in the cultural network groups and partnerships will enable and encourage them to contribute and have a voice.

### 7.2 Raising the profile of the cultural sector in the Borough

#### Objectives

- To increase awareness, profile, respect and value of culture in Trafford
- To improve marketing and PR opportunities; addressing the needs of the local cultural sector
- To improve and develop distribution systems of information about the cultural sector across the Borough
- To consolidate and improve press and media coverage of culture in Trafford
- To advocate and demonstrate the importance and benefits of culture to improve quality of life, promote social inclusion, and economic regeneration

#### Measurement

- Measurement of local, regional and national press coverage
- Audit number of culture related web sites and their hits
- User and non-user surveys and opinions of cultural provision
- Qualitative evaluation - Citizens' Panels and similar groups
- Creation and development of marketing distribution networks/information
- Explore new initiatives to promote local cultural provision for example exhibitions, web sites, calendars, newsletters, what's on listings, conferences or seminars of good practice



Imperial War Museum North

## 7 STRATEGIC PRIORITIES FOR TRAFFORD

### Background/evidence

As ambassadors for culture we are all potential champions within our own cultural form or sector. The consultation has drawn out a common desire to celebrate and recognise our cultural achievements and good practice and to raise the profile of culture and local talents. Culture contributes to improving the Borough's image and improving quality of life for its citizens. These include, for example, public art, community regeneration and participatory project events and activities. Revitalising both the cultural scene and life of the townships with activities, events and festivals will reap many benefits. A positive image and more common identity of culture in the Borough can be raised and, by its very nature, innovation and vitality will be reflected.

Although the value and impact of culture is recognised by those already actively engaged within the sector, this needs to be researched to demonstrate the impact of this locally and draw out the benefits. We need to encourage creative thinking using culture across the Council and within our communities and to place culture higher on the Council's agenda through raising awareness, profile, respect and value of cultural practice and provision locally.

There is, as we all know, a multiplicity of cultural activities happening across Trafford. There are indeed regional and national cultural icons such as Manchester United Football Club, Lancashire County Cricket Club and the new Imperial War Museum North. Unfortunately these are not always associated with Trafford, and this needs to be redressed. Similarly other cultural

facilities are ignored or given low status and there is now a need to draw together the cultural map with all our jewels, whether huge or small!

Consultation has revealed there is a common held belief that there is a lack of information about cultural activity in the Borough resulting in a feeling that there isn't much going on, there is a lack of opportunities or that Trafford is starved of culture in favour of its bigger neighbours. Yet this clearly is not the case! There is a richness of provision across the length and breadth of the Borough but information and communication to our own communities and visitors is lacking in cohesion and quality. We are therefore missing opportunities to sell Trafford inside and out.

### 7.3 Increasing levels of cultural activities and participation in the Borough

#### Objectives

- To increase the percentage of population participating in cultural activity
- To increase opportunities for participating in cultural activities and events and identifying needs and issues to address audience development across the Borough
- To widen access to culture for the communities of Trafford and increasing opportunities for individuals and groups who are disadvantaged; to address issues of social inclusion through concession schemes such as the Trafford Leisure Pass
- To increase the number of targeted groups and individuals taking part in arts projects and activity

#### Measurement

- Percentage of population participating in cultural activities from residents' surveys and focus groups
- Audience development user and non-user surveys and research
- Audit number of events, performances and cultural activities per annum
- Monitor number of visitors to cultural festivals and events
- Audit number of cultural groups, venues and specialist cultural resources in the Borough
- Monitor the number of young people and community groups participating in arts projects
- Number of Introductory Trafford Leisure Passes issued
- Number of leaflets and brochures that include access symbols
- Number of local authority grants awarded and cultural activity supported each year



Gorse Hill Music Studio



## 7 STRATEGIC PRIORITIES FOR TRAFFORD

### Background/evidence

A key aspiration is the further development of participatory cultural activity in the Borough through workshops, residencies and events and the creation of new opportunities in a variety of cultural forms, alongside developing new audiences and increased levels of participation. This is critical to ensure a thriving and healthy cultural vitality and life for the Borough.

