



Trafford Cultural Transformation Lead

We considered 3 options

1. High Level External Consultant

Very strong on:

- Strategic leadership;
- Advocacy;
- Holding council / senior partners to account and driving it forwards;
- Communicating vision / direction / goals.

Less likely to roll their own sleeves up / lead grassroots support.

Day rate will be £600+ a day (although would negotiate down for a long-term contract).

They will have fewer days to give and likely to have competing projects across a 2 year timeframe, which isn't ideal for this role - which needs someone who commits to this as their primary contract / role.

Would need an 'officer' within the council to deliver more practical things.

2. High Level Freelancer

Someone who is looking for a 'core/anchor' contract, but with a bit of flexibility.

Better balance of strategic and delivery than above.

A more visible part of the team, with more grassroots engagement likely.

Day rate will be c.£350-450. So more days.

Likely to agree a reduced fee for 2 year contract.

Might need admin support.

3. Fixed term post

Given the posts / musical chairs happening across GM 'culture leads' at the moment (Oldham, Salford, potentially Rochdale) and the applications that will be coming in - it might make recruitment to a F-T role possible, even on a short-term contract.

Same JD as above, just different terms.

Worth a conversation with equivalents in the other Boroughs (via GM Culture Steering Group, which

Darren attends - or direct) about quality / quantity of applications and if there can be any sharing (e.g. back end administration, research / audience data etc.).

Our recommendation is to develop a JD that suits 2&3 - which is pretty interchangeable but different terms.

TITLE(S)

Trafford Cultural Activation Manager (Director/Lead)
Cultural Activation Manager: Trafford
Trafford Transformation Lead: Culture
Trafford Cultural Partnership Manager (Director/Lead)
Trafford Cultural Development Manager (Director/Lead)

Fixed Term	2 years
Salary / Fee	£55-60k per year depending on experience
Hours	Full-time*
Reporting to	Sara Saleh, Deputy CEO and Corporate Director, Trafford Council

*We recognise that this role may be of interest to a freelancer with an average of 3+ days a week available to dedicate to this role, and employed on contractor terms.

In either case, the job holder will need to be in Trafford regularly, working in a variety of locations including Trafford Town Hall, but also on the ground working with Council staff, partners and stakeholders located across the wider Borough and Greater Manchester.

JOB DESCRIPTION

Purpose

Trafford Council and its stakeholders have defined and adopted an ambitious Cultural Strategy, which is now ready to be activated across the Borough.

The strategy is a devolved model, and it belongs to the whole of the community. With facilitation and coordination from Trafford Council, it will be owned and delivered by partners working across all of the Borough's towns, at all levels from community & voluntary organisations to major international cultural, heritage and sporting brands, and with all sectors from regeneration & tourism to wellbeing & education. Many of these organisations have contributed to the development of the strategy and are ready to support its activation.

This widespread activation and adoption will be the critical success factor for the strategy. The aim is to build a hub-and-spoke style network that

- builds active partnership and collaboration across the Borough,
- delivers to 3 key priorities (cultural leadership and placemaking; talent and creativity; wellbeing and community)
- develops competencies, capabilities & capacity where it is most needed to help cultural activity and engagement, develop and thrive at all levels in the community,
- levers additional resources
- builds ongoing relationships with the likes of GMCA, Arts Council England and other potential strategic funders to ensure that Trafford-based activity has greater opportunity.

This role has been created to kickstart this vision, and the postholder will supply the inspiration, energy and know-how to get it off the ground. You will nurture and establish the right conditions for ongoing success, embedding networks, accruing support, resource and finance from multiple places, building buy-in and activating foundational programmes. You will be credible and persuasive - just as comfortable influencing Councillors, senior officers and strategic partners one day, as providing hands-on support and mentoring for grassroots organisations the next.

By the end of the transition period, there will be cross-sector, Borough-wide buy-in with a series of active neighbourhood and thematic clusters; and a number of foundational/pathfinder activities well in play. There will be a plan for continuation and roll out based on the experiences of this transition programme.

Key Responsibilities

Through a programme of foundational and pathfinder activities, the post-holder will:

Support the development of a relevant, resilient, dynamic and accessible cultural offer for the borough.

Establish and support a Borough-wide collaborative network and infrastructure

Support organisations, venues and groups as they deliver place-based, co-created, inclusive and accessible arts and cultural programming, identifying and supporting capacity and capability development.

Supply strategic mentoring and practical coaching for Trafford Council's own cultural investments namely Waterside Arts, The Music Hub and Library Service, so they can fully respond to the aims and objectives of the strategy and deliver to Council priorities. To include cost-benefit analysis of new operating models e.g. establishing a Trust.

To develop a clear identity, purpose and sense of place for Waterside, working in collaboration with the staff team. To ensure sustainable impacts, especially within community engagement and artist development, in a post-pandemic climate.

