

I ♥ CULTURE



Liverpool Cultural Strategy Delivery Plan: 2010-2014 Stakeholder Summary

The context:

Liverpool's Cultural Strategy Delivery Plan ('The Plan') is an essential tool to support our vision of the Liverpool of 2024 as a vibrant international city.

The Plan has been conceived by the Culture Task Group as a delivery framework for the city-wide Liverpool Cultural Strategy 2009-2014, which sits within the Liverpool First structure. It is based on the 61 recommendations for improvement made by the Strategy, and shows the key areas for action and delivery.

It is linked to the delivery of the Sustainable Community Strategy (SCS) and the Local Area Agreement (LAA). Various targets have been set within the latter two which require input and/or monitoring by the Culture Task Group. In addition, the Group also has responsibility for performance measures as part of the National Indicator set and Place Survey, such as visits to public libraries, museums and engagement in the Arts.

The Plan is intended to be a living document, offering the flexibility to change in line with the needs and challenges of the city's culture sector. It is based around five themes which are at the heart of the Sustainable Community Strategy – cultural vibrancy, access and participation, creative learning and skills development, economic growth, and image, identity and sense of place. Within those themes there are nine key recommendations that have been identified as priority areas for action to gain the best outcomes, and to meet set targets.

This is a summary of the Plan, which details those nine recommendations and provides broad descriptions of each. The full Plan, which can be found at: ??, provides further detail such as success measures, all delivery partners, lead organisations and officers and more on timescales and funding.

The full Strategy, with all 61 recommendations, can be found at ??.

Cultural Vibrancy:

Champion current and continued improvements to new and existing cultural facilities:

Working with cultural organisations and partners we aim to ensure the city has a fit-for-purpose physical infrastructure, particularly in theatre and performing arts generally. This will involve developing sustainable business plans, and strategies for use within the community.

Actions:

- Identify gaps and opportunities in our cultural facilities and infrastructure by Dec 2011
- Work with partners, including NWDA, to secure funding for extension of the Philharmonic
- Work with partners, including NWDA, to secure funding for transfer of Open Eye Gallery to Mann Island
- Work with Higher Education sector to maximise use of and access to University arts facilities
- Support the development of Liverpool's new library and archive service as a 21st century resource
- Support the redevelopment of the Everyman, Playhouse and Neptune theatres
- Continued improvements to the public realm
- Develop sustainable business plans for relevant cultural organisations by establishing a usage group, setting a baseline for which Arts and Cultural Investment Programme (ACIP)-funded programmes have plans, and work to support funded organisations to produce them

Support and promote the sustainability, quality and innovation of the city's funded and voluntary cultural organisations:

We aim to increase the flexibility of support schemes, including provision of appropriate advice and information to those who need it.

Actions:

- Initiate a gap analysis by summer 2010
- Help 200 creative/niche businesses to grow by March 2011. Subject to funding, via workshops, mentoring and other support from Merseyside ACME
- Encourage relationships between voluntary sector providers to explore potential for joint working on issues such as funding and marketing
- Complete 50 undergraduate and graduate internships by June 2012
- Improve advice and information provided to the city's funded, voluntary and community organisations



Identify and implement an appropriate and transparent structure for the leadership of Culture, post 2008:

This needs to take into account the importance of working within the whole City region, and our partnerships with the public, private and voluntary sectors.

Actions:

- Establish Culture Task Group (CTG), and undertake satisfaction surveys in 2010, 11 and 12
- Produce annual review of achievements, May 2010 onwards
- CTG and Liverpool City Council to engage with key city cultural networks
- Deliver 2009-11 Arts and Cultural Investment Strategy, consolidating growth of sector post-08, with aim of investing £8.45m
- Build strong relationships with key agencies such as Arts Council England, RDAs etc under new UK regional working arrangements
- Explore and evaluate cultural leadership courses
- Work with partners of North West Cultural Observatory to ensure responsive service for cultural organisations
- Improve Liverpool's positioning at international level to promote city and explore future opportunities, through activities such as presenting case studies on Liverpool 08 internationally, hosting three international conferences on 08 and its impact, mapping relationships, working with Mersey Partnership on profile-raising press trips and support partners bidding for UNESCO City of Music status
- Embed Cultural Strategy in activities of Liverpool First's five Strategic Issue Partnerships
- Subject to demand, continued working with business support agencies, and participation in quarterly district committee meetings

Access and Participation:

Increase young people's access to culture, creativity and heritage and sport:

This will be delivered via a co-ordinated cross-sector approach, giving young people the chance to encounter a range of high-quality cultural experiences for five hours a week.

Actions:

- Delivery of Liverpool's Children and Young People's Plan, and co-ordination with Children and Young People's Cultural Engagement Group
- Work with relevant organisations to maximise access for children and young people
- Children and Young People's Cultural Engagement Group established
- Produce directory of delivery partners and services available to children and young people in the sector
- Increase engagement of hard-to-reach groups
- Subject to funding, deliver annual Sportslinx programme and Merseyside Youth Games
- Work with sports and cultural facilities, schools, and neighbourhood groups to raise awareness of links between culture and community cohesion
- Deliver annual SPLASH programme
- Support new projects under 3-year Youth Capital Programme, such as renovation of Knotty Ash Youth and Community Centre
- Work with relevant organisations to build on success of 08 Creative Communities programme, through community-led activity
- Establish Arts Officer posts in five areas
- Work with sports bodies as part of delivery of Active City and Sport and Recreation strategies, encouraging and tracking participation
- Merseyside Find Your Talent programme completed by March 2011, and follow up with seminars and workshops to show model for delivering five-hours-a-week cultural activity per child
- Delivery of Liverpool Youth Service Arts Programme 2009-12
- Review of current youth arts provision and use of best practice models for future strategy
- Participate in relevant projects under banner of 2012 London Olympic Games and Cultural Olympiad
- Establish links with national and international education projects around Liverpool's World Heritage Site



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Work with local cultural partners and regional agencies to develop a sustainable approach to audience development:

This will focus on retaining the new audiences developed as part of 2008's events.