Consultation revealed that there is an accepted value recognised from cultural activity that contributes to cross-cutting issues such as social inclusion, economic development, safer communities, health and lifelong learning. There is a continued desire to increase opportunities for socially excluded and disadvantaged groups to participate in cultural activities in order to develop skills, self-esteem and self-expression. There are aspirations to promote the role of culture in tackling these agendas. The Trafford Leisure Pass, for example, is available to a variety of disadvantaged groups. The new Introductory Trafford Leisure Pass will enable health officials to recommend the less active in poor health to a 5 free session offer to introduce them to an active lifestyle.

We must foster and encourage an enabling, empowering and facilitating role for groups such as cultural diversity, disability and youth groups to develop and determine their own cultural practice amongst their peers and in a regional context. We must encourage accessibility and integration of cultural activities and marketing information.

A consistent and committed dialogue with all the stakeholders and partners needs to be matched by resources that will encourage activities with key target groups identified and prioritised through this consultation: young people, children, disabled groups, ethnic minority and other disadvantaged and socially excluded groups.

### 7.4 Identifying and making best use of existing resources and facilities

#### Objectives

- To research/audit existing cultural venues provision, for example, specialist venues, multi-purpose venues and facilities
- To research/audit existing specialist mobile resources and equipment
- To research the needs of the cultural sector
- To encourage wider consultation and involvement of the sector in any major cultural developments

- To improve best practice of consultation on the needs of the sector

#### Measurement

- Number of research/audits completed
- Increase in consultation events and involvement with cultural sector
- Increased promotion and information about venues, facilities and resources, for example leaflets, web sites, database information

### Background/evidence

It is acknowledged that there is a richness of cultural provision in the Borough. However, through lack of networking and communication, there is a lack of overall knowledge of existing and required resources and facilities. There is no overall understanding of what facilities are available, or in use, or their appropriateness of use and fitness for purpose by the sector.

Whilst the Borough has some excellent new and modern facilities currently, and some that are being developed, there are also many that have suffered through lack of investment over the years and have deteriorated or been closed down. We need to gain an understanding and picture of the situation and stem the flow of deterioration and closures. There is also potential to use existing facilities and resources better while, at the same time, developing new facilities.

There needs to be a more cohesive and strategic vision to develop and fully utilise existing resources to their full potential. There is a greater atmosphere of willingness to share and pull together as a sector in this respect, for mutual benefit of the entire sector.



Italia Festival, Altrincham



## 7.5 Encouraging the development of new investment in the cultural sector

### Objectives

- To increase funding and resources to the cultural sectors in Trafford
- To encourage new investments and developments of cultural provision within the Borough

### Measurement

- Increased levels of external funding levered per annum
- Internal partnership income levered
- Relocation of cultural sector organisations, agencies and providers to the Borough
- Research/Audit of creative and cultural industries in Trafford

### Background/evidence

There is a recognition and commitment to continue to provide more opportunities to take part in the cultural activity across the sector. This needs to be matched with a commitment to the securing of resources to increase such opportunities and to improve the sharing and distribution of information and collation of accessible information on groups, venues, events, marketing, resources, etc.

There is an urgent need to audit and improve access to specialist resources and facilities to encourage more activity and audience development and to direct and strategically concentrate investment and planning for the overall benefit of the cultural sector. It is acknowledged that there is a richness of cultural provision in the Borough. However, through lack of networking and communication, there is a lack of overall knowledge

of existing and required resources and facilities. There is no overall understanding of what facilities are available, or in use, or their appropriateness of use and fitness for purpose by the sector.

Whilst the Borough has some excellent new and modern facilities currently, and some that are being developed, there are also many that have suffered through lack of investment over the years and have deteriorated or been closed down. We need to gain an understanding and picture of the situation and stem the flow of deterioration and closures. There is also potential to use existing facilities and resources better while, at the same time, developing new facilities.