Align and motivate internal Council teams, third-party supply agencies and cross-sector partners, engaging them in active delivery partnerships.

Create pathways and resources to help the community activate and animate 'open' spaces and places for creativity and culture, such as Trafford's rich network of town centres, parks, blueways, libraries.

Ensure the programme of work is aligned to the council's corporate objectives, GMCA Cultural Strategy and Creative Improvement Districts - and demonstrate Trafford's cultural value in those forums.

Contribute towards future strategic planning goals and objectives.

Key Tasks

Act as the key point of contact between artists and cultural organisations, Trafford Council and stakeholders.

Work directly with cultural and creative organisations to activate the collaborative networks and programmes of work that will:

- Build Trafford's cultural reputation
- Support placemaking
- Extend marketing & audience development
- Develop skills / capacity.

Work with Trafford Council to empower and devolve Trafford's cultural 'energy' and increase impact (e.g. licensing, community grants, use of parks, etc), strengthening hyperlocal cultural programming & cross-departmental working.

Build propositions for funders. Identifying relevant income generation initiatives and external funding opportunities. Helping the Council and partner organisations make strong and relevant applications, through coordination, mentoring and support resources (briefings, useful databanks, 'how to' toolkits etc.)

Support the development of cultural education with formal education partners and industry, building on existing strengths in sports & leisure education, and with industry such as Trafford's animation industry, and the plethora of talent-activity businesses.

Engage Trafford residents working in professional cultural and creative industries elsewhere across GM. Increase mentoring, skills development resources, employment pathways etc.

Develop digital capability and connectivity, including infrastructure, programmes and upskilling (e.g. capture and use of data; how to harness to drive better intelligence & insight; digital engagement and communications channels and platforms; events promotion, commerciality and income generation.)

Report to Trafford Council / Cultural Partnership on progress.

Relationships

The day-to-day management reporting relationship will be to: Sara Saleh, Deputy CEO and Corporate Director, alongside Simon Davis, Head of Customer Service, Libraries and Culture / Exec/Cultural Partnership.

There will be a number of priority relationships namely:

- Trafford Council - Executive and cross-departmental senior officers
- Arts Council England
- GMCA Culture Team, Steering Group and partners
- Waterside Arts, Trafford Libraries, Trafford Music Service
- Trafford cultural organisations, networks, community groups and creative businesses
- Stakeholders and partners including: Trafford Leisure Trust, Trafford Housing Trust, Bruntwood, NHS, town centre partnerships and BIDs

PERSON SPECIFICATION

This role requires knowledge and experience gathered within the cultural sector. You will be a dynamic senior leader with an impressive track record in making things happen and delivering sustainable change.

Outstanding people skills is the key prerequisite to influence senior managers / decision-makers in Trafford Council and stakeholders across the Borough and Greater Manchester.

You will be effective working in a role with a high degree of independence with limited supervision and direction.

You will enjoy the challenge of generating momentum quickly, assessing projects on their ability to kickstart progress for the longer term.

You will be passionate about the role of culture in placemaking - and how it enriches the lives of people in thriving communities. You will be committed to inclusion practice which is also ambitious and high quality.

You will have up-to-date knowledge of all the areas of the role. Where you are not an 'expert', you will know who to ask, bringing with you a strong network of peers and specialists.

Qualifications

Essential	Desirable
Degree or recognised professional/management qualification, or equivalent experience	Relevant Postgraduate level Professional Qualifications or equivalent experience
	Evidence of continuing professional development and/or membership of professional body

Skills, Knowledge & Experience

Essential	Desirable
Excellent knowledge of arts, heritage and culture	...applied to placemaking, community development and/or partnerships
Experience of establishing and managing complex partnerships and networks	Commensurate experience in a similar role (e.g. in a council / organisation / across a community)
Excellent interpersonal and communication skills used to influence, negotiate, persuade, build and sustain effective partnerships	Experience of change management, e.g. supporting a team through a period of change, such as implementing new systems or programmes and ways of working
Experience of providing mentoring and skills development within the cultural sector	Knowledge of the political, financial, legal and social environment within which Local Authorities operate

Experience of making and managing successful funding bids	...and developing new income/funding streams and policy
Experience of developing new programmes, projects and initiatives, including Impact Evaluation	
Ability to work through problems, evaluate risks and offer practical solutions	
Ability to advocate effectively for the Heritage, Libraries and Arts and Cultural sector at local, regional, and national levels	
Knowledge of current challenges faced by the culture sector in delivering to multiple agendas (e.g. environment, education, health & wellbeing)	

Attributes & Preferences

Strategic thinker - but equally comfortable applying it on the ground	
Inspirational, Persuasive and Open - a strong communicator with purpose and collaborative mindset, and ensuring community ownership of the strategy and work programme	
Empathetic and people-focused	
Commitment to working inclusively with diverse people and communities and the current issues faced in communities with a wide range of demographics and cultures	
Well-organised, able to manage multiple priorities and demands	