Actions:

- Establish audience development working group under CTG guidance
- Work with Impacts '08 and others to research local audience data
- Develop common strategy for audience development
- Build relationship with new regional audience development agency, launched in April 2010
- Review progress of key funded organisations in 2010 to support development of future audience development plans
- Work with Arts Council England, other funders, and new agency to ensure audience development plans are part of funding requirements, and raise awareness of professional support available
- Undertake city-wide audience mapping exercise
- Support LARC in 2009/10 to further develop 'Long Night' events to counter alcohol-driven nights out
- Maximise opportunities arising from Thrive! Programme and pilot new and existing technologies for audience development
- Share city-wide learning gained from working with audience development programmes such as Family Friendly Merseyside and Open City
- Investigate themes and solutions around night-time economy, such as ticketing, use of public transport etc

Creative Learning and Skills Development

Galvanise support from decision-makers across sectors for capacity building programmes designed for practitioners:

We aim to develop the skills of those working in programmes such as Creative Communities, between culture, health, community safety, business, the voluntary sector and the environment.

Actions:

- Map current training provision, and carry out skills audit
- Establish a city-wide mentoring programme by 2012
- Improve use of existing training resources and education infrastructure to promote skills development
- Promote and work with LARC on national pilot for Creative Apprenticeships, and support development of similar initiatives for young people who are NEET
- Encourage local employers to participate in placements and apprenticeships
- Delivery of Liverpool Thrive! Project and business plan by June 2011
- Lobby decision makers at local, national and European level for co-ordinated approach to capacity building within cultural sector

Economic Growth

Develop Liverpool's particular strengths in the digital and creative sector, supporting its continued growth and expansion:

Actions:

- Produce baseline report in 2010 to understand strengths and weaknesses
- Develop strategies to grow existing businesses, increase start-ups and employment opportunities in the City Region
- Work with partners to provide continuous support for the sector through mentoring, brokering, signposting and influencing
- Improve co-ordination between higher education sector and cultural partners to highlight routes for progression of graduates and post-graduates
- Encourage partnerships between cultural sector, local authorities, funders and the knowledge sector, sharing resources and increasing incubator space to improve number and productivity of creative and digital companies
- Build on skills development and enlarging local labour pool through training for young people who are NEET, plus undergraduate courses for niche sectors
- Establish Baltic Creative Industries Trust to provide affordable, good quality premises
- Increase access of wider public to services and activities using digital technology in the arts
- Develop framework across partners to increase use of digital technologies and innovation to broaden cultural offer and offer new audience participation
- Establish legacy for Open Culture project
- Identify digital and creative champions to promote Liverpool
- Host international conference by 2011 demonstrating opportunities in sector and highlighting Liverpool success stories
- Further support Liverpool as key destination for TV/film production and film tourism
- Work with North West Vision and Media and partners to maximise opportunities from Media City in Salford
- Work with Liverpool Vision and the Mersey Partnership to evaluate current and future impact of sector on the city's economy



Image, Identity and Sense of Place

Develop and deliver a visitor economy strategy to 2020:

Capitalising on the impact of 2008 to establish Liverpool as a premier destination city, and maximising the effect on the visitor economy.

Actions:

- Publish a Visitor Economy Strategy for the City Region
- Support strategic development by setting out activities in one and five year periods
- Establish common approach to branding, building on Liverpool City brand, and promote with partners to showcase cultural offer, supporting tourism, inward investment and people
- Maximise opportunities presented to cultural sector at World Expo 2010 in Shanghai
- City Council to implement Improvement and Development Agency recommendations
- Develop strategic approach to event development, promoting city as large conference and events destination
- Ensure visitors to events are made aware of wider cultural offer
- New governance structure for Visitor Economy, engaging private sector and business networks
- Build on success of Cruise Terminal
- Develop and implement strategy to promote Waterfront, Baltic Triangle, WHS, Ropewalks and Hope Street as key attractors
- Ensure Supplementary Planning Document for World Heritage Site is adopted
- Build on Liverpool's profile as internationally significant historic city
- Work with Local Authority World Heritage Forum to secure Liverpool's involvement in World Heritage for 2012 project for Cultural Olympiad

Promote the adoption of exemplary approaches to contemporary developments

Improving pedestrian and public transport links between cultural attractions, moving towards zero carbon developments and a robust strategy for environmental sustainability:

Actions:

- Enhance areas of interest in the city, bringing listed buildings back into use to support World Heritage Site, and encourage contemporary design
- With partners, submit applications to appropriate design and planning award schemes
- Participate in city networks such as URBACT Heritage as Opportunity project to position Liverpool as international example of conservation and management
- Promote improved carbon management and high standards of urban design in new cultural facilities, developments, public realm and conservation works
- Develop Creative Quarter public realm package 1 by Dec 2012
- Work with Citysafe on safe night-time economy plans, ensuring safe access and travel opportunities for evening audiences
- Improve public transport links, with Merseytravel
- Identify how we update NI188 Adapting to Climate Change
- Raise awareness of city Climate Change Strategy, embedding practices in the way cultural partners work, and building on findings of LARC climate change seminar from summer 2009
- LCC Culture Liverpool to work towards certification for Sustainable Event Management and encourage sustainable practices across cultural partners
- Build on debate and awareness sparked by Year of the Environment
- Work with cultural partners and suppliers to LCC Culture Liverpool's Events Programme to raise awareness of benefits of carbon management, and encourage take-up of carbon management audits and target setting