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## 7.6 Encouraging the development of new investment in the cultural sector

### Objectives

- To increase funding and resources to the cultural sectors in Trafford
- To encourage new investments and developments of cultural provision within the Borough

### Measurement

- Increased levels of external funding levered per annum
- Internal partnership income levered
- Relocation of cultural sector organisations, agencies and providers to the Borough
- Research/Audit of creative and cultural industries in Trafford

### Background/evidence

There is a recognition and commitment to continue to provide more opportunities to take part in the cultural activity across the sector. This needs to be matched with a commitment to the securing of resources to increase such opportunities and to improve the sharing and distribution of information and collation of accessible information on groups, venues, events, marketing, resources, etc.

There is an urgent need to audit and improve access to specialist resources and facilities to encourage more activity and audience development and to direct and strategically concentrate investment and planning for the overall benefit of the cultural sector.



The Colonnades at The Trafford Centre

**Lets Go Global – Allowing everyone to communicate across continents**

Lets Go Global supports communities to produce alternatives to mainstream media. This pioneering project is committed to facilitating and delivering high quality visual media in a professional way. Working through partnerships within the public, creative and private sectors, Lets Go Global specialises in using media streaming technologies to broadcast content of local and global importance. [www.superchannel.org](http://www.superchannel.org)

It uses creative processes and public access to give local people the chance to learn new skills, empowering them to explore ideas and the potential of gaining employment in the digital industries.

The weekly broadcasts offer an opportunity to showcase the talents of local people and artists. Lets Go Global streams creative content from a cutting edge media studio, that is based in an old shop front in the heart of a housing estate in Old Trafford, between the Post Office and the Happy Shopper.

This location encourages members of the community to visit, have a look round the studio and, hopefully, volunteer to become part of the crew, one of the presenters or even make their own film. As well as broadcasting from the studio, Lets Go Global can stream live from any location using broadband, wireless or satellite connectivity.

Since the channel launch in March 2004, numerous local people have been involved in the making of the programmes, from young people showcasing animation work to a group of over 50's, called the Silver Surfers, who made a film around barber shops and their cultural significance.

The programme presenters range from 15 to 50 years of age, from a mixture of cultural and social backgrounds, and Lets Go Global has recently seen one of the presenters experience a placement with the BBC in Manchester. This is a mark of Lets Go Global's success; by giving local people access to creative ICT skills, we can see them move on to professional roles in the media industry.

For further information contact [www.letsoglobal.tv](http://www.letsoglobal.tv) or [karen@letsoglobal.tv](mailto:karen@letsoglobal.tv)



Courtney Bailey, Lets Go Global Volunteer

## 8. E-MOTION

Between November 2003 and September 2004, Trafford Learning Libraries, working in partnership with NTS Developing People Limited, ran a programme called E-MOTION at Old Trafford Library, that used music as a hook to engage disaffected young people in the age range 16 to 19. Music was used in its broadest sense from creative work to an understanding of the industry. The idea behind the programme was to encourage a desire to achieve basic literacy, numeracy and IT skills. Through using music, learners did not appreciate that they were learning the very things they had rejected in mainstream education. However, faced with the need to be able to multiply and divide to work out how many beats per minute there are on a track that needs mixing, the young people saw a reason for learning. Each learner had 1-1 support, a progression plan and targets to meet and some have continued to further courses outside the original programme.

Learners were referred from Trafford Connexions and included tagged young offenders which also resulted in working in partnership with Youth Offending Teams, the Police and Social Services.

Although individual courses were only 12 weeks long, almost 50% of these very 'hard to reach' young people achieved Level 1 in literacy and numeracy and 2 learners acquired employment within the music industry.

An added benefit has been that these young people were accepted and made welcome in a library environment – not somewhere they had ever thought of visiting, let alone enjoying! Equally, it has also shown that working with these young people, although hard work, can also be extremely rewarding.

For further information contact; [peter.lafin@trafford.gov.uk](mailto:peter.lafin@trafford.gov.uk)

E-MOTION Programme at Old Trafford Library



## 8. HEALTHIER LIFESTYLES

A partnership between George H Carnall Leisure Centre and Trafford Healthcare NHS Trust.

Patients suffering with neurological problems had identified a lack of recreational facilities they could access. The Physiotherapy staff at the Healthcare Trust had also identified a need to provide exercise opportunities for patients, outside the hospital environment, at an appropriate time in the care pathway. Following discussions, staff of the Leisure Centre and the Physiotherapy Department have established a project that has resulted in in-patients attending sessions at the Leisure Centre. Initially, this is under the care of the Physiotherapists but also aims to ensure that Leisure Centre staff understand the needs of the patients and the type of activities they should be undertaking. A number of the patients now attend the Leisure Centre outside the structured sessions and are fully integrated with other users of the facilities. The project has allowed them to develop the confidence to do this and the staff have been able to continue to provide them with support, armed with the knowledge developed from the joint work with the Physiotherapists.

A number of other partnerships have also been established including:

- an Occupational Health referral scheme with Trafford General Hospital
- a GP referral scheme with the Delamere Centre
- work with the Moorside Unit at Trafford General Hospital
- Trafford's Coronary Heart Disease local action team
- Trafford's Modernising Day Services learning disabilities group

The Inclusive Fitness Initiative scheme has been a natural progression for the Leisure Centre, enabling it to extend its ongoing work with people with disabilities or impairments and includes:

- helping to fund the purchase of additional fitness equipment
- providing additional staff training
- providing part funding to employ a part time Inclusive Activator

The completion of a number of Disability Discrimination Act's works, with Inclusive Fitness Initiative accreditation, has allowed the site to provide excellent disability access. These changes, coupled with good location, give disability health and fitness provision within the Borough an excellent kick start in addressing health issues among a number of key target groups.



Inclusive Fitness Initiative Launch,  
George H Carnall Leisure Centre



Creative Industries Trafford, launched by TMBC in 2004, aims to increase the productivity and sustainability of Trafford's creative sector and, in so doing, improve the cultural and trading environment of the borough. The project distributes business development grants to creative enterprises, initiates residency opportunities and operates the Creative Industries Trafford Network.

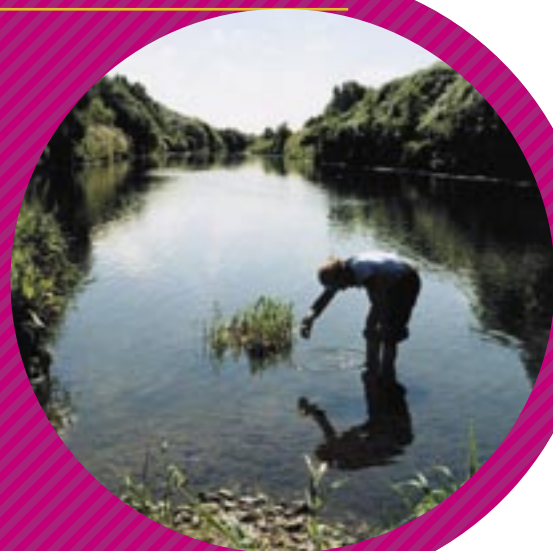
For more information contact TMBC's Creative Industries Officer on 0161 912 1274 or visit [www.trafford.gov.uk/arts](http://www.trafford.gov.uk/arts)

Dinu Li, a recipient of a Creative Industries Trafford Development Fund award, is a local photographer with a growing international reputation for innovative work. This award enabled Dinu to have a stand at a specialist photographers' trade fair, equipped with a professional portfolio and display. Attending the 3 day event allowed him to make contact with key figures in the gallery and publishing world and, as a result, a number of exhibitions are in the pipeline. Dinu comments that *"being an artist can sometimes mean you don't have the time or resources to concentrate on reaching the market you want to reach. The trade fair allowed me to network in a very focussed environment with the curators and editors I really needed to meet at a critical point in my career. The award has certainly pushed my business on to the next rung."*



Part financed by  
the European Union

As if I were a river - Dinu Li



## 9. ACTION PLANS

The Cultural Strategy Action Plans are classified by the 5 strategic priorities.

- **Developing local cultural networks and infrastructure**
- **Raising the profile of the cultural sector in the Borough**
- **Increasing levels of cultural activities and participation in the Borough**
- **Identifying and making best use of existing resources and facilities**
- **Encouraging the development of new investment in the cultural sector**

Trafford's Cultural Partnership Network will take responsibility for identifying and completing the content of the action plans. The involvement of the Cultural Partnership as the lead that has developed this work is vital to the implementation of the strategy. As the network grows and develops, the action plans will be regularly revised and built upon. The establishment of a clear set of strategic priorities will ensure that the vision of the document is carried through into a wide range of actions.

It is clear that the action plans contained within the Cultural Strategy cannot replace detailed service plans. It is an umbrella document with links to a wide range of other planning documents including: -

Community Strategy  
Annual Library Position Statement  
Leisure Matters Strategy  
Nature Conservation Plan  
Environmental Management Plan  
Tourism for Trafford  
Unitary Development Plan  
Parks & Countryside Annual Service Plan  
Community Rights, Learning & Libraries Service Plan  
E-Government Strategy

The Cultural Strategy will set the focus and priorities for the next 5-6 years, and the actions needed to deliver those priorities will develop over time. The action plans are not static documents. Progress towards the achievement of the targets will be monitored on an annual basis and partners will develop new targets to meet those priorities over time.



Davies Road Play Area

## 10. MONITORING AND REVIEW

The Cultural Strategy will be monitored on an on-going basis and will be evaluated against all its agreed targets. The Cultural Partnership will ensure that targets are monitored and rolled on through an annual review process. Monitoring will be through the existing Partnership network's structure, individual departmental work plans and by maintaining the dialogue with, and involvement of, local people as the strategy takes form and develops.

Individual projects mentioned in the annual action plans will be subject to review and ongoing evaluation against their aims, objectives and targets.

We will consider using industry performance management systems for example Developing a Performance Profile for Local Authority Cultural Services, Angela Watson & Associates July 2004.



Denzel House, Altrincham

## 11. PROPOSED CULTURAL CHARTER FOR TRAFFORD

This to be developed by Trafford's Cultural Partnership Network.

### Statement of Intent

- We recognise that culture can improve and enrich the lives of individuals and communities in our Borough.
- The cultural life of Trafford is facilitated and provided by many diverse organisations and individuals. We recognise the value and contribution of all these stakeholders and endeavour to involve them in future to create a cultural network and partnerships for the benefit of the Borough.
- All our diverse communities should have the opportunity and equal access to express themselves actively and participate in the cultural life of the Borough.
- We will provide opportunities that focus on the needs and aspirations of young people.
- We recognise that culture has a role in achieving the Borough's wider strategic aims, and will endeavour to advocate and demonstrate the value and role of culture in this context.
- We will identify cultural resources locally and ensure the wider use and improvement of the current resources in the Borough, whether in the community, private, public or voluntary sectors.
- We recognise that communication and information are critical to the successful development of the cultural life and to promote opportunities to its citizens and visitors.
- We will implement a Cultural Strategy that will be visionary and a focus for future cultural development, with tangible measurable targets, monitoring, evaluation and review processes.

Other potential themes for the cultural charter include;

- Promoting the role of culture in personal development and community regeneration.
- Developing a positive and innovative image for the Borough.

# 12 CONTRIBUTORS TO THE CULTURAL STRATEGY CONSULTATION AND DEVELOPMENT

Below are listed the individuals, groups and organisations consulted as part of the development of this strategy. The consultation process has been wide ranging and we thank all those that have participated so generously. We would also like to apologise in advance if we have in error missed someone off this list.

## Members of Trafford Arts Association

- Joe Agnew** Meadway Choirs  
**Diane Amans** 3D  
**David Arrowsmith** Stadium Manager, Lancashire County Cricket Club  
**Deb Ashby** Dance Initiative Greater Manchester  
**Mike Atkinson** Former Head of Youth & Leisure  
**Iftikhar Awan** Altrincham Mosque  
**Edward Barber** Head of Housing TMBC  
**Nancy Barrett** Former Arts & Cultural Development Manager TMBC  
**Colin Barson** VCAT  
**Cllr Jane Baugh** Elected Member TMBC  
**Nigel Blandford** Operations Manager, Red Rose Forest  
**Ian Bowen** The Club Theatre  
**Rick Bowen** Messenger News  
**Joanne Boyle** Licensing Manager TMBC  
**Charlotte Brown** Freelance Artist  
**Stephen Bull** Principal Architect TMBC  
**Cllr Dylan Butt** Elected Member TMBC  
**Elsbeth Carr** Head of Arts, Ashton on Mersey School  
**Simon Castle** Chief Planning Officer TMBC  
**Angela Chappell** Arts & Cultural Development Manager TMBC  
**Jo Cole** Environmental Manager TMBC  
**Lynda Coles** Arts Co-ordinator School Improvement Service TMBC  
**Jim Cumbes** Chief Executive, Lancashire County Cricket Club  
**Meg Cooper** Trafford Arts Association  
**Peter Cooper** Sale Nomads  
**Cllr Jonathan Coupe** Elected Member TMBC  
**Debbie Cowley** Arts & Cultural Development Manager TMBC  
**Dorothy Croxford** British Sugar Guild (Stretford Branch)  
**Helen Cutts** Manor House Resource Centre  
**Adam Davison** Head Warden Mersey Valley Wardens  
**Brian Degruichy** Kendric Ash  
**Phyllis Derbyshire** United Co-op Painting for Pleasure

- Chris Dodd** Senior Development Manager, Sport England North West  
**Jez Dolan** Freelance Consultant  
**Bernard Dunphy** Parks & Countryside TMBC  
**Anna Dutton** The Club Theatre  
**John Earnshaw** Sale Photographic Society  
**Hugh Everett** The Garrick Theatre  
**Denise Fahmy** Creative Industries Officer TMBC  
**P Ferneyhough** Altrincham & District Football Association  
**Gill Fitzpatrick** Principal Librarian TMBC  
**Kevin Flanagan** Trafford Park Heritage Centre  
**Jim Forrester** Director, Imperial War Museum North  
**Martin Fuller** David Lloyd Leisure  
**John Fuller** Next Step  
**Karen Galvin** Press Officer TMBC  
**Isobel Garlick** North Trafford College  
**Mark Gibbison** Head of E-Government TMBC  
**May Gibbons** Head of Youth Service TMBC  
**Caroline Gleaves** Gorse Hill Youth Centre TMBC  
**Pauline Gunson** Trafford Early Years Partnership TMBC  
**Paddy Harverson** Manchester United PLC  
**J Harris** St Giles Lodge Resource Centre  
**Martin Harris** Rocket Youth Theatre  
**Kay Harwood** Tourism Development Officer TMBC  
**Mark Henderson** National Trust Stamford Estates Office  
**Jacquie Hewitt** North Trafford College  
**Suzanne Hilton** Head of Regeneration TMBC



The King's Ransom, Sale



# 12. CONTRIBUTORS TO THE CULTURAL STRATEGY CONSULTATION AND DEVELOPMENT

<b>Carl Hutton</b>	Waterside Arts Centre Manager TMBC	<b>Geraint Parry</b>	South Trafford College
<b>Rev Brian Jackson</b>	Altrincham Interfaith Group	<b>Graham Parry</b>	Groundwork Manchester, Salford & Trafford
<b>Laurie James</b>	Special Advisor, Leadership Support Social Services TMBC	<b>Cllr Paula Pearson</b>	Executive Member Arts & Leisure TMBC
<b>Parveen Javed</b>	Manchester Pakistani Resource Centre	<b>Cllr Stephanie Poole</b>	Executive Member Economic Development TMBC
<b>Fiona Johnson</b>	WFA Media & Cultural Centre	<b>Lorna Powell</b>	Manchester & District Housing
<b>Jeff Johnson</b>	Irwell Valley Housing Association	<b>Chris Pratt</b>	Executive Director, Children & Young People TMBC
<b>Bernie Jones</b>	Trafford Community Leisure Trust	<b>Kirsten Procter</b>	Community Liaison Officer, The National Trust
<b>Garth Jones</b>	Drama Co-ordinator School Improvement Service TMBC	<b>Liz Pugh</b>	Walk the Plank
<b>Paula Keenan</b>	Freelance Artist	<b>Louis Rapaport</b>	Jewish Council of Representatives
<b>Jenny Lloyd</b>	Henshaws Society for Blind People	<b>Alison Reid</b>	The Trafford Centre Ltd
<b>Graham Luccock</b>	Head of Service, Community Rights, Learning & Libraries TMBC	<b>Ben Roberts</b>	Gorse Hill Studio
<b>Tim Manley</b>	Arts About Manchester	<b>Avril Saunders</b>	Head of Leisure, Sport & Parks Community Development TMBC
<b>Teresa Marriott</b>	Old Trafford & Gorse Hill Partnership SRB	<b>Karen Shannon</b>	Lets Go Global Manager, TMBC
<b>Graham Marshall</b>	Sale Harriers	<b>Robina Sheikh</b>	Assistant Arts Officer TMBC
<b>Helen McFarlane</b>	Head of Community Safety TMBC	<b>Bernard Sheridan</b>	Head of Environmental Services Group TMBC
<b>Graham McIsaac</b>	Trafford Shopmobility & Access Group	<b>Joan Smith</b>	Altrincham Embroiders' Guild
<b>Lisa Michie</b>	Adult and Community Learning Manager TMBC	<b>Pat Southern</b>	Community Learning Librarian TMBC
<b>Bill Moorcroft</b>	South Trafford College	<b>Simone Spray</b>	Trafford Youth Service TMBC
<b>Wayne Morris</b>	Sale Rugby Club	<b>Lynne Stein</b>	Freelance Artist
<b>Daniel Newall</b>	Sports Development Manager TMBC	<b>Alan Steward</b>	Former Community Strategy & Partnerships TMBC
<b>Jane Oliver</b>	Music Co-ordinator School Improvement Service TMBC	<b>Cynthia Thompson</b>	Head of People and Performance TMBC
		<b>Anne Tober</b>	Disability Officer TMBC
		<b>Phil Townsend</b>	Manchester United Football Club
		<b>Richard Trickey</b>	Sale Football Club
		<b>Simon Twist</b>	Open Door Theatre Company
		<b>Michelle Udogu</b>	Trafford Youth Service TMBC
		<b>Debbie Walker</b>	Imperial War Museum North
		<b>Cllr Vivienne Ward</b>	Elected Member TMBC
		<b>Chris Waterfield</b>	Former Operations Manager, Red Rose Forest
		<b>John Watling</b>	Environment Manager, Trafford Park Business Forum
		<b>Sheila Watt</b>	Stretford Youth Theatre
		<b>Margaret Westbrook</b>	Friends of Longford Park
		<b>Emma White</b>	Special Educational Needs
		<b>Lucy Whiting</b>	Groundwork Manchester, Salford & Trafford
		<b>David Wilkinson</b>	Local resident
		<b>E Williams</b>	Trafford African Caribbean Group
		<b>Margaret Yusuf</b>	Children's Fund

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- Trafford Events Calendar

## Other research

- Garrick Theatre, Altrincham website
- Imperial War Museum website
- Lancashire County Cricket Club website
- Manchester United Football Club website
- North Trafford College website
- NWDA website
- South Trafford College Prospectus
- South Trafford College website
- Trafford, Bolton, Salford NHS website
- Trafford, Bolton, Salford PCT website
- Trafford MBC intranet
- VAN website

## 12.2 Acronyms used in this document

- ACE:** Arts Council England  
**ACENW:** Arts Council England, North West  
**AGMA:** Association Greater Manchester Authorities  
**CAG:** Cultural Ambition Group  
**CRLL:** Community Rights, Learning and Libraries  
**CPA:** Comprehensive Performance Assessment  
**DCMS:** Department for Culture, Media and Sport  
**DDA:** Disability Discrimination Act  
**GP:** General Practitioner  
**IWMN:** Imperial War Museum North  
**LSP:** Local Strategic Partnership  
**NHS:** National Health Service  
**NWDA:** Northwest Development Agency  
**PR:** Public Relations  
**PCT:** Primary Care Trust  
**SRB:** Single Regeneration Budget  
**TCPN:** Trafford’s Cultural Partnership Network  
**TMBC:** Trafford Metropolitan Borough Council  
**WFA:** Workers Film Association  
**VAN:** Voluntary Arts Network  
**VCAT:** Voluntary Community Action Trafford



Trafford Youth Dance Theatre



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